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Factors contributing to the success of female leaders in South African Independent Power Producers

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A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Management in Energy: Leadership

Johannesburg, 2023

ABSTRACT

Globally, there is a transition towards low-carbon energy sources, and countries, including South Africa, are including renewable energy power generation into their energy mix to reduce carbon emissions and meet gender mainstreaming and equality objectives.

The energy sector remains one of the most minor gender-diverse sectors in the economy. Studies have indicated that there are barriers and enabling factors that contribute to the success of female leaders. The study aimed to explore and analyse factors (barriers and enablers) contributing to the success of female leaders in South African Independent Power Producers.

The research adopted a generic qualitative approach using a non-random sampling technique (self-selection) followed by thematic data analysis and interpretation to derive the narrative towards the study objectives. Data was collected from nine female participants from leading renewable energy IPP companies through semi-structured interview questions undertaken via an online platform.

The study's key finding was how the feminist theory came into play when the COVID-19 pandemic interrupted the social norms, which shifted stereotype, patriarchal and discrimination views about females. In summary, the study also indicated that contributing factors could be both negative extrinsic (generational disadvantages, unconscious bias, discrimination, patriarchy, and stereotype) and intrinsic (lack of self-confidence) and positive extrinsic (support system, mentoring and training) and intrinsic (self-confidence), which can be a barrier or an enabler towards females attaining leadership roles within the renewable energy IPPs.

KEYWORDS

Female, Leadership, Renewable Energy, Independent Power Producer (IPP), Gender equality.

DECLARATION

I, Lusani Jacqueeline Madali, declare that this research report is my work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the Master of Management Energy Leadership degree at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or other university.

Name: Lusani Jacqueeline Madali Signature:

Signed at Kempton Park

On the 27 day of October 2023

DEDICATION

This research is dedicated to all those that do not have the strength to go on. While writing this report, my physical and mental strength would fail me, and my courage would slip away, but through it all, I saw a God whose strength is manifested in my weakness. Psalms 28:7 says, "***The Lord is my strength and my (impenetrable) shield; My heart trust (with unwavering confidence) in Him, and I am helped; Therefore, my heart greatly rejoices, and with my song, I shall thank Him and praise Him***".

ACKNOWLEDGEMENTS

I want to acknowledge God Almighty, my husband and kids, my mother, my supervisor Dr Nomusa Mazonde and all the participants for making this research successful.

Thank you, "*ndia livhuwa, Mudzimu avha tonde nga zwivhuya misi yothe*".

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LIST OF ACRONYMS

B-BBEE- Broad-Based Back Economic Empowerment

CEO- Chief Executive Officer

EEA- Employment Equity Act

GGGI- Global Gender Gap Index

IEA- International Energy Agency

IPP- Independent Power Producers

IRENA- International Renewable Energy Agency

IRP- Integrated Resource Plan

JSE- Johannesburg Stock Exchange

NDP- National Development Plan

OECD- Organization for Economic Co-operation Development

REIPPPP- Renewable Energy Independent Power Producer Procurement Programme

STEM- Science, Technology, Engineering and Mathematics

UN- United Nations

WEF- World Economic Forum

ZAR- South African Rand

DEFINITIONS

Carrot and stick approach: It is a driving simulant which aims to persuade and motivate mutual lane-change manoeuvres under government or human supervision (Zimmermann et al., 2018).

Discrimination: The unfair or injurious conduct of distinctive groups of people based on disability, age, or race (Republic of South Africa, 1996).

Dominating perspectives: The lens through which past events are recounted by changing views of the dominant society (Zey-Ferrell, 1981).

Economic participation: The individual's involvement in education/work and contributions to the economic resources (Asongu, Efobi, Tanankem, & Osabuohien, 2020).

Gender equality: A state where men and women hold full human rights and perspective; to can contribute proportionally to economic, national political, cultural, social and cultural development; and benefit likewise from the outcome (Republic of South Africa, 2016).

Gender mainstreaming: "*An approach, or strategy, in policy formulation, legislative drafting, project or programme design and development that has incorporated to its core, the varying attributes and needs of men and women to ensure that the benefits or impacts of the intervention are not disproportionately felt*" (Republic of South Africa, 2004).

Greenwashing: is the circulation of incomplete or false information by an individual or organisation to suggest a good outlook or appearance publicly *(Furlow, 2010).*

Impartial sexes interactions: Interactions not based on sexual orientation (True, 2003).

Imposter syndrome: It is usually a syndrome found in high-performing individuals who have an underlying logic that they cannot meet or live up to

others' outlooks; instead, they tend to see other people's mistakes and failures as performance feedback, which tends to be highly personalised (Sherman, 2013).

Leadership: An individual employing deliberate guidance over others to influence, structure, and enable actions and associations in a group or organisation (Yukl, 2002).

Leadership style: How leadership roles are carried out and how the manager performs towards members of an organisation (Gouws, 2008).

Organisational performance: A probe into the performance of an institution to its goals and objectives (IEA, 2021).

Patriarchal system: A social system governed by authoritative views in which males have authority over females (Sathiparsad, Taylor, & Dlamini, 2008).

Paternalistic: a mindset deeply rooted in authority and discipline inherent in a fatherly or male-oriented atmosphere (Farh & Cheng, 2000).

Public-private partnerships: An understanding between two or more public and private sectors of a long-term nature (Republic of South Africa, 2018).

Racial segregation: The systematic separation of people into racial or other ethnic groups in daily life (Republic of South Africa, 1996).

Renewable Energy: This is an energy source that cannot be depleted when utilised, for example, wind or solar (EIA, 2022).

Stereotype: A broadly held and fixed thought of a distinct type of thing or person (Cecelski, 2000).

Unconscious bias: is a mental perception rooted in one's brain long before it is realised, which may be based on cultural background or personal experiences (Cuellar, 2017).

CHAPTER 1. INTRODUCTION

1.1 Purpose of the study

This qualitative study aimed to investigate factors contributing to the success of female leaders in South African Independent Power Producers.

1.2 Context of the study

In 2015, the United Nations Paris Agreement recognised that climate change is a global phenomenon for humankind, and countries need to make concerted efforts to reduce their carbon emission and work towards a just transition by introducing low-carbon energy sources into their mix (Mkhwebane & Semelane, 2020; United Nations, 2015). As such, countries have introduced renewable energy programmes to reduce carbon emissions and meet their socioeconomic objectives through public-private partnerships with Independent Power Producers (IPP) (Eberhard & Naude, 2016; Mkhwebane & Semelane, 2020; Stuurman, 2018).

According to Adedeji, Akinlabi, Madushele, and Olatunji (2020) and Spalding-Fecher (2003), South Africa's leading economic driver for development and growth has historically been the energy sector, especially coal and its value chain. However, little has been achieved under this energy source towards mainstreaming females as leaders (BWASA, 2021; IFC, 2022; Stuurman, 2018). Noting the global movement to transition to low-carbon energy sources, various studies indicated that renewable energy is extensive and accommodative to both males and females; as such, it offers countries a platform to accelerate their gender mainstreaming and equality objectives (Lieu, Sorman, Johnson, Virla, & Resurrección, 2020; Mkhwebane & Semelane, 2020; Spalding-Fecher, 2003; Stuurman, 2018; WEF, 2016).

In South Africa, females comprise most of the population, yet they remain a minority in the workforce in various sectors, more so in the energy sector across the country (Statistics SA, 2021).

This is supported by industry reports undertaken by BWASA (2021) and IFC (2022), who reported few females holding leadership roles within various industries from 2004, 2017 and 2021, including the renewable energy sector. Those in leadership roles are either in human resource or administration positions with little to or no economic participation (Hearn & Husu, 2011; IFC, 2022; Lieu et al., 2020; Ndinda & Okeke-Uzodike, 2012). Lalanne and Seabright (2022) reported a similar trend in the United States, who indicated that females make up 51,4% of the labour statistics; however, only fifteen-point seven percent are board members, and only three percent are in chief executive roles. However, a study undertaken by Allison, McCrory, and Oxnevad (2019) indicated that the renewable energy sector is gender-diverse relative to the traditional fossil fuel energy sector.

According to Walby (2005) and Nanjundeswaraswamy and Swamy (2014), gender mainstreaming should be able to appreciate and recognise varying needs across the working environment, which males cannot only meet. Therefore, leadership means appointing the right person with the appropriate skill set and qualities (Nanjundeswaraswamy & Swamy, 2014; Walby, 2005). However, this view was contradicted by Lieu et al. (2020), who argued that having males as a majority in leadership roles was due to their nature as natural leaders.

Gender mainstreaming of females in leadership roles should not be viewed as bargaining to “fit in”; instead, it is a “give in” opportunity for the female to exercise their liberty and freedom to lead their way using their leadership styles to achieve desired country objectives (Brue, 2018; Gouws, 2008; Moraka, 2015; Stuurman, 2018; Trinidad & Normore, 2005)). According to Collins (2019), for countries to transition to low-carbon energy sources, it is key to have females in decision-making leadership roles because women are at the receiving end of the impacts of climate change.

In 2016, the Global Gender Gap report reported that Africa would take up to seventy-nine years to reach gender equality because Africans have not begun gender mainstreaming in core economic drivers, i.e. energy sectors (WEF, 2016). However, Lieu et al. (2020) and IFC (2022) argue that it is not that the African continent has not incorporated gender mainstreaming but rather the fact that energy and its value chain have always been viewed as a male sector. Females are marginalised to occupy a low level of employment even in the context of renewable energy.

In 2010, the South African government drafted a National Development Plan (NDP), highlighting the country's long-term plan toward inequality, unemployment and full involvement of females in the energy sector (Eberhard & Naude, 2016; Relancio, Cuellar, Walker, & Ettmayr, 2016). In realising this long-term goal, the government drafted a departure point through the Empowerment and Gender Equality (WEGE) Policy, a policy toward the equal rights, opportunities, and economic empowerment of South African women in the energy sector hereto attached in **Appendix A** (Republic of South Africa, 2016).

Subsequently, programmes such as the Renewable Energy Independent Power Producer Procurement Programme (REIPPPP) - a program designed to integrate a public-private partnership toward energy infrastructure investment, are being utilised to meet the policy goals (Allison et al., 2019; Eberhard & Naude, 2016; Relancio et al., 2016; Republic of South Africa, 2016; Stuurman, 2018; WEF, 2016).

In this context, the study aimed to investigate factors that have contributed to the success of female leaders in South African Independent Power Producers. The factors included both barriers and enablers, as they could either promote or constrain the success of females in leadership roles or positions.

1.3 Research problem

According to Spalding-Fecher (2003) and Adedeji et al. (2020), South Africa's leading economic driver for development and growth has historically been the energy sector, especially coal and its value chain. However, under the current energy value chain, South Africa has been unable to bridge the gap between males and females in leadership roles despite females being the majority of the population (BWASA, 2021). Noting the global movement to transition to low-carbon energy sources, various studies have indicated that renewable energy's value chain is accommodative to both genders; as such, it offers a platform under which countries can meet their gender mainstreaming and equality objectives (Allison et al., 2019; Lieu et al., 2020; Spalding-Fecher, 2003; Stuurman, 2018; WEF, 2016). The mainstreaming of females in leadership roles within renewable energy becomes key in transitioning to low-carbon energy as they are at the receiving end of the climate change aftereffects (Adedeji et al., 2020; Collins, 2019).

In South Africa, the renewable energy public-private partnership (REIPPP) was launched to address the energy infrastructure and system and achieve equality goals (Allison et al., 2019; Eberhard & Naude, 2016; Stuurman, 2018). The collaboration through REIPPP has progressed well and is hailed as one of the most successful globally, although few numbers of female leaders reported in various studies (Allison et al., 2019; Eberhard & Naude, 2016; IRENA., 2020; Parshotam & van der Westhiuzen, 2018; Relancio et al., 2016; Stuurman, 2018)).

Deriving from the setback to address the equality goals and participation of females in key decision roles to address climate change, the research sought to investigate factors contributing to the success of female leaders in South African Independent Power Producers.

1.4 Research questions/objectives

The study outlined both the research question and objectives. The overarching research question was to find out:

a. What are the key barriers and enabling factors contributing to the success of female leaders in renewable energy IPP Companies?

Based on the research question, the following were the objectives:

a. Critique the legal framework and its applicability to the success of female leaders in South African Independent Power Producer.
b. Evaluate the renewable energy structure under REIPPPP.
c. Identify and evaluate to what extent these factors contribute to female leaders' success in renewable energy IPP Companies.

1.5 Significance of the study

Studies reveal that the source of greenhouse gases that has resulted in the climate change phenomenon is directly linked to power generation activities; hence there is a global movement towards low-carbon energy sources (Adedeji et al., 2020; Uhunamure & Shale, 2021). On this basis, countries like South Africa and many others have been introducing renewable energy technology in their energy mix as an alternative source to power generation in line with the Paris Agreement (Uhunamure & Shale, 2021). This has also been reflected by President Cyril Ramaphosa's COP26 energy session speech held in Glasgow, Scotland, in the United Kingdom, where he pointed out the need to accelerate the decarbonisation of South Africa's energy systems and utilise renewable energy as an alternative source (Adedeji et al., 2020; South African Government, 2021; Uhunamure & Shale, 2021).

South Africa has been driving the move toward a low-carbon economy which has compelled the government to seek alternative energy sources for power generation to reduce its carbon emissions (Adedeji et al., 2020). It has been reported that when females hold key decision-making roles in the energy sector,

they reduce emissions (Collins, 2019). Likewise, countries should seek to leverage the opportunities of the transition to renewable energy to address the gender mainstreaming (Collins, 2019).

Furthermore, South Africa has well-documented gender equality and mainstreaming regulatory framework to contribute positively to advancing female leaders (Ndinda & Okeke-Uzodike, 2012; Stuurman, 2018). On this basis, the study aimed to contribute to knowledge in the body of literature by investigating factors contributing to the success of female leaders in IPPs through key barriers and enablers within the renewable energy industry in South Africa.

1.6 Delimitations of the study

The delimitation of the study was that the study only focuses on factors contributing to the success of female leaders in South African Independent Power Producers and has yet to consider other renewable sectors within the value chain or renewable programmes being implemented under other programmes.

1.7 Assumptions

The research assumed the following:

- A fundamental assumption made was that barriers and enabling factors contribute to female leaders' success.
- The underlying assumption was that the renewable energy sector could afford South Africa an opportunity to meet its gender mainstreaming objectives.

CHAPTER 2. LITERATURE REVIEW

2.1 Introduction

This chapter details relevant literature for the research supported by theories and key themes to understand better the factors contributing to the success of female leaders in South African Independent Power Producer. The chapter is divided into five sections, each with a different topic toward the study objectives.

2.2 Definition of topic

For purposes of this study, the term gender equality means a setting where both males and females hold equal rights and opportunities to participate, influence and contribute to the economy and social development of the country irrespective of gender (Poltera & Schreiner, 2019; Republic of South Africa, 2021). Similarly, the Council of Europe (2004) defines equality as both genders' equivalent discernibility, enablement, and contribution in all private and government sectors.

Similarly, True (2003) argues that equality is the ability to build more impartial gender interactions that encourage all peoples' human rights, self-worth and competencies, ensuring a dominant necessity of moral world order. This implies that gender equality is not limited by a socioeconomic disadvantage in the work environment, as such leadership should not be a matter of gender but of competence (Lieu et al., 2020; Poltera & Schreiner, 2019). The term gender mainstreaming was discussed in 1985 via the Nairobi World Conference on Women, which led to the term being defined as "*The (re)organisation, improvement, development and evaluation of policy processes so that a gender equality perspective is incorporated in all policies at all levels and all stages, by the actors normally involved in policy*-making" (Council of Europe, 2004, p. 12).

Subsequently, gender mainstreaming was regarded as an opportunity to advance females toward growth and incorporate their core beliefs into the field of working (Council of Europe, 2004; Dodo, 2017; Poltera & Schreiner, 2019). Whilst this

research defined the two terms, it must be noted that gender mainstreaming's definition also includes the term equality. As such, the two terms have to a certain extent, been used interchangeably as it relates to this study.

Are there different styles of leadership? Gouws (2008), Nanjundeswaraswamy and Swamy (2014) and Poltera and Schreiner (2019) argue that males and females possess different leadership styles. In earlier studies, social perspectives were reported to have influenced male leaders because females were viewed as less competent than their male counterparts resulting in both parties preferring male supervisors (Poltera & Schreiner, 2019; Stelter, 2002). Similarly, Lieu et al. (2020) pointed out that male leaders possess good leadership qualities such as emotional stability, decision-making and analytical skills, resulting in a descending scale putting males in the forefront. Despite this, some subordinates are reported to prefer females due to their femininity as opposed to the male's masculinity which tends to encourage participation and the balance of power, which elevates employees' self-worth reducing the attrition rate (Burns & Martin, 2010; Lalanne & Seabright, 2022; Poltera & Schreiner, 2019).

Notwithstanding this long-standing norm, females are slowly taking up more leadership roles even though they are lessened due to social perceptions (Burns & Martin, 2010; Lalanne & Seabright, 2022; Nanjundeswaraswamy & Swamy, 2014; Stelter, 2002). According to Nanjundeswaraswamy and Swamy (2014), senior leadership within the organisation must have a particular leadership style in this competitive environment to reduce or limit the attrition rate, directly impacting employee productivity and performance.

What, then, is leadership? Leadership has varying definitions due to its complexity, dynamics, and processes. For this research, leadership is defined as an individual employing deliberate guidance over others to influence, structure, and enable actions and associations in a group or organisation (Poltera & Schreiner, 2019; Yukl, 2002). As evidenced by various literature studies, the commonality in research reveals that leadership is not gender-related; but is defined as possessing the skills and qualities to lead (Dodo, 2017; Mahasha, 2016; Poltera & Schreiner, 2019; South African Government, 2021; Stuurman, 2018; True, 2003). This is in line with a study conducted by (Northouse, 2014,

2021), who defined leadership as a way a person or individual can guide and sway people or a group of people towards commonality.

2.3 Theoretical framework

Swanson and Chermack (2013) define theoretical framework as the building blocks that can be utilised to support and aid a theory of a research study. Similarly, Kivunja (2018) asserts theoretical frameworks as theories defined by other experts in the area of research and can be used as an umbrella to research for data analysis and interpretation.

Theories were reviewed to investigate factors that have contributed to the success of female leaders in South African Independent Power Producers, which provided the support needed to analyse and interpret data. The study used critical themes within the feminist theory to identify if there was a correlation between gender and factors contributing to the success of female leaders (Lalanne & Seabright, 2022; Moorosi, 2010; Msomi, 2006; Ndinda & Okeke-Uzodike, 2012; Nkomo & Ngambi, 2000).

2.3.1 *Feminist theory*

According to Partpart, Connelly, and Barriteau (2000) and Adisa, Cooke, and Iwowo (2020), the feminist theory addresses the universality of "*gender thinking*", which has, over the years, unduly assumed the relationship between females and the roles they play. Furthermore, it highlights that feminism does not differentiate according to biology and that males and females are not that different, considering leadership is not defined by gender.

On this basis, Lorber (2001) argues that the development of feminist theory sought to promote gender equality between males and females, highlighting that females have the same capabilities as males and should not be excluded from any role. In addition, Lorber (2001) gives an overview of how feminist theory

developed from the 19th to early 20th century, where it fought for female rights in education, voting and decision-making, especially within the legal sectors.

The first wave of *modern feminism* focused on suffrage, primarily in Western countries, paving the way for economic independence towards the end of the 19th century (Lorber, 2001). Following this, the theory underwent a second wave referred to as the *second sex*, drawing from the fact that females are more socially disadvantaged than their male counterparts. Lorber (2001) noted that issues of gender inequality are viewed as less intersected due to long-standing norms and practices that have encouraged uneven success between males and females. In the 90s, a third wave emerged, highlighting multiracial feminism and challenging the "*duality and oppositeness of female and male*" (Lorber, 2001).

As a result, feminist theory has evolved from just focusing on suffrage and political rights attributed to the first wave to social inequalities in the second wave and the third wave on current terms such as "*globalisation, post-structuralism and postmodernism*", which can be traced in various sectors (Evans & Chamberlain, 2015). The feminist theory becomes the crux of this study as it allows the study to investigate the experience of female leaders based on various factors that may have contributed positively or negatively to their advancement.

Similarly, the feminist theory proposes that to examine and analyse factors contributing to the success of female leaders in South African Independent Power Producers, there needs to be an acknowledgement of oppressing powers and willingness to disrupt barriers to promote advocacy through enablers and change the narrative (Cecelski, 2000; Froneman & Shear, 2021; Mahasha, 2016; Ndinda & Okeke-Uzodike, 2012; Stuurman, 2018)).

In using the feminist theory, the following three key themes were investigated to examine how they intersect with factors contributing to the success of female leaders:

2.3.1.1. Patriarchy

Patriarchy is defined as a practice by the society where males' basics, affairs, and benefits are fundamental, whereby the influence of the husband or father over the wife and children is esteemed (Ruby, 2003, p. 38).

Literature review and data collection sought to analyse how social norms and organisational cultures had been structured, i.e. do they show any evidence of a patriarchal system which may have contributed to the success of female leaders (Cecelski, 2000; Froneman & Shear, 2021; Mahasha, 2016; Ndinda & Okeke-Uzodike, 2012; Stuurman, 2018).

2.3.1.2. Stereotyping

According to Cecelski (2000) and Stuurman (2018), society has stereotyped females as incapable of attaining and holding leadership roles and that males are natural leaders. In reviewing the number of females in STEM and technical skills, the research investigated if there was a stereotype trend in the policy and structure of the IPPs or other causal effects on the success of female leaders.

2.3.1.3. Discrimination:

According to Haslam, Ryan, Kulich, Trojanowski, and Atkins (2010) and Kulich, Iacoviello, and Lorenzi-Cioldi (2016), discrimination against female leaders is often underpinned by regulatory frameworks or organisational cultures. This theme became key in reviewing how South Africa's gender policy, organisations cultures, mentoring and training programmes have been structured to promote or inhibit the success of female leaders.

2.4 Regulatory framework on gender equality

The end of an apartheid era in South Africa meant that the government had to prioritise some of the issues, for instance, equality (Hlatshwayo, Mashaba, Mathuloe, & Yende, 2022; Keahey, 2018; Ndinda & Okeke-Uzodike, 2012). Section 2 of the Constitution of the Republic of South Africa "Bill of Rights" states

that "*Equality includes the full and equal enjoyment of all rights and freedoms to promote the achievement of equality……to advance persons, or categories of persons, disadvantaged by unfair discrimination may be taken*" (Keahey, 2018; Ndinda & Okeke-Uzodike, 2012; Republic of South Africa, 1996).

Through Chapter 2 of the Bill of Rights, the Constitution was the cornerstone of gender equality in South Africa and further led to the formulation of various policies (Keahey, 2018; Ngcobo, 2016). Post-1994, the South African government drafted and promulgated these policies to redress past racial norms protecting females' rights and supporting their advancement in decision-making roles (Hlatshwayo et al., 2022; Mahasha, 2016; Ngcobo, 2016).

In 1996, the Commission for Gender Equality (CGE) was formulated to support the B-BBBE legislation to monitor the implementation of gender transformation in the country (Keahey, 2018; Mahasha, 2016; Ndinda & Okeke-Uzodike, 2012; Ngcobo, 2016). Several regulatory frameworks were drafted, including the Basic Conditions of Employment Act (No. 75 of 1997), Employment Equity Act (Act no. 55 of 1998), Promotion of Equality and Prevention of Unfair Discrimination Act (Act No. 4 of 2000) and the Broad-Based Black Economic Empowerment Act (No. 53 of 2003) (Keahey, 2018; Ngcobo, 2016).

In line with the Constitution, the Department of Energy promulgated a policy on women empowerment and gender equality to "*provide a platform for the design of sectors policies, procedures and practices*" (Keahey, 2018; Republic of South Africa, 2016, 2021). According to Mariëlle Feenstra (2002) and Hlatshwayo et al. (2022), South Africa has been grappling with the implementation of gender equality in the energy sector despite its energy policy because it has not included gender mainstreaming in their policy planning and decision making; participation of females in the energy sector is still low, and the use of an integrated energy planning approach is still lacking.

In essence, the success of female leaders has been significantly low in the energy sector, amounting only to 14% in senior management and 12% in leadership roles globally (Hlatshwayo et al., 2022; IEA, 2021; Lalanne & Seabright, 2022; Mariëlle Feenstra, 2002; Mlambo, 2021). This is evidenced by Figure 1 below, which

reveals that females amount to only 10% of the renewable energy sector globally and a small margin within the oil and gas sector (IEA, 2021; Lalanne & Seabright, 2022; Mlambo, 2021).

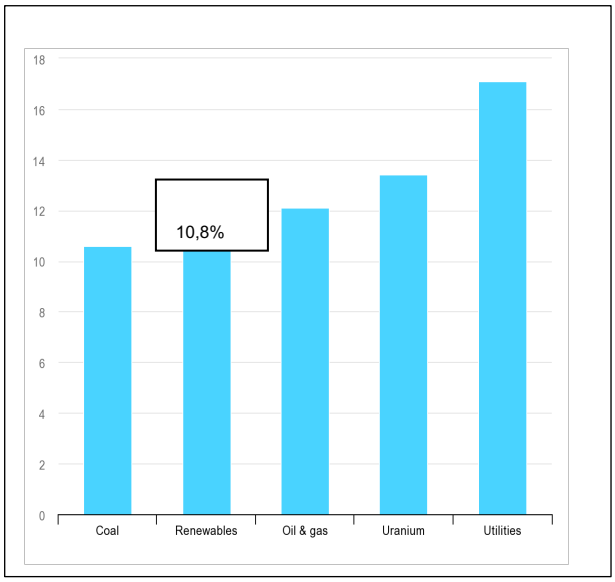

Figure 1: *Share of females in senior management (sourced from (*IEA, 2021*)*)

On a global front, gender mainstreaming on a worldwide front has gained momentum in various countries, starting in 1992 during the UN Conference on Environmental and Development held in Rio. This was followed by the 1995 female UN conference in Beijing (OECD, 2008). Post these two conferences, numerous conferences and workshops have been formulated to address the gender mainstreaming (Cecelski, 2000). Most bilateral and multilateral donors to the energy sector have supported gender equality, making it a financing requirement since the mid-1990s (Republic of South Africa, 2021; Skutsch, 2005).

2.4.1 *Proposition 1*

South Africa's energy sector has an extensive regulatory framework which can be utilised to promote gender mainstreaming to advance the success of female leaders in the IPP renewable energy programme.

2.5 Structure and policy of the REIPPP programme

Towards the end of 2010, the Department of Mineral Resources and Energy (formerly Department of Energy); launched a programme referred to as the REIPPPP - an intervention by the South African government to address energy generation and infrastructure issues as well as contribute to the socio-economic objectives set in the NDP objectives (Eberhard & Naude, 2016; Republic of South Africa, 2018). The plan and realisation of these objectives were documented in the Integrated Resource Plan (IRP) 2010-2030, which sought to give an overview of how power was to be procured as a long-term plan supporting infrastructure and socio-economic development objectives (Eberhard & Naude, 2016; Republic of South Africa, 2018). The WEF (2016) and Lieu et al. (2020) indicated that the involvement of the female workforce is evident within renewables and should be used as leverage to promote a more diverse sector. According to IFC (2022) and Lalanne and Seabright (2022), the just transition offers an opportunity to rapidly expand the renewable energy sector, which is inclusive, offering countries a chance to meet their gender mainstreaming objectives.

Notwithstanding the above, the REIPPPP has been run successfully for over ten years and has drawn significant investment of up to R209,7 billion in the country, yet the advancement of females in leadership roles remained low despite gender policy on the energy use of this programme (Davies, 2021; Republic of South Africa, 2016, 2018, 2021). It is equally important to note that whilst the REIPPPP through IPPs has attracted significant international investors, there is still a short number of female leaders in the IPPs (Lalanne & Seabright, 2022; Mariëlle Feenstra, 2002; Republic of South Africa, 2018).

2.5.1 *Proposition 2*

IPPs have been very instrumental in the success of the REIPPP Programme, with vast amounts of investment brought into the country. However, the government needs to align WEGE objectives with the programme adequately.

2.6 Key factors (barriers and enablers) that contribute to the success of female leaders

The success of females as leaders are determined by social norms and principles and organisational structures, which can create or hinder their progress (Ngcobo, 2016). Challenges within the organisation are borne within its norms, rules of conduct, and procedures (Collins, 2019; Kark & Eagly, 2010).

The question might be, why has gender analysis not been taken more widely in the energy sector, especially in leadership roles? This might be because the management of the energy sector has always been viewed as capital intensive and requiring high-tech agility; as such, females are considered as not capable of managing these environments, which on its own becomes discriminatory, highlighting a key theme within the feminist perspective (Cecelski, 2000; Mahasha, 2016).

Various specialists in gender studies have often indicated the need to mainstream gender differences in considering the needs of the energy sector (Keahey, 2018; Skutsch, 2005). According to Skutsch (2005) and Keahey (2018), gender mainstreaming should not focus on a specific energy division; instead, there requires to be mainstreaming across the value chain depending on what interests both males and females, and such should be done in an equal and fair manner (Keahey, 2018; Skutsch, 2005).

2.6.1 *Social norms and practices*

Various studies have indicated that having females as leaders not only meets the social objectives of countries but also leads to thriving organisations in terms of productivity, turnover and decision-making (Brue, 2018; IEA, 2021). Nevertheless, the mainstreaming of females in leadership roles remains low, more so in South Africa due to past racial discrimination (Mcilongo & Strydom, 2021).

The most precise answer to why more males succeed in leadership roles than females is due to social norms and practices that have containerised females as

more domesticated than their male counterparts; as such, their greater responsibility lies in the family (Haslam et al., 2010; Kark & Eagly, 2010). According to Kulich et al. (2016) and Mahasha (2016), this view is distorted. It automatically deters females from holding leadership roles and tends to influence their counterparts in giving less recognition to females. Similarly, Baruah and Biskupski-Mujanovic (2021) indicated that despite females holding STEM qualifications and training, they are still viewed as incompetent owing to the stereotype that energy is a male industry and incapable of succeeding in leadership roles.

A study conducted by Pyke (1996) highlighted that the ability of men to achieve their desired career growth is inherent in marital arrangements, which frequently frees men from the day-to-day obligations of meeting family demands and leaves to females to juggle both their career and families limiting their involvement in economic activities. Kark and Eagly (2010) argue that correlating leadership and gender is somewhat difficult to attain, noting that stereotype and patriarchal mindset has channelled females' greater responsibility as a family, which is discriminatory and potentially deters females from achieving leadership roles.

A study conducted by Fatima, Iqbal, Akhwand, Suleman, and Ibrahim (2015), showed that in countries such as Pakistan - there is a difference in male and females job satisfaction due to the former exercising authority over the latter in both the workplace and also in the home environment. This has lessened female participation in the working environment and reduced their interest in holding leadership positions which, a similar trend was seen in America (Fatima et al., 2015).

According to Gouws (2008) and Kulich et al. (2016), females' leadership journey gets interrupted during the child-bearing period, which delays attaining leadership roles for females and is often attainable much later in their lives. In contrast, their male counterparts do not face the same challenges. However, Kuziemko, Pan, Shen, and Washington (2020) and Kleven, Landais, and Søgaard (2019) argue that having a first child is a significant life transition for every female, and they tend to experience a "mommy effect'. Whilst others choose not to participate in leadership roles after this life event due to changes in priorities, others are left

being their male counterparts as family responsibility consumes much of their time (Kuziemko et al., 2020). Brue (2018) makes the same argument citing that females are underrepresented as males, and females experience varying differences during their leadership development and execution.

2.6.2 *Organisational cultures*

A study showed that companies with females in senior management perform much better than those with less representation. Whilst the work-life balance seems to be the critical barrier under organisational structures, isolation and discrimination are other barriers that deter females from attaining leadership roles within organisations.

While other organisations are putting efforts into enforcing work-life balance, there is still a gap that continues to be witnessed by long working hours rendering these fruitless efforts (Alon, Doepke, Olmstead-Rumsey, & Tertilt, 2020; Mahasha, 2016). According to Braun and Peus (2018), work-life balance is a term which comprises integrations, conflict, enrichment, equilibrium, family, work, home and balance. This viewpoint is supported by Alon et al. (2020) and Brue (2018), who argues that females can develop and execute their leadership roles well in an environment that encourages their maternal obligations through a work-life balance intervention which offers a multitude of benefits, including improved performance and productivity.

According to Alon et al. (2020) and Brue (2018), females who have long working hours without flexibility often have a work-life conflict which typically hinders their advancement in leadership roles noting that the majority opt for fewer hours and less pay or resign from their positions. These kinds of organisational cultures are exacerbated, especially when executives view long hours as productive, as they can potentially cause a barrier to attaining leadership roles (Alon et al., 2020; Brue, 2018; Mahasha, 2016).

Beck and Panczel (2018) reported that females could attain leadership roles in the energy sector if their career path is flexible enough to incorporate their family and work life. Therefore, organisations should focus on personalised career

assistance to safeguard females who have families and allow them to advance their careers whilst retaining a work-life balance instead of creating strict structures that do not take female responsibilities into account (Alon et al., 2020; Beck & Panczel, 2018; Brue, 2018).

Again, there is a notion that females with the same educational qualification and work-related experience should receive lesser career opportunities than their male counterparts (Kark & Eagly, 2010). In 2016, WEF reported that gender inequality in the workplace is also seen through the pay gap (Essig & Soparnot, 2019; Stuurman, 2018; WEF, 2016). This is what social scientist calls discrimination, as no human variable can be pointed to explain the difference in the gender gap in wages and promotion. For instance, regarding performance evaluation, females received lower evaluations than males who held the same managerial positions (Essig & Soparnot, 2019; Kark & Eagly, 2010). According to Mahasha (2016) and Ntuli and Kwenda (2020), South African females earn thirty-three per cent less than their male counterparts even though the job and related duties are the same. While the gap might be less in government entities, the private sector is the culprit (Essig & Soparnot, 2019; Mahasha, 2016; Ntuli & Kwenda, 2020).

In the past, organisational structures seem to have been a barrier to the advancement of female leaders; however, things are beginning to change, and relatively several females are holding leadership roles, more so in the energy sector than before (Alon et al., 2020; Beck & Panczel, 2018; IRENA., 2020; Ngcobo, 2016; Stuurman, 2018). There is an intentional move to incorporate career cycles where companies ensure sufficient recognition of females when evaluating jobs (Alon et al., 2020; Beck & Panczel, 2018).

2.6.3 *Educational qualification and training*

Science, technology, engineering, and mathematics (STEM) qualifications and training are the primary markers for upward movement in the energy sector. Females not possessing these skills face challenges in advancing into leadership and policy roles in the industry (Baruah & Biskupski-Mujanovic, 2021; Hlatshwayo et al., 2022; WEF, 2016).

A study conducted by Baruah and Biskupski-Mujanovic (2021), Hlatshwayo et al. (2022) and OECD (2008) indicated that there is a gender mainstreaming gap in both technical and research roles noting the minority representation of females as students in STEM, making up only 50% in universities with only 30% in science and technology streams.

Again, WEF (2016) and Baruah and Biskupski-Mujanovic (2021) reported that low numbers of females with an engineering background impede entry within the energy sector.

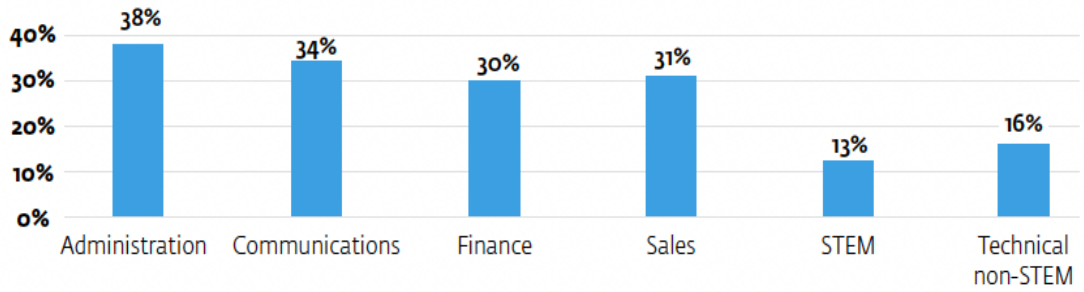

Figure 2: Share of females IPP within Sub-Saharan (sourced from: (IFC, 2022))

The shortages in academic and technical skills were across the board when the renewable energy sector commenced in South Africa, indicating that, in reality, males also face the same challenges as females and should thus be afforded the same opportunities regardless of gender (Hlatshwayo et al., 2022; Stuurman, 2018). However, professional discrimination is evident and common globally within the energy sector, where most females dominate administrative roles rather than crucial leadership and decision-making roles (Baruah & Biskupski-Mujanovic, 2021; IFC, 2022).

2.6.4 *Mentoring and training opportunities*

According to Mcilongo and Strydom (2021), the gradual advancement in the organisation revolution signifies a need for a structural-developmental approach to women's career improvement. Mentoring has been acknowledged as a valuable development strategy and an approving action instrument that can be

utilised to encourage and foster women and groups that have been previously disadvantaged.

Mentoring is well-defined as "*a form of relationship constellation that provides developmental support as an aspect that gives female support, especially in that there are no networks, and such organisational cultures are full of non-performance barriers that prevent females from succeeding in the management positions*" (Mello & Phago, 2007, p. 156)

Mello and Phago (2007) note that females tend to experience "loneliness" whilst holding leadership roles because boardrooms are still regarded as a "male world"; hence most social network activities often do not cater for females. Mcilongo and Strydom (2021) argue that mentorship and training can inspire, develop, and empower female employees. Several studies have shown that mentoring females in leadership roles will aid in emotional support and boost confidence noting that they face more barriers than males in the workplace, as such requiring a greater need for mentoring (Abalkhail & Allan, 2015; Johnson & Mathur-Helm, 2011; Kammeyer-Mueller & Judge, 2008). However, Mahasha (2016) and Mcilongo and Strydom (2021) argue that support in the workplace is not gender-related, and as such, both males and females need mentoring and training.

The Asia-Pacific Economic Cooperation conducted a mentoring programme for females within the renewable energy sector to bridge a gender mainstreaming gap in the renewable energy sector, noting that APEC and the rest of the world have not reached their entire potential (Tingwey, 2019). The programme was found to have motivated females and also gave them a platform to engage with other aspiring females who has fewer opportunities for education and training needs required in the renewable energy sector (Tingwey, 2019). Similarly, the Minister of Mineral Resources and Energy in South Africa launched a "Female Empowerment and Gender Equality (WEGE)" strategy to create a platform where females can become active participants in the energy sector (DoE, 2021).

2.6.5. Proposition 3

Social norms, organisational structures and educational training have a direct impact on promoting or constraining the success of female leaders in South African IPP.

2.7 Conclusion of Literature Review

Feminist theory within the chapter has conceptualised three critical themes: patriarchy, stereotype, and discrimination. The body of literature has articulated and critiqued factors contributing to the success of female leaders in South African IPPs.

The literature review highlighted key barriers ad enablers looking into the legal framework, structure of the REIPPP Programme, social norms and practices, organisational cultures and STEM qualification and training, which have set males as leaders within the energy sector with a view that females are incapable and as such marginalised to low-level occupations within the renewable energy sector. However, key enablers such as mentoring and training have been proven to contribute positively to the advancement of women in leadership roles. Such has been rolled out in various countries, including South Africa, to align its gender mainstreaming policy with renewable energy programmes under the public-private partnership.

A key finding from the literature review showed a correlation between gender and female leadership roles. Again, South Africa needs to align its energy programmes with gender equality and mainstreaming policies. Similarly, gender inequality is not a human right or moral imperative; instead, it is a necessity that benefits the country in becoming competitive in the global society—as such, increasing the number of females in organisations has the potential to enhance business and widen the sector to allow for expanded productivity and performance which supports female empowerment.

Table 1: Consistency table: research questions and propositions

RQ #	Research Objectives	Prop #	Proposition
1-2	Critique the legal framework and its applicability to the success of female leaders in South African Independent Power Producer.	1	South Africa's energy sector has an extensive regulatory framework which can be utilised to promote gender mainstreaming to advance the success of female leaders in the IPP renewable energy programme
3	Evaluate the renewable energy structure under REIPPPP.	2	IPPs have been very instrumental in the success of the REIPPP Programme, with vast amounts of investment brought into the country. However, the government needs to align WEGE objectives with the programme adequately.
4-5	Identify and evaluate to what extent these factors are contributing to the success of female leaders in renewable energy IPP Companies	3	Social norms, organisational structures and educational training have a direct impact on promoting or constraining the success of female leaders in South African IPP.

Theoretical framework

The research was framed within the feminist theoretical framework, as reflected in the figure below, primarily because of the aptness of this theory in outlining the gender-leadership interconnection and how these have been used to investigate contributing factors to the success of female leaders, more so in a sector which has been defined as stereotyped and discriminatory.

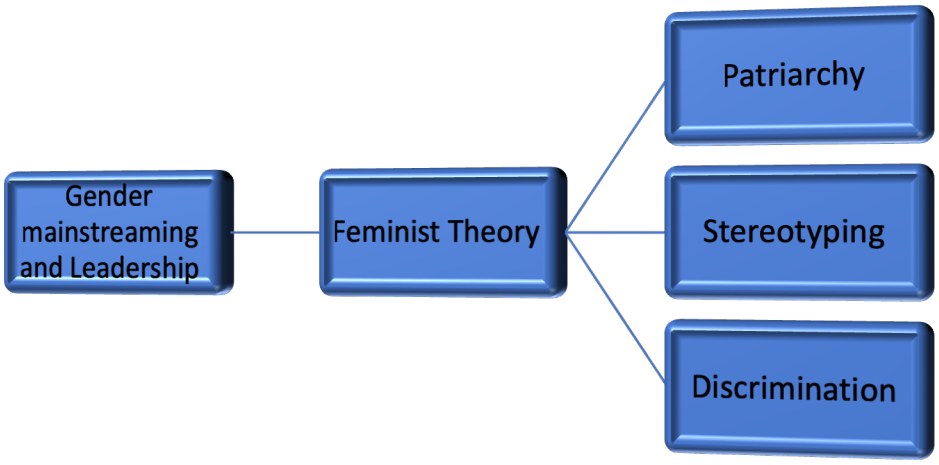

Figure 3: Theoretical framework used in this research.

CHAPTER 3. RESEARCH METHODOLOGY

This chapter provides a detailed analysis of the research methodology using the research approach, research design, data collection methods, population and sample, research instrument, the procedure for data collection, data analysis and interpretation, limitation of the study, validity and reliability, ethical considerations, and consistency table.

3.1 Research approach

According to Creswell and Poth (2018), qualitative research methodology allows the researcher to explore social phenomena by listening to the voices of the participants and being able to produce interpretations through their reflection. Similarly, Bell, Bryman, and Harley (2019) argue that this methodology grants the research the ability to be structured by the concerns of those who form part of the research and is better suited to answer research objectives in an in-depth and exhaustive manner.

As such, the research has used qualitative methodology to capture and explore participants' experiences observing factors contributing to female leaders' success in South African Independent Power Producer.

3.2 Research design

Kothari (2004) and Yin (2009, 2012) define research design as a plan of how data collection and analysis are undertaken to reflect research objectives which lead to a conclusion. Similarly, this study has used a more generic qualitative research design to achieve the research objectives, which is not prescriptive to a single methodology, acknowledging the interpretation of participants' experiences (Kahlke, 2014).

This design offers flexibility; whilst it has been reported to fail to adopt the established methodology, it contradicts its robustness (Kahlke, 2014).

Notwithstanding this, the design was viewed as best suited for this research to capture and analyse participants' experiences (Kahlke, 2014).

3.3 Data collection methods

This was done through conducting interviews using Patton's questions of qualitative interviews, which encompass knowledge; beliefs; thoughts and experience (Patton, 2002). Data collection used first-hand information to acquire an overall viewpoint from the perspective and multi-dimensional areas to respond to research objectives (Stuurman, 2018).

For this research, ten interviews were conducted to understand participants' experiences. This is supported by Francis et al. (2010), who indicated that research could reach saturation and provide in-depth information with 5-6 questions undertaken on 6-12 interviewees. This is because qualitative research is recognised for its instructive phenomenon of finding meaning, typically centring on the "how and why" of a particular issue or set of social interactions (Dworkin, 2012).

3.4 Population and sample

3.4.1 *Population*

The research population refers to a group of individuals that have been selected and relevant with specific characteristics to capture their experiences to respond to study objectives.

The research population comprised females in junior, senior management and leadership roles within renewable energy IPP companies under the REIPPP programme. Noting that the study is based on qualitative methodology, ten participants were interviewed (Francis et al., 2010; Guest, Bunce, & Johnson,

2006). The interview questions included demographics such as gender, age, marital status, and family composition, as shown in the table below.

The IPP companies were selected because they were the leading IPP companies under REIPPPP; as such, they provided the much-needed response to the research objectives.

Table 2: Table of profile of participants (population)

	Gender	Age	Marital status	No. of children	Department/ Division	Years in the sector	Qualification	Level of management/leadership position
Participant 1								
Participant 2								
Participant 3								
Participant 4								
Participant 5								

3.4.2 *Sample and sampling method*

A study conducted by Alvi (2016), reveals that sampling can be used to give an overview of an existing theory. Again, sample selection depends on the technique, which can either be a probability/random or non-probability/non-random sampling (Alvi, 2016). The research used a non-random sampling technique.

Sampling was done on females within the renewable energy IPP companies under the REIPPP programme. According to Crowe et al. (2011), sampling participants from the same pool allows for homogeneity. This is aligned with the existing regulatory framework for public-private partnerships in advancing socio-economic objectives referred to in ***Appendix B***. The reason for selecting these participants within these companies was because they were among the top leading renewable energy IPP companies.

Smith (2009), argues that for any study conducted on a small sample, the aim should be to reach homogeneity to examine coherence and discrepancies. The research used self-selection sampling, a non-random sampling technique that chooses participants, i.e., organisations or individuals, based on willingness to participate (Sharma, 2018). It has been argued that it can lead to biases, for instance, in selecting the participants that only support the viewpoint; however, it reduces the time to search for organisations or participants as such, creating the potential to obtain committed organisations or individuals (Sharma, 2018).

Table 3: Profile of participants

Name	Description
Interviewee 1	
Interviewee 2	
Interviewee 3	
Interviewee 4	
Interviewee 5	

Interviewee 6	
Interviewee 7	
Interviewee 8	
Interviewee 9	
Interviewee 10	
TOTAL number of participants:	
10	

3.5 The research instruments

Noting that the research used a qualitative methodology, the instrument used was a semi-structured interview approach for data collection with the flexibility to alter questions depending on the participant's response. This allowed the study to gather data consistently to understand each participant's experience on factors contributing to the success of females as leaders within IPP. The interview was structured and unstructured, comprising six predetermined questions, and depending on participants' responses, additional questions were asked to facilitate the research in a discussion format whilst collecting data. However, depending on how the participants responded to the questions, these were extended to allow for additional information to better respond to the research objectives. Each participant was guided systematically through this format, allowing them to voice their response comprehensively whilst evaluating emerging themes (Flood, 2021). Again, sufficient data produced from interviews demonstrated that the evidence and findings from the research provided ample reason to determine the conclusion (Flood, 2021).

On the other hand, interviews allowed one to ask participants further questions, which were pertinent in answering the study objectives in a detailed and in-depth manner. A copy of the interview questions is attached in **Appendix C**.

Noting that data was collected through interviews and aimed at capturing participants' experiences, the researchers reduced the biases of data interpretation by using the interview protocol framework (Castillo-Montoya, 2016; Flood, 2021).

3.6 Procedure for data collection

Interviews were undertaken using Microsoft Teams. The interview schedule was drafted based on the participant's availability. This aligns with a study undertaken by Creswell and Poth (2018) whose view is that using the internet to obtain data is advantageous, saves time and cost and gives participants flexibility in a non-threatening and comfortable environment to express their views.

Interviews were structured for comparison purposes and took forty-five minutes to an hour. Walter et al. (2010) caution about the "time factor" in interviews highlighting that *"time, personnel, technical support, competencies, experience"* is significant in data collection as such interviews should be conducted within a reasonable time to allow follow-up or verification.

The participants interviewed were provided with consent forms. Once consent forms were completed, the interview process commenced. Whilst some participants requested that interview content be shared before the interview, Smith (2009), argues that good research does not share interview questions in advance; still, the interviewer was able to ease the participants, especially concerning experiences.

According to Smith (2009), it is also essential to have prior communication with participants, which was undertaken to make the interview process go smoothly because participants were familiar with the interviewer enabling them to be comfortable and trust the "process".

During the interview proceedings, there was a recording of the sessions, which was transcribed once the interviews were done. The recording of interviews considered rights to privacy and human protection rights, and participants were

requested for consent before recording. Furthermore, the discussion considered “interview protocol”, as stated by Creswell and Poth (2018), which allowed individuals to note down the interviewee’s responses.

3.7 Data analysis and interpretation

In qualitative methodology, data analysis becomes crucial as it aids researchers in making sense of the data collected (Onwuegbuzie & Leech, 2006). Data analysis and interpretation were conducted using thematic data analysis, as detailed by Clarke and Braun (2013). According to Clarke and Braun (2013), thematic data analysis is data processing that gives research a prospect to examine the data set by identifying key themes and patterns. Furthermore, it allows the data to be systematically coded to derive the narrative (Ngulube, 2015).

Following the above, the data collected through the interview proceedings were ***transcribed*** to ***identify areas of critical interest*** in the data set (Clarke & Braun, 2013). The data was then ***coded systematically*** depending on similar texts. Data with similar texts were collated using coding to understand ***emerging themes and patterns*** (Clarke & Braun, 2013; Ngulube, 2015). Data with the same theme or pattern was ***mapped*** and grouped following this to be ***defined and named the themes*** to answer the research’s objectives (Clarke & Braun, 2013; Ngulube, 2015).

3.8 Limitations of the study

A limiting factor to the study methodology was that the study only focused on interviewing females who may need to present a balanced view.

3.9 Trustworthiness

Noting that the research was based on qualitative methodology, it sought to ensure trustworthiness through transferability, credibility, dependability, and confirmability, as Wagner, Kawulich, and Garner (2012) highlighted.

3.9.1 *Transferability*

Trochim (2001) defines transferability as how qualitative research outcomes can be oversimplified or transmitted to other circumstances or locations. This research ensured transferability by describing the research context and ensuring any assumptions made were significant to the study. The research provided sufficient information to compare and ensure that findings are transferable to similar studies.

3.9.2 *Credibility*

According to Polit and Beck (2012), credibility addresses the research's focus area and the confidence in data to show the intended focus. Credibility in the research was through collecting data aligned with the research objectives. This ensured that interview participants were credible to support and respond to the investigation. The focus was on the genuineness of the experiences of these female leaders, drawing a persuasive theory. It was essential to exercise self-awareness whilst interviewing to maintain credibility (Ihantola & Kihn, 2011; Koch, 1994).

3.9.3 *Dependability*

To ensure dependability, the research highlighted the criteria and principles utilised in selecting the population and sample size to ensure a saturation (Elo et al., 2014). Again, the interview proceedings asked open-ended questions to allow participants to voice their views. This reduced subjectivity and supported the findings and interpretation of the data (Kelly, 1999).

3.9.4 *Confirmability*

Korstjens and Moser (2017) define confirmability as the neutrality of the data collection process. The research assessed confirmability by establishing confidence in the findings based on participants' narratives and opinions. The study ensured an audit trail of all data gathered through interviews (Korstjens & Moser, 2017). This provided transparency and a research path that can be traced to ascertain the confirmability of the data.

3.10 Ethical considerations

According to Tsoka-Gwegweni and Wassenaar (2014), research must consider ethics, especially when dealing with human participants, to ensure that the outcome is not harmful. The study followed ethical guidelines provided by the University of Witwatersrand and was also subjected to the faculty's ethical committee's review and approval.

In addition, participants were given an overview of the project and the information sheet. Once this was done, they were requested to sign a consent form signed by the researcher, acknowledging that all project information was shared, understood, and consented to be a voluntary participant. Confidentiality was also explained, and no personal information was shared with any third party. Participants were also allowed to not respond to questions they found compromising, end the interview processions if they were uncomfortable, and withdraw their information before submitting the report. However, they were assured that all reasonable measures were undertaken to safeguard their personal information. Interview recordings were stored in a cloud accessible to the researcher only (Oliver, 2010).

3.11 Consistency table

Table 4: Consistency table: research questions, propositions, data collection and data analysis

RQ #	Research Objectives	Prop#	Proposition	Data collection detail	Data analysis method
1-2	Critique the legal framework and its applicability to the success of female leaders in South African Independent Power Producer.	1	South Africa's energy sector has an extensive regulatory framework which can be utilised to promote gender mainstreaming to advance the success of female leaders in the IPP renewable energy programme	Semi-structured interviews	Thematic analysis
3	Evaluate the renewable energy structure under REIPPPP.	2	IPPs have been very instrumental in the success of the REIPPP Programme, with vast amounts of investment brought into the country. However, the government needs to align WEGE objectives with the programme adequately.	Semi-structured interviews	Thematic analysis
4-5	Identify and evaluate to what extent these factors are contributing to the success of female leaders in renewable energy IPP Companies	3	Social norms, organisational structures and educational training have a direct impact on promoting or constraining the success of female leaders in South African IPP.	Semi-structured interviews	Thematic analysis

CHAPTER 4. FINDINGS & DISCUSSION

4.1 Introduction

This chapter aims to highlight the outcome of the interview proceedings undertaken between March-April 2023 with various female participants within the South African renewable energy IPPs.

The participants interviewed for this study work in a male-dominated environment typical of the energy sectors. Ten (10) women from different IPPs were interviewed as part of the data collection for this research. Of the ten women interviewed, nine submitted their consent forms; one (1) still needed to submit her consent form, so a decision was made not to include the data from that interview. The interview questions comprised semi-structured and unstructured questions probing broad themes within the study: demographics and career history, regulatory framework, the structure of the IPPs, barriers and enablers for attaining leadership roles for females in renewable energy IPP.

The participants were asked demographic, personal life, career history and experience questions and how these may have contributed to being a barrier or enabler to their success in attaining or pursuing leadership roles within renewable energy IPP companies. The chapter details the findings from the interview procedure and the discussion related to the findings, incorporating a literature review.

4.2 Demographic profile of respondents

The categorisation of female participants in the IPP companies to be interviewed was planned as follows:

- 34-40 years (2 participants);
- 40-45 years (2 participants);
- 45-50 years (2 participants);

- 50-55 years (2 participants); and
- 55-60 years (2 participants).

However, whilst finding and securing participants, it was found that older females did not exist in these sectors. This finding aligns with a study undertaken by Mlambo (2021), who highlighted that there are fewer women in engineering sectors, and whilst their presence is increasing, it is the younger generation as such women within a specific age range may not be found within engineering sectors. As such, a deviation in categorisation was prepared as follows:

- 25-31 years (2 participants);
- 32-38 years (3 participants); and
- 39-45 years (6 participants).

Furthermore, ten female participants participated in the interview sessions. However, only nine submitted their consent forms refer to Table 5 below and participant six (6) data were excluded. The exclusion of Participant 6 aligns with a study undertaken by Tsoka-Gwegweni and Wassenaar (2014), who indicated that research must consider ethics and participants should be allowed to withdraw from participating in the research should they feel discomfort. Only nine female participants' interview proceedings have been analysed to form part of this report.

Table 5: Table of profile of participants (population)

	Gender	Age	Marital status	No. of children	Department/ Division	Years in the sector	Qualification	Level of management/leadership position
Participant 1	F	26	Single	none	Project development	3 years and 7 months	BSc Conservation Ecology	Junior
Participant 2	F	37	Married	none	Legal	10	Bsc (Hons) (Economics) LLB	Mid-senior
Participant 3	F	39	Single	none	Business Development	14	Diploma Project Management Diploma Industrial	Senior
Participant 4	F	40	Married	3	BD	10	Hons Zoology	Middle
Participant 5	F	43	Married	2	BD	12	LLB	Senior

Participant 6	F	40	Single	1	BD	4	Diploma Information Technology	Senior
Participant 7	F	40	Partnered	0	BD	15	Master's degree in finance	Executive
Participant 8	F	29	Single	1	BD	9	Master's Engineering	Senior
Participant 9	F	36	Partnered	1	BD	15	Degree Business marketing	Executive
Participant 10	F	40	Married	2	BD	19	Master's Environmental Managemental MBA	Executive

4.3 Thematic data analysis

The data was analysed and presented using thematic data analysis as described in section 3.7 and the outcome is reflected in Figure 4 below. The thematic data analysis matrix below has been categorised into clusters and emerging themes to determine the barriers and enablers of females in attaining leadership roles within renewable energy IPPs. These two categories were important in understanding the factors contributing to the success of female leaders in IPPs, which reflected how each sub-cluster relates to the emerging theme refer to Figure 4 below.

These emerging themes were further grouped into intrinsic (internal or inborn factors which one exerts on themselves) and extrinsic (external factors imposed by other people or institutions) to identify whether the contributing factors are due to internal or external factors. In certain instances, these sub-emerging themes were leveraged to counteract the barriers whilst the enablers were used reactively towards the barriers to be initiative-taking towards attaining leadership roles. Based on the outcome of the matrix below, it is evident that there are more extrinsic than intrinsic factors; however, in both categories, there are positive and negative factors.

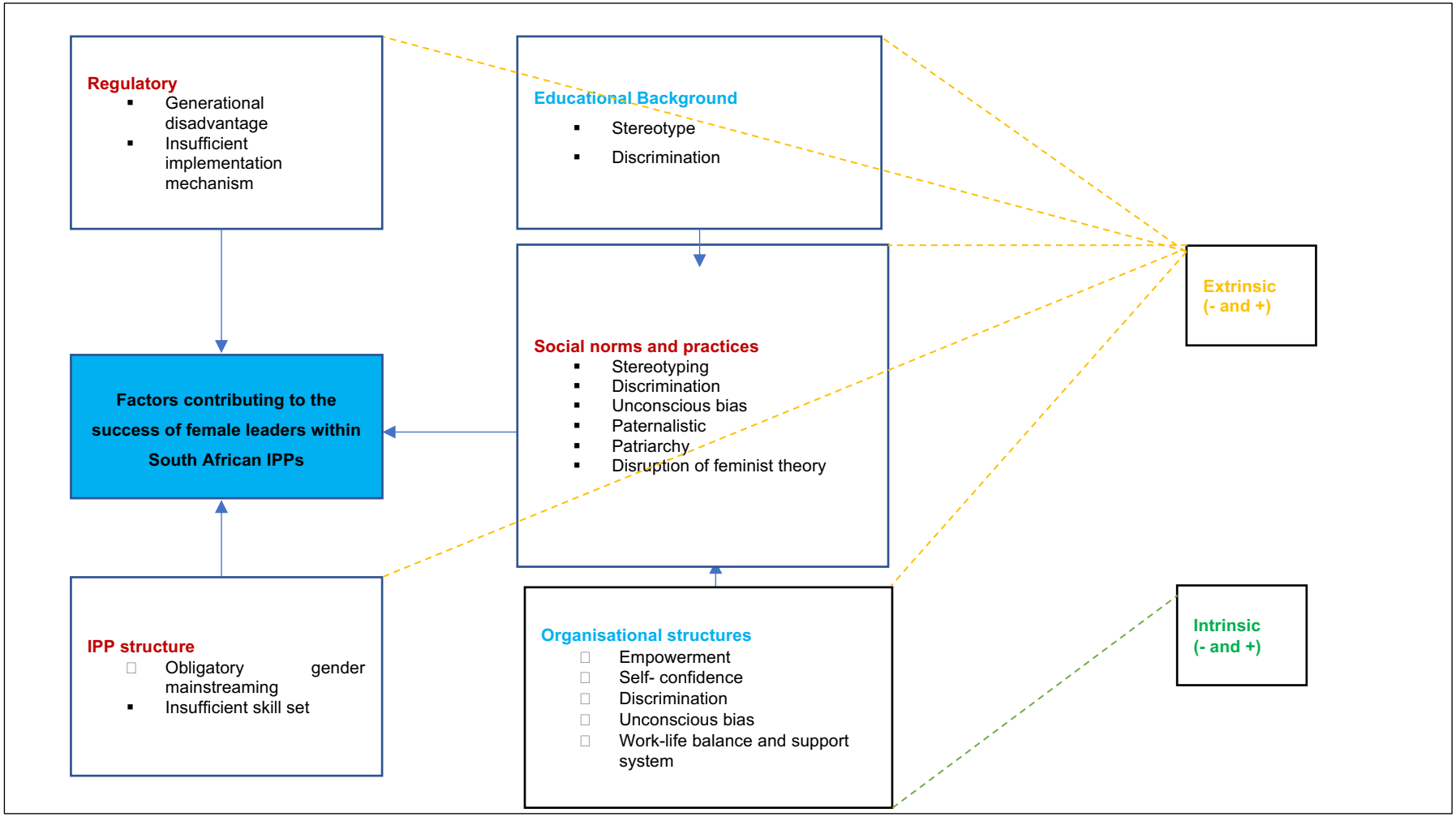

Figure 4: Thematic data analysis of the findings for the study

4.4 Findings pertaining to Proposition 1

South Africa's energy sector has an extensive regulatory framework which can be utilised to promote gender mainstreaming to advance the success of female leaders in the IPP renewable energy programme.

The study's findings identified two critical themes under this proposition, which are extrinsic in nature, namely generational disadvantages and insufficient implementation mechanisms.

4.4.1 *Generational disadvantage*

A unanimous consensus amongst the participants was that from a regulatory perspective, South Africa has put in place a sufficient regulatory framework which can be used to enforce gender equality and mainstreaming as well as address generational disadvantage due to the apartheid ……. "*In South Africa, we have specific circumstances and regulations, such as the BEE, which now tries to empower women and youth more*". Another participant has also indicated that ……. "*I still feel South Africa is better than many countries in terms of what we have in terms of driving equality. Without, for example, the Act, you, and I would not even be close to a seat at the table*".

The findings of the study align with the literature through a study conducted by Ndinda and Okeke-Uzodike (2012), Stuurman (2018) and Hlatshwayo et al. (2022), who highlighted that South Africa had well-documented gender equality and mainstreaming regulatory framework to contribute positively to advancing female leaders. South Africa's gender equality and mainstreaming policies stem from the constitution, which was aimed at addressing the generation disadvantages that have led to a few women joining the labour force to even attaining leadership roles (Hlatshwayo et al., 2022; Ndinda & Okeke-Uzodike, 2012).

According to Mlambo (2021), organisational structures reveal the authoritarian apartheid era that controlled and marginalised females from specific academic fields, as evidenced by fewer women in STEM careers. Hence, women comprise only twenty-four and seven per cent of the overall registered candidate and professional engineers within the Engineering Council of South Africa (ECSA), reducing their participation within related sectors (Mlambo, 2021). However, Mdleleni, Mandyoli, and Frantz (2021) and Hlatshwayo et al. (2022) argued that having fewer women in senior and executive management roles is not a South African issue only; it exists globally, and as such, generational disadvantage cannot be the reason behind fewer women in leadership roles instead it is impacted by global power structures.

4.4.1 *Insufficient implementation mechanism*

The study's findings indicated that there needs to be more implementation towards women empowerment, support, and skill transfer, leading to fewer females attaining leadership roles within the renewable energy IPPP. On the other hand, others have argued that the regulatory framework is there. However, it is not rigorous enough …… "*I will return to our environmental legislation because I think and can identify with that. How many pieces of legislation do you need to make this work? So, the point is that you do not need 1000 pieces of legislation".* Keahey (2018), noted that the government's gender equality and mainstreaming policies were aimed at addressing economic and social welfare, and whether such has been implementable remains to be proved in other sectors. The same grappling effect of gender equality and mainstreaming was reported by Mdleleni et al. (2021), who noted that the South African government has been struggling with social equality, which has always been the core of democracy since 1994.

Some participants have indicated that the grappling effect of insufficient implementation mechanisms from the government has led to some IPP companies undertaking a "tick-box" exercise to meet gender equality and mainstreaming thresholds in the energy sector. For instance, organisations have appointed females in softer roles and or lower-ranking ……. "*I think it is a lot more*

*expensive to do something environmentally than to have gender equality or gender representation at work because you find that the penalties are a lot harder. So business is only sensitive to profits. Moreover, suppose your issues about equality do not necessarily talk and connect directly to the profits. In that case, it is never going to happe*n". Some of the participants have indicated the need for government to implement the "carrot and stick" approach, given that IPP companies and any other business correspond ton profit related initiatives. However, a study undertaken by Poltera and Schreiner (2019) revealed that using these mechanisms, such as quotas, can be pretty detrimental to gender mainstreaming efforts and progress. The author argues that using quotas or a "carrot and stick" mechanism has the potential to not work in specific areas because organisations may hire females who are unethical or underqualified, which, when scrutinised, may jeopardise the efforts to transform the current situation (Poltera & Schreiner, 2019).

Contrary to Poltera and Schreiner (2019)'s arguments, Mdleleni et al. (2021) contends that gender mainstreaming has not been achieved because it is a global issue governed by a global power structure. For the government of South Africa to succeed in gender mainstreaming, there needs to be a deliberate move to restructure and move its government from overreliance on the global enticements that have created a challenging global patriarchal order hindering its implementation of a thriving gender equality model (Mdleleni et al., 2021).

4.5 Findings pertaining to Proposition 2

IPPs have been very instrumental in the success of the REIPPP Programme, with vast amounts of investment brought into the country. However, the government needs to align WEGE objectives with the programme adequately.

A unanimous consensus amongst the participants was that they need to be made aware of the WEGE objectives however do occasionally attend seminars that the DoE holds. The objectives were explained to the participants and how they were drafted to address equal rights, opportunities, and economic empowerment of

South African women in the energy sector. The study's findings identified two emerging themes under this proposition, which are extrinsic in nature, namely insufficient skill set and greenwashing.

4.5.1 *Greenwashing*

The findings of the interviews indicated that whilst these objectives have been drafted, there seems to be an obligatory gender mainstreaming that leads to greenwashing ……. *"*What tends to *happen as you have a lot of female leaders that can also just be a token figurehead that's just placed there to talk the talk, but, in the background, you still have the males making the actual deal"*. However, Adendorff, Keown, and Amansure (2020) noted that there is a complexity in how South Africa, through the REIPPP programme, has been implementing gender equality and mainstreaming due to the various stakeholders that make up this programme, namely the civil society, organised labour, private sector and the public organs of state.

Due to the many stakeholders that make up the REIPPP programme, gender equality and mainstreaming are challenging to implement and monitor as each stakeholder has differing regulatory requirements (Adendorff et al., 2020). Similarly, Poltera and Schreiner (2019) and Mdleleni et al. (2021) highlighted similar sentiments; they argue that the South African government has been struggling with a mechanism to implement social equality since democracy as a result of the global power structure which also exerts influence in how gender equality is implemented in South Africa.

4.5.1 *Insufficient skill set*

Some participants have indicated that the REIPPP programme is a reasonably new technology programme in South Africa and to meet gender mainstreaming objectives through the renewable energy IPP companies would be highly premature and ambitious because there is still a lack of sufficient skill set in the country from both the female's and male's perspective…… "*So I feel that also has a lot to do with the fact that the technology was young, and we are seeing*

quite a lot of people now in the energy space". A study undertaken by Allison et al. (2019), has indicated that the renewable energy section is gender-diverse relative to the traditional fossil fuel energy sector. The findings from the literature noted that REIPPPP through IPPs has attracted significant international investors; however, there is still a short number of female leaders in the IPPs (Davies, 2021; Ngcobo, 2016; Republic of South Africa, 2018). Similarly, Davies (2021) and Hlatshwayo et al. (2022) asserted that there are fewer women in senior to executive management roles, to which Mlambo (2021) and (Mcilongo & Strydom, 2021) argued that there is a lack of sufficient skill set within women as the majority of women were marginalised due to authoritarian apartheid era and could not pursue STEM-related careers.

4.6 Findings pertaining to Proposition 3

Social norms, organisational structures and educational training directly impact promoting or constraining the success of female leaders in South African IPP.

The participants were quite vocal regarding this proposition. Several participants raised positive and negative intrinsic and extrinsic factors which they believe have contributed to females' success in the IPP.

4.6.1 *Social norms*

4.6.1.1. Patriarchy and stereotype

From a social perspective, participants within the age range 39-45 indicated that South Africa is a patriarchal country which displays discrimination and paternalistic views……..“*my dad's eldest brother did not speak to me for five years because he told me to my face that my only function in life was to look after my dad and my husband”……. “I had a helper that would not speak to me and should only listen to my husband”.* Numerous studies have reported how patriarchy has advanced males into leadership roles more than females because

leadership is associated with male traits, i.e. self-reliance, confidence, and dominion (Surawicz, 2016). This has to a certain extent, resulting in the stereotype that females “take care” and males “take charge” (Surawicz, 2016).

A study conducted by Adisa et al. (2020) indicated that whilst several females are participating in the labour force, there is a continued struggle against the patriarch and patriarchal norms in both the workplace and in a family setting. This is a feminist concept used to analyse and understand the methodical relationship between male sovereignty and female subservience (Adisa et al., 2020; Partpart et al., 2000).

Another participant indicated cultural norms as having an effect that has led to patriarchy and stereotype “*So if you have a very upper conch family like very Afrikaans, they tend to be quite chauvinistic, same with some of the Zulu cultures they can be very kind of paternalistic, and you still see that today. I mean, I had a helper that would not speak to me and should only listen to my husband*”. Adisa et al. (2020) state that patriarchal views are often found in certain cultural norms and beliefs, especially in African cultures or settings. These patriarchal norms often discriminate and marginalise females to specific roles which are believed to be better suited for them (Adisa et al., 2020). There is a differing view in the literature regarding patriarchal norms such as being paternalistic - Adisa et al. (2020) argues that being paternalistic is dominant in African countries, whereas Mdleleni et al. (2021) and Hlatshwayo et al. (2022) contends it is a global issue, not culture-specific.

Again, Hlatshwayo et al. (2022) highlighted that patriarchy is a system of social behaviours and arrangements which advances males to dominate roles of leadership, privilege and power in organisations or society; as such, it is not limited to South Africa. To counter the stereotype norms and practices, Hlatshwayo et al. (2022) indicated that there is a need to increase the participation of women in leadership roles which would disrupt and sabotage the power that gender stereotypes have on females.

4.6.1.2. Discrimination

The study's findings reported discrimination mostly in participants within the age range of 39-45 who are currently in senior to executive leadership roles. In executive and board roles, they tend to find that there seems to be more discrimination of females as you go up the ladder to what they referred to as the "old boys' network" …… "*And the way that plays out is that I constantly fight when a position comes open, and people say I have a friend who could do this job well*". Some literature has found that Western cultures are prone to discrimination due to paternalistic views, whereas others face discrimination due to the separation of genders because of career networks (Lalanne & Seabright, 2022). These networks are referred to as the "old boy's network", which is believed to be prevalent in "upper-class white male circles of either English-speaking or African-speaking backgrounds" (Lalanne & Seabright, 2022).

According to Lalanne and Seabright (2022), the "old boys network" is found where one male would often have an executive role in one company and sit on various boards in several companies. This implies that such an individual is able, through their connections headhunt senior candidates in various organisations required to fill up senior roles in multiple organisations who represent his views or from the same "cookie cutter" (Lalanne & Seabright, 2022). This often leads to the discrimination of women in senior and executive roles, and where females are managing such senior or executive roles, there is often a fight which further reduces women's interest in holding senior or executive roles (Fatima et al., 2015; Lalanne & Seabright, 2022)

4.6.1.3. Disruption of feminist theory

Although participants indicated that there seems to be a dilution of the patriarchal and stereotypical system due to the COVID-19 pandemic…… "*What you would have seen as a style that previously maybe only worked for women is becoming more prevalent for men*". The finding of the study reported that during the COVID-19 pandemic, there was a disruption of the oppressing powers, which led to a shift in how things were done both from the household and workplace.

This has led to a more compassionate and consultative leadership which they believe is more accommodating to females. Similarly, a study undertaken by Alon et al. (2020) indicated that many females during the COVID-19 pandemic were employed in essential roles such as health care. In contrast, males mainly were in industries, which means that most men in the United States were taking care of children, and this changed the views regarding family responsibility and lowered the gender equality gap (Alon et al., 2020; Cecelski, 2000; Froneman & Shear, 2021; Hlatshwayo et al., 2022; Mahasha, 2016; Ndinda & Okeke-Uzodike, 2012; Stuurman, 2018). The study's findings indicated that the COVID-19 pandemic has rapidly changed the stereotype and patriarchal systems in organisations and society, bringing more awareness to the family responsibilities that used to lie primarily with females. This aligns with a study undertaken by Alon et al. (2020), who highlighted that the pandemic has led to more male participation in the day to day of household responsibilities, whereas, in organisations, there has been an introduction of more flexible working arrangements for females, which allow them to balance their work and career.

4.6.2. Organisational structures

Several key themes emerged from the organisation: discrimination, work-life balance, unconscious bias, and self-confidence. These are viewed as negative extrinsic factors contributing to females attaining leadership roles in IPP. In contrast, there were positive extrinsic factors such as empowerment and support systems that have propelled females into attaining leadership roles. These will be discussed in detail below.

4.6.2.1. Discrimination

The study's finding within the organisational structure indicated that participants within this age group 25-31 seem to be concerned about discrimination and unconscious biases more so when they are required to do menial jobs in the offices, which are not necessarily required or requested from their male counterparts….. "*I mean, the number of times we would go to a meeting, and yes, I was junior, that there would be junior guys and girls there; I was the one that asked to arrange tea*". In addition, these organisations have much unconscious

bias, impacting mostly females, especially those with children or in a family structure.

A study conducted by Walby (2005) and Nanjundeswaraswamy and Swamy (2014) highlights that gender mainstreaming should be able to appreciate and recognise varying needs across the working environment, which cannot only be met by males. Similarly, Trinidad and Normore (2005) and Nanjundeswaraswamy and Swamy (2014) argue that leadership is not about gender but rather the skill to appoint the right person for the job with the appropriate skill set and qualities.

Furthermore, gender equality in the organisation is low and poorly managed; to some is seen as a way of advancing male privileges at the expense of their female counterparts. Essig and Soparnot (2019) state that males have traditionally established and managed an organisation; as such, when a female seeks a managerial role, they are viewed as wanting to become masculine and mannish as opposed to their feminine nature. Again, it highlighted that whilst numerous literature has shown the benefits of having females in senior management, there still needs to be more representation within organisations (Essig & Soparnot, 2019).

The participants within the age range 39-45 indicated much greenwashing in organisations where these organisations are viewed as having female participation. However, they are placed in junior or senior roles without decision-making power …… *"If you get into the behind-the-scenes of it, you realise that we did not have much power, and we executed the roles, but we did not have much executive power". These are participants in senior executive roles within their respective IPP companies.* This aligns with a study undertaken by Poltera and Schreiner (2019), who noted that females in leadership often face dual discrimination based on being viewed as more favourable than males or perceived less favourably than males and gauged punitively as leaders due to gender.

4.6.2.2. Empowerment

A differing view from one participant within the age range 32-38 was that those other IPP companies would hire females to not just occupy leadership roles as a

"tick box" exercise but involve them in decision-making……. "*For instance, our CFO and many accounting officers are female. We have female BD officers, and our entire legal team in South Africa is female. So, you are starting to see it more even though it has not gone all the way up the food chain yet*". Most companies undertake this exercise to increase their organisations' diversity and meet funding requirements.

A study indicated that most bilateral and multilateral donors to the energy sector had supported gender equality, making it a financing requirement since the mid-1990s (Beck & Panczel, 2018). There is an intentional move to incorporate career cycles where companies ensure sufficient recognition of females when evaluating jobs (Beck & Panczel, 2018).

Similarly, another participant from the same age range indicated that IPP companies should promote women and be willing to be led by these women to empower them for critical decision-making……. "*if you are going to give me a seat, as you call it at the table, maybe invite me to discuss what the table needs to look like*". This viewpoint aligns with a study undertaken by Brue (2018); (Gouws, 2008); Moraka (2015); Stuurman (2018) and Trinidad and Normore (2005), who argued that gender mainstreaming of females in leadership roles should not be viewed as bargaining to "fit in"; instead, it is a "give in" opportunity for the female to exercise their liberty and freedom to lead their way using their leadership styles to achieve desired country objectives.

4.6.2.3. Work-life balance and support system

The participants who were single, partners and married women with or without children indicated that there is no work-life balance due to the significant work that needs to be done and where the environment could be more women-friendly, it becomes challenging for women to attain leadership roles. However, one participant indicated that it becomes more challenging when no support system or low economic brackets …… "*And the other thing is that I am fortunate to be in an economic bracket with access to nannies, domestic workers, and people to create a support network around me. If I was a single parent on a lower income level, I could see that having children and a family would hold you back in your*

career". According to Braun and Peus (2018), work-life balance is a term which comprises integrations, conflict, enrichment, equilibrium, family, work, home and balance.

Despite the pressure that comes with attaining and managing leadership roles, some females have managed to counter the work-life balance and unconscious bias by having a support system so that they can pursue their careers. ….."*I think my experience is that I have been fortunate that marrying and having children has not held me back too much, but there are reasons why that is the case. Moreover, my second child, my husband, was in the fortunate position that he took six months off paternity leave".* This aligns with the views of Kulich et al. (2016), who indicated that childbearing disruption has the potential to delay attaining leadership roles and can often be achieved much later in their lives. Beck and Panczel (2018) state that females could attain leadership roles in the energy sector if their career path is flexible enough to incorporate their family and work life.

Some participants between the age range 39-45 have had a smooth transition in attaining leadership; it was noted that it was due to their superiors who saw potential in them that propelled them in that direction…… "*I am very thankful to my managers at the time because they saw I had something in her*". Alon et al. (2020) and Brue (2018) indicated that females could develop and execute their leadership roles well in an environment that encourages their maternal obligations through a work-life balance intervention and a support system that offers many benefits, including improved performance and productivity.

4.6.2.4. Unconscious bias

Most of the participants have indicated that there is an unconscious bias when a female in childbearing years desires to be appointed in a leadership role or hired. This further elevates discrimination against young females wanting to enter the IPP organisation or those already within, especially if you are within the childbearing age …… "*Your career will suffer even though you may be the better performer, which I think is* a punishment system". Both the literature and finding of the study have differing views regarding the interruptions that childbearing has

on women's career growth or attaining leadership roles. A study conducted by Pyke (1996) and Kark and Eagly (2010) highlighted that the ability of men to achieve their desired career growth is inherent in marital arrangements, which frequently frees men from the day-to-day obligations of meeting family demands and leaves to females to juggle both their career and families limiting their involvement in economic activities.

A study undertaken by Downs, Reif, Hokororo, and Fitzgerald (2014), highlighted that the reproductive years for women are between their graduate years and career growth. Similarly, Surawicz (2016) regards this as disruption because the biological and career or academic clocks are not in sync when childbearing occurs; the career growth or academic clock needs to suffer. This often causes a collision between career growth into a leadership role and building a family, which often becomes challenging for both women and men.

However, there is a higher "baby penalty" for women than men during their career growth, (Downs et al., 2014; Surawicz, 2016). This "baby penalty" is not necessary due to unconscious bias but stems from the nurturing and femineity of women and the meaning and their view to childbearing, which for some may be more important than their career growth whilst some can manoeuvre and achieve both depending on their priorities (Downs et al., 2014; Poltera & Schreiner, 2019; Surawicz, 2016).

Again, Poltera and Schreiner (2019) highlighted that it is not childbearing that leads to unconscious bias; instead, a high bar has been set for females to prove their worthiness to hold leadership roles. This, coupled with the disruption and collision that happens between their career growth and biological clock, tend to subject women to unconscious bias (Downs et al., 2014; Poltera & Schreiner, 2019; Surawicz, 2016)

4.6.2.5. Self-confidence

Some participants aged 35-40 mentioned that women are not confident enough to occupy leadership roles in these organisations as they do not even know how to negotiate minimal things such as their salary…. "*It is an element of us having confidence in ourselves that we have earned the seat of the table and deserve to*

be there" ……. *"Many times feel limited and feel that they do not have the right skill set or they, you know, maybe they do not match exactly the job description, whereas the man says, oh, I meet one of the points, so I am going to apply and let us just see".* One participant indicated that she used to doubt her capabilities despite having a support system which helped held her back from her career.

Another contributing factor noted in these participants, more so those currently in senior leadership roles, was that they were confident risk-takers and reported having been an "anomaly" in their field during their early career development. For instance, one participant from the legal field indicates that …... "*I was a bit of an anomaly to begin with because I did what was called public Private Partnerships (PPP), which was the precursor to the IPP programme, and a lot of other girls in the year that I did articles, they all ended up in labour law, family law*"." In contrast, another participant from an engineering field indicated that…… "*being a female in the engineering realm, I was always the only one that was there*".

These environments tend to produce "tough females" or "thick-skinned" who over-demonstrate their value due to endorsed gender subtleties within the working environment (Essig & Soparnot, 2019). It is on this basis that Adisa et al. (2020) and Hlatshwayo et al. (2022) argue that its more the patriarchal practices that have containerised females into thinking that they are not capable of leadership roles than their male counterparts and decision-related roles can only be occupied by male managers. These ideologies advance power differences between genders and propagate the fable in women to doubt their capability and intellectual (Hlatshwayo et al., 2022).

4.6.3. Educational background

4.6.3.1. Stereotype and discrimination

The study's findings indicated that whilst education plays a role in one's career, it should not be viewed entirely as a contributing factor. They have experienced that quite a few people in IPP companies do not come from an engineering or finance background, which is viewed as a prerequisite; instead, one's ambition and self-confidence have determined where and how far they have gone and are

willing to go….. "*But as we get comfortable in these moving technologies, which are initially quite scary, we also start reminding ourselves that we are worthy, and we need to be; then we need to take up space*" …… "*I do not believe it is what we qualified in…… Nevertheless, it is about your attitude, willingness to learn, and willingness to say, look, I want to be part of this, and I am willing to do anything to learn and grow in it*". There is an industry stereotype within the energy sector that Science, technology, engineering, and mathematics (STEM) qualifications and training are considered the primary marker for upward movement in the energy sector, and females not possessing these skills face challenges in advancing into leadership and policy roles in the industry (Baruah & Biskupski-Mujanovic, 2021; WEF, 2016). This has led to professional discrimination, where the majority of females dominate administrative roles rather than crucial leadership and decision-making roles (Baruah & Biskupski-Mujanovic, 2021; Hlatshwayo et al., 2022; IFC, 2022).

Despite this, Baruah and Biskupski-Mujanovic (2021) have found that despite holding STEM qualifications and training, females are still viewed as incompetent owing to the stereotype that energy is a male industry, and they are not capable of being successful in leadership roles. Similarly, a study undertaken by Hlatshwayo et al. (2022) indicated that regardless of whether one is educated, there is continued prejudice against females due to stereotypes. As such, it was argued that females should not be discouraged from pursuing leadership roles because they are skilled, ambitious, able and knowledgeable to attain leadership roles (Hlatshwayo et al., 2022).

4.6.2 *Mentoring and training*

Some participants highlighted that they could achieve their leadership roles smoothly due to mentoring and training through a support system, …… "*I am very fortunate to, generally speaking, have worked with, I used the word enlightened but supportive (male and female) people that have guided my career*" …… "*I think you know mentorship and mentoring have also played a large role in my career. So, I was very lucky along the way to have a couple of good mentors, and they*

ended up both being men. So, they were more open-minded and, you know, willing to, did not matter the gender of the person if they saw the potential" …… "*fortunate to be surrounded by people who are personally invested in seeing grow*". Mello and Phago (2007) state that mentoring and training provide developmental support to females, more so if incorporated within organisational structures. As such, they argue that mentorship and training can inspire, develop and empower females in the workplace (Mello & Phago, 2007).

Surawicz (2016) indicated a need to develop leadership skills, and the myth that females do not want or are not motivated to be leaders is incorrect. In addition, the study indicated that there is also a need to have female role models in leadership roles within organisations, as this has the potential to propel other females into similar roles (Surawicz, 2016). However, Poltera and Schreiner (2019), have highlighted that before setting up any mentoring or training, it is important to understand women's leadership within the context of Africa as it differs from Western countries. This understanding will need to appreciate the diversity and complexities of women to advance them into leadership roles (Poltera & Schreiner, 2019). Considering the situation and context, one can point out and determine planned interventions that will assist them in becoming successful and influential leaders (Poltera & Schreiner, 2019).

4.7 Summary of the findings

Several factors contribute to females attaining leadership roles in IPPs from the South African perspective. These contributing factors are both positive and negative intrinsic and extrinsic, and depending on where a female is positioned, i.e., senior/executive, or junior roles might vary. For instance, from a regulatory and IPP structure perspective, all participants indicated that there are a lot of negative extrinsic factors. However, looking from a social, organisational and education and training perspective, there is a mixture of both positive and negative manner extrinsic and intrinsic factors that hinder or advance the success of females in leadership roles within renewable energy IPPs in South Africa.

The negative extrinsic factors that participants believe contribute the most to the success of female leaders are lack of support system, patriarchy, stereotyping, discrimination, unconscious bias, paternalistic, greenwashing, and generational disadvantage. On the other hand, several positive and negative intrinsic factors have also been revealed, namely lack of self-confidence and not being courageous and ambitious enough, which puts a chokehold on one's career development. They have further indicated that some women are the most grateful gender, which becomes detrimental to their success because they are unwilling to challenge the norm and pave their way through despite challenges. The same system is believed to result in imposter syndrome amongst confident female leaders.

Again, older participants in senior or executive leadership roles reported that their success was mainly due to educational background coupled with risk-taking, confidence, support system, mentoring and training which they received from various people, including their superiors at work, despite gender variation. Whereas the younger participants in junior roles reported a lot of discrimination and unconscious bias in IPP companies they are working for or those, they have come to know through their network.

However, all participants mentioned that having a support system or lack thereof is one key contributing factor that can positively or negatively impact one's career and has no bearing on one being single, partnered, or married with children.

4.8 Comparison of literature review and own findings

Table 6: Comparison of literature review and findings

RQ #	State Research Question or Objective	Prop #	State Proposition (literature review response to RQ)	Findings from own study
1-2	Critique the legal framework and its applicability to the success of female leaders in South African Independent Power Producer.	1	South Africa's energy sector has an extensive regulatory framework which can be utilised to promote gender mainstreaming to advance the success of female leaders in the IPP renewable energy programme	The key findings from the study were that the study aligns with the literature in that there is a sufficient regulatory framework which can address gender equality and mainstreaming. However, due to the authoritarian apartheid era that controlled and marginalised females from specific academic fields, fewer women are already in senior leadership roles, and a robust implementation mechanism will be required. The study proposed a "carrot and stick" approach as it is believed that implementing the regulatory framework is insufficient.
3	Evaluate the renewable energy structure under REIPPPP.	2	IPPs have been very instrumental in the success of the REIPPP Programme, with vast amounts of investment brought into the country. However, the government needs to align	The key finding from the study was that the government has drafted the WEGE policy to address gender equality and mainstreaming in the energy sector however the participants were not aware of this policy. The study has further revealed much greenwashing in these IPP conies, often giving women leadership roles but not empowering them for decision-making. In addition, some participants have indicated that the REIPPP programme and the technology are pretty young within south Africa, and both men and women are still finding their feet; however, it has

RQ #	State Research Question or Objective	Prop #	State Proposition (literature review response to RQ)	Findings from own study
			WEGE objectives with the programme adequately.	afforded quite a few women an opportunity to find themselves. Relative to other energy sectors, renewable energy has within this short period provided more opportunities for women.
4-5	Identify and evaluate to what extent these factors are contributing to the success of female leaders in renewable energy IPP Companies	3	Social norms, organisational structures and educational training have a direct impact on promoting or constraining the success of female leaders in South African IPP.	The findings from the study highlighted both negative and positive extrinsic and intrinsic factors as barriers and opportunities for attaining leadership roles for females in renewable energy IPPs. The key negative extrinsic factors that emerged were generational disadvantage, insufficient implementation mechanism, discrimination, stereotype, patriarchy, lack of empowerment, work-life balance, and unconscious bias. Whilst the key positive extrinsic factor was supporting system and negative intrinsic factor was lack of self-confidence. Firstly, from a social norms perspective, there is still stereotype and patriarchy within this sector which pushes females to lower ranking roles and wants them to assume “women” roles even at the workplace through discrimination. However, study also highlighted the dilution of the patriarchal and stereotypical mindset which was disrupted by COVID-19 pandemic which now sees a lot of males taking “women” roles and revealing more their feminine side even in the workplace environment. Secondly, from the organisational structure, the findings of the study noted that there is still discrimination and unconscious bias that women face in organisation

RQ #	State Research Question or Objective	Prop #	State Proposition (literature review response to RQ)	Findings from own study
				and lack of empowerment for decision making however other organisations are making strides to meet gender mainstreaming which is mostly influenced by their financial partners. Furthermore, the study also highlighted that while discrimination and unconscious bias exist, women in certain instances are not confident enough in themselves to hold key leadership position. This is a key negative intrinsic factor that hinders a lot of women from attaining leadership roles. Again, from work-life balance and support system the finding of the study indicated that there is a conflict between career growth and starting a family which often disrupts the career growth of women however some females have managed well based on having a support system. The support system is a key theme that emerged as a positive extrinsic factor that has propelled several women in the energy sector. Thirdly, from an educational background, the findings of the study revealed that one does not need to hold a STEM qualification to be successful and progress in the renewable energy IPP. However, mentoring and training can be a positive extrinsic factor that propels women into leadership roles.

CHAPTER 5. CONCLUSIONS & RECOMMENDATIONS

5.1 Introduction

In 2015, the United Nations Paris Agreement recognised that climate change is a global phenomenon for humankind, and countries need to make concerted efforts to reduce their carbon emission and work towards a just transition by introducing low-carbon energy sources into their mix (Mkhwebane & Semelane, 2020; United Nations, 2015). As such, countries at large have introduced renewable energy programmes as a way of reducing their carbon emission and meeting their socio-economic objectives through public-private partnerships with the Independent Power Producers (IPP)(Adedeji et al., 2020; Stuurman, 2018).

In 2010, the South African government drafted a National Development Plan (NDP), highlighting the country's long-term plan toward inequality, unemployment and full involvement of females in the energy sector (Adedeji et al., 2020). In realising this long-term goal, the government drafted a departure point through the Empowerment and Gender Equality (WEGE) Policy, a policy toward the equal rights, opportunities, and economic empowerment of South African women in the energy sector hereto attached in (Allison et al., 2019; Eberhard & Naude, 2016; Republic of South Africa, 2016).

Deriving from the setback to address the equality goals and participation of females in key decision roles to address climate change, this research sought to investigate factors contributing to the success of female leaders in South African Independent Power Producers.

Based on the research questions, the following were the objectives:

a. Critique the legal framework and its applicability to the success of female leaders in South African Independent Power Producer.
d. Evaluate the renewable energy structure under REIPPPP.
b. Identify and evaluate to what extent these factors are contributing to the success of female leaders in renewable energy IPP Companies.

A generic qualitative methodology was used to capture and explore participants' experiences observing factors contributing to female leaders' success in South African Independent Power Producers.

Data was collected on female participants through interviews to understand participants' experiences. After that, a non-random sampling technique was used to identify the participants and was analysed through thematic data analysis to deduct meaning refer to Figure 4 above reflecting key themes that emerged from the interview proceedings.

This chapter details the conclusion of each research objective summarising the findings to determine alignment with the literature. Where there were new findings which do not align with the literature, such were detailed to provide recommendations to respective stakeholders or suggestions for new studies.

5.2 Conclusions regarding research objective 1

The first research objective was to critique the adequacy of the South African regulatory framework regarding gender equality and mainstreaming. Two vital extrinsic themes emerged, namely generational disadvantage and insufficient implementation mechanisms.

The key findings from the study were that the study aligns with the literature in that there is a sufficient regulatory framework which can address gender equality and mainstreaming. However, due to the authoritarian apartheid era that controlled and marginalised females from specific academic fields, fewer women are already in senior leadership roles, and a robust implementation mechanism will be required. Some literature argues that whilst regulatory framework may be sufficient, there is a need for South Africa to reduce dependency on the global front, which they believe has an impact on how gender equality is being implemented in the country. The study proposed a "carrot and stick" approach which some literature argues could be detrimental if unethical women are

appointed for these roles. This would jeopardise the efforts being made as it will further lead to female discrimination due to these unethical behaviours.

5.3 Conclusions regarding research objective 2

The second research objective aimed to evaluate how the renewable energy structure under REIPPPP has promoted or hindered the success of female leaders in the IPP renewable energy programme. The study has highlighted two key extrinsic themes, namely greenwashing and insufficient skill set.

The literature revealed that IPPs have been very instrumental in the success of the REIPPP Programme, with vast amounts of investment realised in the country through infrastructure development, skills development, job creation and localisation. However, the government needs to align WEGE objectives with the programme adequately. The study's findings revealed that quite a few participants are unfamiliar with the WEGE objectives, and implementation of these objectives has been marred in specific instances with greenwashing. Whilst literature has indicated that the REIPPPP comprises various structures, which implement WEGE objectives challenging, leading to much greenwashing. The study also revealed that some organisations are making concerted efforts to meet the thresholds of gender quality over and above the general requirements. Despite these efforts, there is an insufficient skill set, more so in women, due to discrimination which started during the apartheid era; however, women are starting to take critical roles, which may take a while.

5.4 Conclusions regarding research objective 3

The third objective aimed to identify and evaluate the extent of factors that are contributing to the success of female leaders in renewable energy IPP Companies. For this study, the literature highlighted that some of the factors to the success of females attaining leadership roles might be due to social norms,

organisation structures, educational background and lack of mentoring and training opportunities.

The study's findings highlighted that positive and negative extrinsic and intrinsic factors contribute towards the advancement and hindrance of females attaining leadership roles in South African renewable energy IPPs. The key negative extrinsic factors were patriarchy, stereotype, discrimination, paternalistic and unconscious bias. In comparison, positive extrinsic factors were a support system, mentoring and training. On the other hand, negative intrinsic factors were doubt and lack of self-confidence, whereas positive intrinsic factors were self-confidence and audacity.

The age and seniority of the participants had varying reviews under this research objective. It was found that participants in the age range of 25-30 were more concerned about unconscious bias and discrimination and were also noted to be in junior roles. Whilst the 32-38 were primarily concerned about lack of self-confidence and audacity from women, it was noted that the majority were in senior to executive roles. The participants in the age range 39-45 were in executive roles and more concerned about greenwashing, mentoring, and training being incorporated as developmental support to upcoming females in IPPs.

Firstly, from a social norm, the study's findings relative to the literature noted a correlation between females and their role in families and the workplace, which is subjected to discrimination, stereotype, and a patriarchal mindset. Contrary to this, literature also indicated that discrimination is mainly due to gender policy, organisational cultures, mentoring and training programmes.

The findings of the study reported the lessening of the patriarchal and stereotypical mindset, which was disrupted by the COVID-19 pandemic, and this aligns with literature which states that these mindsets can only be disrupted by a significant occurrence which tends to shift mindset. Lastly, there is also an alignment.

Secondly, from the organisational structure, the study's findings relative to the literature noted that there is an alignment with organisations making strides to

meet gender mainstreaming, which their financial partners primarily influence. Again, there was an alignment in giving women an opportunity to lead and, as such, promoting women's empowerment. Furthermore, there was also an alignment regarding unconscious bias, which segregates females to menial jobs contrary to their male counterparts. Whereas from work-life balance and support system, both literature and the study's finding did indicate that there is a disruption which other females have managed well based on having a support system as this can tend to be a discriminating factor elevating a stereotyping and patriarchal mindset.

Thirdly, from an educational background, the study's findings relative to the literature noted a contradiction, as participants mentioned that one does not need to hold a STEM qualification to succeed and progress in the IPP. Another study supported this finding, which indicated that STEM qualification in females is still subjected to discrimination. There is also a correlation that females are slowly taking more leadership roles.

Finally, from the training and mentoring, there is a correlation between the study's findings and literature that these two factors elevate the success of females in leadership roles as part of their developmental support.

Table 5. Consistency table: research questions, conclusions, and contribution to knowledge

RQ #	State Research Question or Objective	State literature-based proposition or hypothesis	State conclusion or answer based on own research	Highlight key differences between your initial propositions and your findings – this is your contribution to knowledge
1-2	Critique the legal framework and its applicability to the success of female leaders in South African Independent Power Producer.	South Africa's energy sector has an extensive regulatory framework which can be utilised to promote gender mainstreaming to advance the success of female leaders in the IPP renewable energy programme	The key findings from the study were that the study aligns with the literature in that there is a sufficient regulatory framework which can address gender equality and mainstreaming. However, due to the authoritarian apartheid era that controlled and marginalised females from certain academic fields, there are already fewer women in senior leadership roles and a robust implementation mechanism will be required. The study proposed a "carrot and stick" approach as it is believed that the implement of the regulatory framework is not sufficient.	The key difference was that the study did not consider the impact that global structure has in the implementation of gender equality and mainstreaming which literature argues has been the cause of low numbers of women in leadership roles. Some literature argues that whilst regulatory framework may be sufficient, there is a need for South Africa to reduce dependency on the global front, which they believe has an impact on how gender equality is being implemented in the country. The study also proposed a "carrot and stick" approach which some literature argues could be detrimental in the event unethical women are appointed for these roles.

RQ #	State Research Question or Objective	State literature-based proposition or hypothesis	State conclusion or answer based on own research	Highlight key differences between your initial propositions and your findings – this is your contribution to knowledge
3	Evaluate the renewable energy structure under REIPPPP.	IPPs have been very instrumental in the success of the REIPPP Programme, with vast amounts of investment brought into the country. However, the government needs to align WEGE objectives with the programme adequately.	The key finding from the study was that the government has drafted the WEGE policy to address gender equality and mainstreaming in the energy sector however the participants were not aware of this policy. The study has further revealed a lot of greenwashing in these IPP conies which often gives women leadership roles but does not empower them for decision-making. In addition, some participants have indicated that the REIPPP programme and the technology is quite young within south Africa and both men and women are still finding their feet however it has afforded quite a few women an opportunity to find themselves. Relative to other	The key difference is that that the REIPPPP is made up of various structures, which makes the implementation of WEGE objectives challenging, leading to a lot of greenwashing. Whilst the findings of the study indicated that there is greenwashing, there is an acknowledgement that some organisations are making concerted efforts to meet the thresholds of gender quality over and above the general requirements. Despite these efforts, there is an insufficient skill set, more so in women due to discrimination during the apartheid era.

RQ #	State Research Question or Objective	State literature-based proposition or hypothesis	State conclusion or answer based on own research	Highlight key differences between your initial propositions and your findings – this is your contribution to knowledge
			energy sectors, renewable energy has within this short period provided more opportunities for women.	
4-5	Identify and evaluate to what extent these factors are contributing to the success of female leaders in renewable energy IPP Companies	Social norms, organisational structures and educational training have a direct impact on promoting or constraining the success of female leaders in South African IPP.	The findings from the study highlighted both negative and positive extrinsic and intrinsic factors as barriers and opportunities for attaining leadership roles for females in renewable energy IPPs. The key negative extrinsic factors that emerged were generational disadvantage, insufficient implementation mechanism, discrimination, stereotype, patriarchy, lack of empowerment, work-life balance, and unconscious bias. Whilst the key positive extrinsic factor was supporting system and negative	The key difference in initial proposition and findings is that there are both negative and positive extrinsic and intrinsic factors which hinder and/or advance the success of female leaders in the South African renewable energy IPPs. The significant one that came up as a positive extrinsic factor was support system and skill transfer from male counterparts that propelled these females participate into the leadership roles. This was also aligned with participants' views to say despite having a female or male supervisor, they found that male supervisors believe in them and credit their success to these males' figures. Whereas from a negative intrinsic factor, there is lack of self-confidence and doubt in females which tend to hinder their success towards leadership roles.

RQ #	State Research Question or Objective	State literature-based proposition or hypothesis	State conclusion or answer based on own research	Highlight key differences between your initial propositions and your findings – this is your contribution to knowledge
			intrinsic factor was lack of self-confidence. Firstly, from a social norms perspective, there is still stereotype and patriarchy within this sector which pushes females to lower ranking roles and wants them to assume "women" roles even at the workplace through discrimination. However, study also highlighted the dilution of the patriarchal and stereotypical mindset which was disrupted by COVID-19 pandemic which now sees a lot of males taking "women" roles and revealing more their feminine side even in the workplace environment.	Contrary to this, junior participants in terms of career growth and age range found that there was a lot more discrimination and unconscious bias towards them as opposed to their male counterparts. Having said this, all participants agree that having a support system is a key extrinsic factor which can advance success in every person. Another key finding was that there is a strong correlation between age and leadership noting that majority of the participants in senior and executive roles were amongst the oldest within the age categorisation.

RQ #	State Research Question or Objective	State literature-based proposition or hypothesis	State conclusion or answer based on own research	Highlight key differences between your initial propositions and your findings – this is your contribution to knowledge
			Secondly, from the organisational structure, the findings of the study noted that there is still discrimination and unconscious bias that women face in organisation and lack of empowerment for decision making however other organisations are making strides to meet gender mainstreaming which is mostly influenced by their financial partners. Furthermore, the study also highlighted that while discrimination and unconscious bias exist, women in certain instances are not confident enough in themselves to hold key leadership position. This is a key negative intrinsic factor that hinders a lot of women from attaining leadership roles.	

RQ #	State Research Question or Objective	State literature-based proposition or hypothesis	State conclusion or answer based on own research	Highlight key differences between your initial propositions and your findings – this is your contribution to knowledge
			Again, from work-life balance and support system the finding of the study indicated that there is a conflict between career growth and starting a family which often disrupts the career growth of women however some females have managed well based on having a support system. The support system is a key theme that emerged as a positive extrinsic factor that has propelled several women in the energy sector. Thirdly, from an educational background, the findings of the study revealed that one does not need to hold a STEM qualification to be successful and progress in the renewable energy IPP. However, mentoring and training can be a	

RQ #	State Research Question or Objective	State literature-based proposition or hypothesis	State conclusion or answer based on own research	Highlight key differences between your initial propositions and your findings – this is your contribution to knowledge
			positive extrinsic factor that propels women into leadership roles.	

5.5 Recommendations

Based on the literature and study findings, the following are the recommendations.

The first recommendation is that the government needs to disseminate the WEGE objectives to the various stakeholders within the renewable energy IPPs, which will assist the stakeholders in understanding the government's objectives, making it easier to implement gender equality and mainstreaming objectives. Again, the South African government needs to re-evaluate their overreliance on global structures, which are also viewed as hindering the implementation of gender equality and mainstreaming within the renewable energy IPPs. In addition, where the "carrot and stick' approach or incentives were utilised in increasing gender equality numbers, the government and private sector needs to review and monitor if these worked; if not, then use another approach in enforcing gender equality objectives.

The second recommendation is to illuminate the IPP companies towards the effects of patriarchy, stereotype and discrimination and the risks they pose to gender equality and mainstreaming initiatives.

The third recommendation is for females desiring to attain leadership roles to be aware of both the positive and negative intrinsic and extrinsic factors and how other females have attained their leadership roles.

The last recommendation is to the academics on how the COVID-19 pandemic has disrupted social norms portrayed through patriarchy, stereotype, and discrimination.

5.6 Suggestions for further research

Firstly, the study has highlighted that the global power structure also influences the implementation of gender equality and mainstreaming; further research could

determine to what extent this has influenced the economic development obligations under the government REIPPP as it directly impacts females attaining leadership roles within IPPPs.

Secondly, the study indicated that most of the males' leadership style has always been harsh, contrary to the females, which is empathetic and consultative. However, the COVID-19 pandemic has shifted or interrupted social norms as such, and males are also emulating the female's leadership style, noting that most males, more so those with family and children, were forced to juggle work, chores, and kids' schoolwork during the pandemic. This has resulted in the open-mindedness of males towards the struggles of females with careers, more so those in leadership roles. More participation, willingness to assist their female counterparts, and expectation of leniency exist. The recommendation for further study would be to understand the impact that the COVID-19 pandemic had on males and how this has changed their views and expectations of females desiring to attain leadership roles within the South African renewable energy IPPs.

Thirdly, the study highlighted that more women are showing interest and participation in renewable energy IPPs. Further research would be required to determine the extent of generational disadvantages on women attaining leadership roles and how this can be mitigated during their academic years to penetrate the renewable energy sector better.

Lastly, the study highlighted positive and negative extrinsic and intrinsic factors as barriers and enablers to the success of females in leadership positions within renewable energy IPPs. Further research would be required to determine the impacts of these factors in other sectors.

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APPENDIX A FRAMEWORK POLICY FOR WOMEN EMPOWERMENT AND GENDER EQUALITY

(Please see attached PDF)

POLICY FOR THE DEPARTMENT OF ENERGY

Policy No. 03 of 2016

POLICY FRAMEWORK FOR WOMEN EMPOWERMENT AND GENDER EQUALITY

1. The parties hereby agree to the adoption of the attached policy.

2. This policy binds:

   a) The employer;

   b) The employees of the employer who are members of the trade union parties to this policy; and

   c) The employees of the employer who are not members of any trade union parties to this policy, but who fall within the scope of the GPSSBC's Chamber for the Department of Energy.

3. This policy will replace any former policy in this regard in existence within or applicable to the Department of Energy before the adoption of this policy.

4. This policy shall come into effect from the date of adoption by parties to the chamber.

5. Any future amendments to this policy will be subjected to consultation in the Chamber for the Department of Energy and no amendment to this policy shall be in force or in effect unless reduced to writing and adoption by all parties represented in the said Chamber.

6. The chamber for the Department of Energy will monitor the implementation of this policy.

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THIS DONE AND AGREED AT THE CHAMBER AT Pretoria **ON THIS** 3rd **DAY OF** November **2016 BY:**

ON BEHALF OF THE EMPLOYER PARTY

NAME	SIGNATURE
J val Merwe	

ON BEHALF OF TRADE UNION PARTIES

TRADE UNIONS	NAME	SIGNATURE
NATIONAL EDUCATION HEALTH AND ALLIED WORKERS UNION (NEHAWU)	Junior Mafapeng	04/11/2016
PUBLIC SERVANTS ASSOCIATION (PSA)	ALFRED TOLAMO	04/11/2016

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DEPARTMENT OF ENERGY POLICY FRAMEWORK FOR WOMEN EMPOWERMENT AND GENDER EQUALITY

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1. PREAMBLE

In terms of Chapter 2 of the Constitution Act of 108 of 1996, Section 9 "Everyone is equal before the law and has the right to equal protection and benefit of the law."

"The presence of so many women from so many parts of our land underlines the weight of the pledge for women of South Africa to join hands with government for Unity, Peace and Development. That is a daunting task. The legacy of oppression weighs heavily on women. As long as women are bound by poverty and as long as they are looked down upon, human rights will lack substance. As long as outmoded ways of thinking prevent women from making a meaningful contribution to society, progress will be slow. As long as the nation refuses to acknowledge the equal role of more than half of itself, it is doomed to failure" (Speech by President Mandela on South African Women's day Pretoria, 9 August 1996).

1.1 In compliance with the Constitution provisions, South African Government developed a South African National Framework for Women Empowerment and Gender Equality (referred herein as National Gender Policy Framework), which serves as guidelines in developing sectoral and departmental gender policies, which will be applicable to the department and its State Owned Entities (SoEs, hence the Department of Energy (DoE) Policy Framework for Women Empowerment and Gender Equality.

1.2 The National Policy Framework for Women's Empowerment and Gender Equality outlines South Africa's vision on gender equality. It provides a framework for the design of sector policies, procedures and practices.

1.3 Women's inequality is mainly due to lack of economic empowerment, education, skills and access to resources.

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1.4 The National Gender Policy Framework establishes guidelines to take action to remedy the historical legacy by defining new terms of reference, proposing and recommending an institutional framework for equal access to goods and services for both women and men.

1.5 Department of Energy Policy Framework for Women Empowerment and Gender Equality (referred herein as DoE Gender Policy) will give effect to the National Gender Policy Framework in the following ways:

1.5.1 Ensuring facilitation of the processes that incorporates a gender perspective and effective ways to integrate gender mainstreaming in all aspects of DoE's, legislation and programmes and projects.

1.5.2 Advocating the process and strategies that would instil good values, a change of attitudes and culture that promotes and protects the right of women and respect for all human beings.

2. ACRONYMS

AU	African Union
BPA	Beijing Platform of Action
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
DDG	Deputy Director General
DG	Director General
DoE	Department of Energy
DoW	Department of Women
DPSA	Department of Public Service and Administration
GFP	Gender Focal Point
GM	Gender Mainstreaming
GRB	Gender Responsive Budgeting

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MDG	Millennium Development Goals
SADC	Southern African Development Community
SMS	Senior Management Services
SoEs	State Owned Entities
WEGE	Women Empowerment and Gender Equality

3. DEFINITION OF TERMS

EMPOWERMENT: Refers to the process of "conscientisation" which builds critical analytical skills for an individual to gain self-confidence in order to take control of her or his life. Empowerment of women is an essential process in the transformation of gender relations because it addresses the structural and underlying causes of subordination and discrimination.

EQUALITY OF OPPORTUNITY: Refers to a fundamental human right embedded in the Constitution of South Africa. This Gender Policy Framework aims towards the achievement of ***equality of opportunity***, in access to and share of employment opportunities, services and resources as well as in equality of treatment by employers and service providers.

EQUALITY OF TREATMENT: Refers to meeting the specific and distinct needs of different social categories of women and men. This can often involve special programmes and the commitment of additional resources, for example in the case of women and men with disabilities.

GENDER: In this policy framework document, refers to the social roles allocated respectively to women and to men in particular societies and at particular times. Such roles, and the differences between them, are conditioned by a variety of political, economic, ideological and cultural factors and are characterised in most societies by unequal power relations. Gender is distinguished from sex which is biologically determined.

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GENDER ANALYSIS: This involves the collection and analysis of sex-disaggregated data which reveals the differential impact of development activities on women and men, and the effect gender roles and responsibilities have on development efforts. It also involves qualitative analyses that help to clarify how and why these differential, roles responsibilities and impacts have come about.

GENDER AUDIT: Evaluates how gender considerations are being integrated into programs and policies by an organization, department or office. Wide in scope, audits assess gender approaches and policies, staff capacity, tools and resources, gender mainstreaming in programs and projects, organizational culture and workplace issues. Overall, an audit will monitor relative progress made in mainstreaming and identify successes as well as critical gaps.

GENDER AWARENESS: Refers to a state of knowledge of the differences in roles and relations of women and men and how this results in differences in power relations, status, privileges and needs.

GENDER EQUALITY: Refers to a situation where women and men have equal conditions for realizing their full human rights and potential; are able to contribute equally to national political, economic, social and cultural development; and benefit equally from the results. Gender Equality entails that the underlying causes of discrimination are systematically identified and removed in order to give women and men equal opportunities. The concept of Gender Equality, as used in this policy framework, takes into account women's existing subordinate positions within social relations and aims at the restructuring of society. Therefore, equality is understood to include both formal equality and substantive equality.

GENDER EQUITY: Refers to the fair and just distribution of all means of opportunities and resources between women and men.

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GENDER INDICATORS: Gender indicators can refer to quantitative indicators based on sex disaggregated statistical data - which provides separate measures for men and women on literacy, for example. Gender indicators can also capture *qualitative* changes– for example, increases in women's levels of empowerment or in attitude changes about gender equality. Measurements of gender equality might address changes in the relations between men and women, the outcomes of a particular policy, programme or activity for women and men, or changes in the status or situation of men and women, for example levels of poverty or participation.

GENDER ISSUES: Arise when the relationships between women and men, their roles, privileges, status and positions are identified and analysed. Gender issues arise where inequalities and inequities are shown to exist between people purely on the basis of their being female or male. The fact that gender and gender differences are socially constructed is itself a primary issue to deal with.

GENDER MAINSTREAMING (GM): Gender mainstreaming is an approach, or strategy, in policy formulation, legislative drafting, project of programme design and development that has incorporated to its core, the varying attributes and needs of men and women with the objective to ensure that the benefits or impacts of the intervention are not disproportionately felt between the gender groups. The watchword here is equality.

GENDER PERSPECTIVE: Refers to an approach in which the ultimate goal is to create equity and equality between women and men. Such an approach has a set of tools for guidelines on how to identify the impact on development of the relations and roles of women and men.

GENDER RESPONSIVE: Refers to a planning process in which programmes and policy actions are developed to deal with and counteract problems which arise out of socially constructed differences between women and men.

GENDER RESPONSIVE BUDGETING: Gender-responsive budgeting is government planning, programming and budgeting that contributes to the

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advancement of gender equality and the fulfilment of women's rights. It identifies and reflects needed interventions to address gender gaps in sector and local government policies, plans and budgets. GRB also aims to analyse the gender-differentiated impact of revenue-raising policies and the allocation of domestic resources and development assistance.

GENDER SENSITIVE: Refers to the state of knowledge of the socially constructed differences between women and men, including differences in their needs, as well as to the use of such knowledge to identify and understand the problems arising from such differences and to act purposefully to address them.

POLICY: Refers to guiding principles to a course of action arrived at by decision-makers to address a particular issue or issues.

4. PURPOSE

The purpose of the DoE Policy Framework for Women Empowerment and Gender Equality is to establish a clear vision and framework to guide the process of developing policies, procedures and practices which will serve to ensure equal rights and opportunities for women and men in the DoE and Energy Sector and to ensure economic empowerment of South African Women through participation in the energy sector.

The key principles underlying the vision and framework are:

3.1 Equality between women and men;

3.2 Recognition of differences and inequalities among women;

3.3 women's rights are human rights;

3.4 Public and private are not separable spheres of life

3.5 Affirmative action programmes for women;

3.6 Economic empowerment of women;

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3.7 Mainstreaming gender equality; and

3.8 Partnership between government and civil society.

5. LEGISLATIVE FRAMEWORK

4.1 Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996);

4.2 Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000);

4.3 Labour Relations Act, 1995 (Act No. 66 of 1995 as amended);

4.4 Employment Equity Act, 1998 (Act No. 55 of 1998);

4.5 Domestic Violence Act (No. 116 of 1997);

4.6 Skills Development Act (No. 97 of 1998);

4.7 The National Energy Act (Act No. 34 of 2008),

4.8 South African's National Policy Framework for Women Empowerment and Gender Equality;

4.9 Gender Equality Strategic Framework for the Public Services; and

4.10 The National Development Plan Vision 2030.

Other regional and international relevant instruments include:

4.11 SADC Declaration on Gender and Development;

4.12 SADC Protocol on Gender and Development;

4.13 AU Protocol to the Charter on Human and People's Rights on the Rights of Women in Africa;

4.14 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW);

4.15 Millennium Development Goals (MDG);

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4.16 World Summit on Sustainable Development; and

4.17 The Beijing Platform of Action (BPA).

6. SCOPE OF APPLICATION

The policy principles, proposals and provisions in this DoE Gender Policy will apply specifically and directly to internal and external stakeholders of the Department of Energy i.e. DoE Officials, affiliated SoEs energy stakeholders and general public. The policy implementation plan shall spell out in details the roles and responsibilities of different stakeholders.

7. POLICY FORMULATION

The DoE has adopted the Mainstreaming approach in the development of the gender policy, i.e. gender issues are incorporated into other policies as part of a broad-based initiative to highlight gender equality.

8. POLICY PROVISIONS

DoE undertakes to:

1. Create an enabling policy environment for translating government commitment to gender equality into a reality;
2. Ensure that policies, programmes, structures and mechanisms to empower women and transform gender relations in all aspects of the department, energy sector and within the broader society is enshrined;
3. Ensure that gender considerations are effectively integrated into all aspects of department and SoE's policies, programmes and projects;
4. Establish an institutional framework for the advancement of the status of women as well as achievement of gender equality;
5. Ensure women's economic empowerment and participation in the energy sector;

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6. Advocate for the promotion of new attitudes, values and behaviour, and a culture of respect for all human beings in line with the new policy.
7. Work towards achievement of equality of opportunities and treatment within the department, SoEs, energy sector and broader society.

8. GUIDING PRINCIPLES

The following principles should underpin all policies, strategies and programmes in the DoE and the related SoEs in the energy sector:

8.1 TRANSFORMATION FOR NON-SEXISM

8.1.1 Promoting and protecting human dignity and human rights of women, including the right of women with disabilities.

8.2 ESTABLISHING A POLICY ENVIRONMENT

8.2.1 The full implementation of DoE and sectoral policies and implementation guidelines on women's empowerment and gender equality through the development of departmental and sector specific guidelines and standard operating procedures.

8.2.2 Review existing energy policies and integrate women empowerment and gender equality in all programmes of the department and energy sector.

8.3 MEETING EQUITY TARGETS

8.3.1 Ensuring women's full participation in decision making through the employment of 50% women at all levels of the SMS.

8.4 CREATING AN ENABLING ENVIRONMENT

8.4.1 Putting in place departmental and sector gender management system, adequate institutional mechanisms, i.e. gender analysis, gender training and

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education, gender management information system and performance appraisal system.

8.4.2 Setting up gender co-ordinating structures such as dedicated gender unit/ gender focal point and gender forum;

8.4.3 Developing and implementing gender action plan; and

8.4.4 Application of gender lens to all departmental and sectoral processes.

8.5 GENDER MAINSTREAMING

8.5.1 Incorporating gender perspectives into all work of the department and SoEs and including policies, programmes and strategies, through the following interventions:

8.5.1.1 Promoting women economic empowerment through gender sensitive policies, legislation and processes enacted by DoE;

8.5.1.2 Promoting women's empowerment and gender equality in their service provision.

8.5.1.3 Raising public awareness about gender in their dealings with clients and stakeholders in the private and community sectors.

8.5.1.4 Promoting women's empowerment and gender equality in their internal employment policies and practices.

8.6 EMPOWERMENT

8.6.1 Capacity development for women's advancement and gender equality.

8.6.2 Social empowerment of both men and women towards gender equality.

8.6.3 Economic empowerment of women towards poverty alleviation; and

8.6.4 Full recognition of women's work and contribution to the national economy, including in the informal sector and subsistence economy.

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8.7 PROVIDING ADEQUATE RESOURCES

8.7.1 Provision of adequate human, physical and financial resources for advancing gender equality.

8.8 ACCOUNTABILITY, MONITORING AND EVALUATION

8.8.1 Ensuring full responsibility, ownership for and reporting on advancing gender equality within the department and energy sector stakeholders.

9. IMPLEMENTATION

This policy will be implemented through the Department of Energy Gender Focal Point, with all employees and various line functions responsible for making sure that the policy is applied at all the times whilst executing their duties and in all policies, programmes and projects of the DoE endorsed within DoE. A Gender Strategy will be developed and will outline focus area and an implementation plan.

10. MONITORING, EVALUATION AND REPORTING

11.1 Monitoring of the DoE Gender Policy will be on annual basis through report to the Chief Director: Programmes and Project Management Office, Deputy Director-General: Energy Programmes and Projects, Director General, Deputy Minister, and the Minister on the gender issues, progress made and identified issues that need management interventions.

11.2 Reports will be forwarded to the Department of Women and Department of Public Service and Administration as per the guidelines.

11.3 The DoE shall identify and provide resources and mechanisms to monitor, evaluate and consult with all stakeholders to assess and report on Gender issues in the Energy Sector.

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11.4 The DoE shall comply with reports as required by the DoW, participate and contribute towards the development of International reporting and other relevant stakeholders.

11.5 The DoE Gender Policy is subject to a review to ensure that it remains in keeping with developments and to maintain its relevance to the changing circumstances of the DoE, the Energy Sector and the Country at large.

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APPENDIX B INTEGRATED RESOURCE PLAN (2019)

DEPARTMENT OF MINERAL RESOURCES AND ENERGY

GOVERNMENT NOTICE

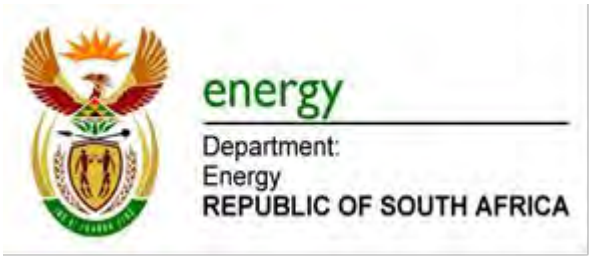
NOTICE_____ OF 2019

INTEGRATED RESOURCE PLAN 2019

I, **SAMSON GWEDE MANTASHE, MP,** Minister of Mineral Resources and Energy, hereby in terms of section 35 (4) of the Electricity Regulation Act, 2006 (Act No. 4 of 2006) read with item 4 of the Electricity Regulations on New Generation, 2011, publish the Integrated Resource Plan for implementation.

A copy of the Integrated Resource Plan 2019 is attached hereto.

Mr Samson Gwede Mantashe, MP
Minister of Mineral Resources and Energy
Date: 17/10/2019



Integrated Resource Plan (IRP2019)

OCTOBER 2019

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ABBREVIATIONS AND ACRONYMS

CCGE	Closed Cycle Gas Engine
CCGT	Closed Cycle Gas Turbine
CCS	Carbon Capture and Storage
CCUS	Carbon Capture Utilization and Storage
CO_2	Carbon Dioxide
COD	Commercial Operation Date
COUE	Cost of Unserved Energy
CSIR	Council for Scientific and Industrial Research
CSP	Concentrating Solar Power
DEA	Department of Environmental Affairs
DMRE	Department of Mineral Resources and Energy
DSM	Demand Side Management
EPRI	Electric Power Research Institute
FGD	Flue Gas Desulphurization
GDP	Gross Domestic Product
GHG	Greenhouse Gas
ICE	Internal Combustion Engine
GJ	Gigajoule
GW	Gigawatt (one thousand megawatts)
Hg	Mercury
HELE	High Efficiency Low Emission
INDC	Intended Nationally Determined Contribution
IPP	Independent Power Producer
IRP	Integrated Resource Plan
kW	Kilowatt (one thousandth of a megawatt)
kWh	Kilowatt hour

kWp	Kilowatt-Peak (for Photo-voltaic options)
LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas
Mt	Mega ton
MW	Megawatt
NDP	National Development Plan
NERSA	National Energy Regulator of South Africa; alternatively the Regulator
NOx	Nitrogen Oxides
OCGT	Open Cycle Gas Turbine
O&M	Operating and Maintenance (cost)
PM	Particulate Matter
PPD	Peak-Plateau-Decline
PPM	Price Path Model
PV	Present Value; alternatively Photo-voltaic
RE	Renewable Energy
REIPPP	Renewable Energy Independent Power Producers Programme
SADC	Southern African Development Community
SOx	Sulphur Oxides
TW	Terawatt (one million megawatts)
TWh	Terawatt hour
UNFCCC	United Nations Framework Convention on Climate Change
UCG	Underground Coal Gasification

GLOSSARY

"Capacity factor" refers to the expected output of the plant over a specific time period as a ratio of the output if the plant operated at full-rated capacity for the same time period.

"Collector Station" refers to the substation that connects various renewable energy generating plants and or substations together in order to connect these plants to the Transmission network.

"Cost of unserved energy (COUE)" refers to the opportunity cost to electricity consumers (and the economy) from electricity supply interruptions.

"Demand side" refers to the demand for, or consumption of, electricity.

"Demand side management (DSM)" refers to interventions to reduce energy consumption.

"Discount rate" refers to the factor used in present value calculations that indicates the time value of money, thereby equating current and future costs.

"Distributed generation" refers to small-scale technologies to produce electricity close to the end users of power.

"Energy efficiency" refers to the effective use of energy to produce a given output (in a production environment) or service (from a consumer point of view), i.e. a more energy-efficient technology is one that produces the same service or output with less energy input.

"Fixed costs" refer to costs not directly relevant to the production of the generation plant.

"Forced outage rate (FOR)" refers to the percentage of scheduled generating time a unit is unable to generate because of unplanned outages resulting from mechanical, electrical or other failure.

"Gross Domestic Product (GDP)" refers to the total value added from all economic activity in the country, i.e. total value of goods and services produced.

"Integrated Energy Plan" refers to the over-arching, co-ordinated energy plan combining the constraints and capabilities of alternative energy carriers to meet the country's energy needs.

"Integrated Resource Plan (IRP)" refers to the co-ordinated schedule for generation expansion and demand-side intervention programmes, taking into consideration multiple criteria to meet electricity demand.

"Lead time" refers to a time period taken to construct an asset from scratch to production of first unit of energy.

"Learning rates" refer to the fractional reduction in cost for each doubling of cumulative production or capacity of a specific technology.

"Levelised cost of energy" refers to the discounted total cost of a technology option or project over its economic life, divided by the total discounted output from the technology option or project over that same period, i.e. the levelised cost of energy provides an indication of the discounted average cost relating to a technology option or project.

"Non-technical losses" refer to losses due to electricity theft and other problems that are not related to grid technicalities.

"Operating and maintenance (O&M) costs" refer to all non-fuel costs such as direct and indirect costs of labour and supervisory personnel, consumable supplies and equipment and outside support services. These costs are made up of two components, i.e. fixed costs and variable costs.

"Overnight capital cost" refers to capital cost (expressed in R/MW) of a construction project if no interest was incurred during construction, assuming instantaneous construction.

"Peaking plant" refers to energy plants or power stations that have very low capacity factors, i.e. generally produce energy for limited periods, specifically during peak-demand periods, with storage that supports energy on demand.

"Present value" refers to the present worth of a stream of expenses appropriately discounted by the discount rate.

"Reference Case (Base Case)" refers to a starting point intended to enable, by means of standardization, meaningful comparisons of scenario analysis results based on sets of assumptions and sets of future circumstances.

"Reserve margin" refers to the excess capacity available to serve load during the annual peak.

"Scenario" refers to a particular set of assumptions and set of future circumstances providing a mechanism to observe outcomes from these circumstances.

"Sent-out capacity" corresponds to electricity output measured at the generating unit outlet terminal having taken out the power consumed by the unit auxiliaries and losses in transformers considered integral parts of the unit.

"Sensitivity" refers to the rate of change in the model output relative to a change in inputs, with sensitivity analysis considering the impact of changes in key assumptions on the model outputs.

"Strategy" is used synonymously with policy, referring to decisions that, if implemented, assume that specific objectives will be achieved.

"Supply side" refers to the production, generation or supply of electricity.

"Test case" is a specification of the inputs, execution conditions, testing procedure, and expected results that define a single test to be executed to achieve a particular testing objective.

"Variable costs" refer to costs incurred as a result of the production of the generation plant.

1. INTRODUCTION

South Africa's National Development Plan (NDP) 2030 offers a long-term plan for the country. It defines a desired destination where inequality and unemployment are reduced and poverty is eliminated so that all South Africans can attain a decent standard of living. Electricity is one of the core elements of a decent standard of living.

The NDP envisages that, by 2030, South Africa will have an energy sector that provides reliable and efficient energy service at competitive rates; that is socially equitable through expanded access to energy at affordable tariffs; and that is environmentally sustainable through reduced emissions and pollution. In formulating its vision for the energy sector, the NDP took as a point of departure the Integrated Resource Plan (IRP) 2010–2030 promulgated in March 2011.

South Africa is a signatory to the Paris Agreement on Climate Change and has ratified the agreement. In line with INDCs (submitted to the UNFCCC in November 2016), South Africa's emissions are expected to peak, plateau and from year 2025 decline. The energy sector contributes close to 80% towards the country's total greenhouse gas emissions of which 50% are from electricity generation and liquid fuel production alone. There is action to reduce emissions with investment already in renewable energy, energy efficiency and public transport.

The IRP is an electricity infrastructure development plan based on least-cost electricity supply and demand balance, taking into account security of supply and the environment (minimize negative emissions and water usage).

At the time of promulgation, it was envisaged that the IRP would be a "living plan" to be revised regularly.

The promulgated IRP 2010–2030 identified the preferred generation technology required to meet expected demand growth up to 2030. It incorporated government objectives such as affordable electricity, reduced greenhouse gas (GHG) emissions, reduced water consumption, diversified electricity generation sources, localisation and regional development.

Following the promulgation of the IRP 2010–2030, implementation followed in line with Ministerial Determinations issued under Section 34 of the Electricity Regulation (Act No. 4) of 2006. The Ministerial Determinations give effect to planned infrastructure by facilitating the procurement of the required electricity capacity.

Since the promulgated IRP 2010–2030, the following capacity developments have taken place:

- A total 6 422 MW under the Renewable Energy Independent Power Producers Programme (REIPPP) has been procured, with 3 876 MW operational and made available to the grid.
- In addition IPPs have commissioned 1 005 MW from two Open Cycle Gas Turbine (OCGT) peaking plants.
- Under the Eskom build programme, the following capacity has been commissioned: 1 332 MW of Ingula pumped storage, 1 588 MW of Medupi, 800 MW of Kusile and 100 MW of Sere Wind Farm.
- In total, 18 000MW of new generation capacity has been committed to.

Besides capacity additions, a number of assumptions have changed since the promulgation of IRP 2010–2030. Key assumptions that changed include the electricity demand projection, Eskom's existing plant performance, as well as new technology costs.

These changes necessitated the review and update of the IRP which resulted in the draft IRP 2018 as per the

Table 1 below:

Table 1: Published Draft IRP 2018 (Approved by Cabinet for Consultation)

	Coal	Nuclear	Hydro	Storage (Pumped Storage)	PV	Wind	CSP	Gas / Diesel	Other (CoGen, Biomass, Landfill)	Embedded Generation
2018	39 126	1 860	2 196	2 912	1 474	1 980	300	3 830	499	Unknown
2019	2 155					244	300			200
2020	1 433				114	300				200
2021	1 433				300	818				200
2022	711				400					200
2023	500									200
2024	500									200
2025					670	200				200
2026					1 000	1 500		2 250		200
2027					1 000	1 600		1 200		200
2028					1 000	1 600		1 800		200
2029					1 000	1 600		2 850		200
2030			2 500		1 000	1 600				200
TOTAL INSTALLED	33 847	1 860	4 696	2 912	7 958	11 442	600	11 930	499	2600
Installed Capacity Mix (%)	44.6	2.5	6.2	3.8	10.5	15.1	0.9	15.7	0.7	

Installed Capacity
Committed / Already Contracted Capacity
New Additional Capacity (IRP Update)

2. THE IRP IN CONTEXT

This IRP is developed within a context characterized by very fast changes in energy technologies, and uncertainty with regard to the impact of the technological changes on the future energy provision system. As we plan for the next decade, this technological

uncertainty is expected to continue and this calls for caution as we make assumptions and commitment for the future in a rapidly changing environment. Accordingly, long-range commitments are to be avoided as much as possible, to eliminate the risk that they might prove costly and ill-advised.

At the same time there is recognition that some of the technology options will require some level of long-range decisions due to long lead times. The IRP attempt to harmonize this dichotomy, especially with regard to nuclear, gas and energy storage technologies, which technologies require more consideration of future developments.

The South African power system consists of the generation options, which are 38 GW installed capacity from coal, 1.8 GW from nuclear, 2.7 GW from pumped storage, 1.7 GW from hydro, 3.8 GW from diesel and 3.7 GW from renewable energy. The electricity generated is transmitted through a network of high-voltage transmission lines that connect the load centres and Eskom and municipalities distribute the electricity to various end users. Eskom also supply a number of international customers, including electricity utilities, in the SADC region.

Energy security in the context of this IRP is defined as South Africa developing adequate generation capacity to meet its demand for electricity, under both the current low-growth economic environment and even when the economy turns and improves to the level of 4% growth per annum. Generation capacity must accordingly be paced to restore the necessary reserve margin and to be ahead of the economic growth curve at least possible cost.

2.1 THE ENERGY MIX

South Africa continues to pursue a diversified energy mix that reduces reliance on a single or a few primary energy sources. The extent of decommissioning of the existing coal fleet due to end of design life, could provide space for a completely different energy mix relative to the current mix. In the period prior to 2030, the system requirements are largely for incremental capacity addition (modular) and flexible technology, to complement the existing installed inflexible capacity.

Coal: Beyond Medupi and Kusile coal will continue to play a significant role in electricity generation in South Africa in the foreseeable future as it is the largest base of the installed generation capacity and it makes up the largest share of energy generated. Due to the design life of the existing coal fleet and the abundance of coal resources, new investments will need to be made in more efficient coal technologies (HELE technology, including supercritical and ultra-supercritical power plants with CCUS) to comply with climate and environmental requirements. The stance adopted by the Organization for Economic Cooperation and Development and financial institutions in regard to financing coal power plants, is a consideration upon which the support of HELE technology is predicated. This ensures that South African coal still plays an integral part of the energy mix.

Given the significant investments required for CCS and CCUS[1] technology, South Africa could benefit from establishing strategic partnerships with international organisations and countries that have made advancements in the development of CCS, CCUS and other HELE technologies.

Nuclear: Koeberg Power Station reaches end of design life in 2024. In order to avoid the demise of the nuclear power in the energy mix, South Africa has made a decision regarding its design life extension and the expansion of the nuclear power programme into the future.

In line with power system requirements, additional capacity from any technology deployed should be done at a scale and pace that flexibly responds to the economy and associated electricity demand, in a manner that avoids tariff shocks in particular; it is the user of electricity that ultimately pays.

In this regard and as it is the case with coal, small nuclear units will be a much more manageable investment when compared to a fleet approach.

The development of such plants elsewhere in the world is therefore particularly interesting for South Africa, and upfront planning with regard to additional nuclear

[1] Carbon capture, utilisation and storage, or CCUS, is an emissions reduction technology that can be applied in the industrial sector and in power generation. This technology involves the capture of carbon dioxide (CO_2) from fuel combustion or industrial processes, the transportation of CO_2 via a ship or pipeline, and either its use as a resource to create valuable products or services or its permanent storage deep underground in geological formations. CCUS technologies also provide the foundation for carbon removal or "negative emissions" when the CO_2 comes from bio-based processes or directly from the atmosphere. **Source**: International Energy Agency

capacity is requisite, given the >10-year lead time, for timely decision making and implementation.

Natural Gas: Gas to power technologies in the form of CCGT, CCGE or ICE provide the flexibility required to complement renewable energy. While in the short term the opportunity is to pursue gas import options, local and regional gas resources will allow for scaling up within manageable risk levels. Exploration to assess the magnitude of local recoverable shale and coastal gas are being pursued and must be accelerated.

There is enormous potential and opportunity in this respect and the Brulpadda gas resource discovery in the Outeniqua Basin of South Africa, piped natural gas from Mozambique (Rovuma Basin), indigenous gas like coal-bed methane and ultimately shale gas, could form a central part of our strategy for regional economic integration within SADC.

Co-operation with neighbouring countries is being pursued and partnerships are being developed for joint exploitation and beneficiation of natural gas within the SADC region. SADC is developing a Gas Master Plan, to identify the short- and long-term infrastructure requirements to enable the uptake of a natural gas market.

Availability of gas provides an opportunity to convert to CCGT and run open-cycle gas turbine plants at Ankerlig (Saldanha Bay), Gourikwa (Mossel Bay), Avon (Outside Durban) and Dedisa (Coega IDZ) on gas.

Renewable Energy: Solar PV, wind and CSP with storage present an opportunity to diversify the electricity mix, to produce distributed generation and to provide off-grid electricity. Renewable technologies also present huge potential for the creation of new industries, job creation and localisation across the value chain.

The Wind Atlas developed for South Africa provides a basis for the quantification of the potential that wind holds for power generation elsewhere in the country, over and above the prevalence of the wind resource around the coastal areas**.** Most wind projects have been developed in the Western Cape and Eastern Cape, so far.

The generation of electricity and heat (to be supplied for industrial processes), through biomass and biogas holds huge potential in South Africa, recognizing that such projects range from small (kW) to larger (MW) scale and could be distributed across the industrial

centres. Biomass from waste, paper and pulp, sugar industries could even be utilized in co-generation plants and deliver electricity at a price competitive level with minimal transmission and distribution infrastructure requirements.

When deployed together, the nexus between the biomass and a government-backed biofuels programmes could improve the economics of the initiatives and create job opportunities in rural and urban centres.

Hydro: South Africa's rivers carry potential for run-off river hydro projects. These have been proven feasible with projects a number of facilities in operation by farming communities.

With regard to import hydro, South Africa has entered into a Treaty for the development of the Grand Inga Project in the Democratic Republic of Congo (DRC), with some of the power intended for transmission to South Africa across DRC, Zambia, Zimbabwe and Botswana.

In addition to this generation option providing clean energy, the regional development drivers are compelling, especially given that currently there is very little energy trade between these countries, due to the lack of infrastructure. The potential for intra-SADC trade is huge as it could open up economic trade.

Naturally, concerns have to be addressed about the risks associated with a project of this nature. South Africa does not intend to import power from one source beyond its reserve margin, as a mechanism to de-risk the dependency on this generation option.

Energy Storage: There is a complementary relationship between Smart Grid systems, energy storage, and non-dispatchable renewable energy technologies based on wind and solar PV. The traditional power delivery model is being disrupted by technological developments related to energy storage, and more renewable energy can be harnessed despite the reality that the timing of its production might be during low-demand periods. Storage technologies including battery systems, compressed air energy storage, flywheel energy storage, hydrogen fuel cells etc. are developments which can address this issue, especially in the South African context where over 6 GW of renewable energy

has been introduced, yet the power system does not have the requisite storage capacity or flexibility.

2.2 ENVIRONMENTAL CONSIDERATIONS

The energy sector alone, contributes close to 80% towards total emissions of which 50% are from electricity generation and liquid fuel production alone. The timing of the transition to a low carbon economy must be in a manner that is socially just and sensitive to the potential impacts on jobs and local economies. It is in this context that engagements at global forums such as the G20 refer to “Energy Transitions” and not “Energy Transition” as a recognition that countries are different and their energy transition paths will also be different due to varying local conditions.

Carbon capture and storage, underground coal gasification, and other clean coal technologies are critical considerations that will enable us to continue using our coal resources in an environmentally responsible way into the future.

Air quality regulations under the National Environmental Management Act: Air Quality (Act No. 39 of 2004) provide that coal power plants under Eskom’s fleet, amongst others, have to meet the minimum emission standard (MES) by a certain time, or they would be non-compliant and cannot be legally operated.

In addressing the potential non-compliance with the law, a balance will have to be found between energy security, the adverse health impacts of poor air quality and the economic cost associated with these plants shutting down.

2.3 PLANT RETIREMENTS DUE TO END-OF-LIFE

Plant closures due to non-compliance with environmental regulations should not be confused with imminent plant retirements due to the plant having reached the end of design life. There are a number of Eskom coal plants that will reach end of design life

from year 2019. Most of the Eskom plants were designed and constructed for operation for 50 years.

Over and above coal plants reaching end of their 50-year design life, the nuclear plant (Koeberg Power Station) reaches its 40-year end of design life in 2024 and plans are already in place to extend its design life and nuclear safety licence for another 20-years.

2.4 ELECTRICITY TARIFFS

As wholesale and retail electricity tariffs rise, we can expect more electricity users to look for alternatives like rooftop PV systems (residential) or utility scale PV generation (mines and other big industrial users) and migrate away from the electricity grid.

More fuel switching is to be expected, particularly in regard to the thermal load (water heating, cooking and space heating) as electricity tariffs increase and alternatives like LP Gas become available and cost effective.

Non-technical losses are increasing at municipal level. At a certain point the willingness to pay (WTP) threshold is breached for more and more municipal customers, and they either actively pursue alternative sources to meet their energy demand, or they stop paying for the electricity service.

Consumers can expect the electricity disruptions (driven by load shedding or poor quality of supply) and high tariffs to drive the WTP threshold even lower.

Requests by industrial and commercial electricity users to deviate from the IRP and to develop their own generation exemplify the trend. While at this stage it is not quantified, most residential estates, commercial parks and shopping centres have installed PV systems to supplement grid supply.

2.5 WATER ENERGY NEXUS

The possibilities of a recurring drought problem in the country cannot be disregarded. Climatic conditions are changing and over the past 3 years we experienced the worst drought in 30-years due to the El Nino effect covering five provinces. This has devastating impact on agricultural output and the local economies of the affected areas.

Coastal areas like Mossel Bay and Cape Town have also suffered from extended drought, despite their proximity to sea water. Consideration should therefore be given to deploying energy technologies for purposes of desalination, provided they have low variable costs that would not render the desalination process unaffordable. Technologies like wind and solar, or SMR with the requisite heating, are suitable in this regard.

2.6 ROLE OF ESKOM

Eskom has played a crucial role as the dominant vertically integrated utility at all levels of the electricity value chain. With the 2019 decision to unbundle Eskom, the role is expected to change once the generation, transmission and distribution functions are separated.

Eskom's role as a Buyer under section 34 of the Electricity Regulation Act will have to be reviewed, taking the ramifications of its unbundling into account.

Strategy must be developed as part of the unbundling to enable Eskom to participate in the development of new generation capacity in line with the IRP.

2.7 MUNICIPALITIES AND RELATED ISSUES

2.7.1 Access

South Africa still has 3-million households without access to grid-based electricity. Electrification through non-grid connections has been effective in providing lighting and small power, but it is inappropriate for providing thermal energy for cooking and space heating. A significant thermal energy load still needs to be provided for, by providing solutions side by side by with off-grid technologies, particularly in those areas that are too remote to build grid-based infrastructure. Electricity is not efficient carrier for meeting the thermal load related to cooking, space and water heating.

The cost of providing a grid connection has increased as the areas being serviced become more remote. There is therefore a need to quantify the off-grid and micro-grid opportunity and put in place the necessary frameworks for accelerated development.

2.7.2 Non-Technical Losses and financial viability

Most municipalities struggle to keep up with the payment for bulk electricity purchases from Eskom, and as at March 2018 Eskom's Chairman indicated that the debt burden stood at over R13.5 billion and continued to rise. The fiscal framework for some municipalities (particularly the rural ones) is unviable, posing a serious risk to their financial sustainability.

The non-payment of electricity, including the theft of distribution infrastructure (copper and cables) and poor credit control systems, needs urgent attention. The Department of Co-operative Government and Traditional Affairs leads an initiative to support municipalities to turn this around.

2.7.3 Distributed Generation and Smart Grids

Distributed generation through biomass, biogas and municipal waste are areas holding great potential for improving municipal revenues. All municipalities have sites for processing waste; they also have sewer outfall sites. Technologies are available for these resources to be added to the generation mix at sub-utility scale. Most small scale generation technologies have low capacity factors, meaning that typically the power is not generated throughout the day and night. For a balanced and safe interconnected power system to be operated sustainably, the intermittent power generators have to be integrated and controlled through smart technologies.

The IRP already makes provision for distributed generation. This is intended to allow for power generation embedded within municipal distribution networks and therefore diversify their supply base.

2.8 INVESTMENT TRENDS IN THE POWER SECTOR

According to the World Energy Outlook 2018 published by the International Energy Agency (IEA), the electricity sector is experiencing its most dramatic transformation since its creation more than a century ago. Electricity is increasingly the “fuel” of choice and it’s share in global final consumption is approaching 20% and is set to rise further.

Investment in renewable energy is continuing to increase as countries transition their power systems to cleaner sources of energy. New investment in fossil fuel (coal) fired power plants is in decline with local and international financial institutions including development financial institutions announcing a stop on financing coal or financing aligned to the OECD position to only finance high efficiency low emissions plants of specific sizes.

2.9 REGIONAL INTEGRATION

South Africa through Eskom participates and trades electricity through the South African Power Pool (SAPP). While the African continent is rich with primary energy resources, there is limited energy trading between the African countries. South Africa through Eskom import electricity from Cahora Bassa dam in Mozambique. South Africa through Eskom also export electricity to Botswana, eSwatini, Lesotho, Mozambique, Namibia, Zambia and Zimbabwe. Transmission infrastructure is needed to further unlock regional energy trading and enable development of generation projects.

Increased collaboration and alignment at regional level is key to unlocking already identified generation and transmission infrastructure projects.

2.10 RESEARCH AND DEVELOPMENT

Research and development should focus on innovative solutions, in particular on technologies that have the greatest potential to address electricity challenges for energy consumers in a shortest timeframe.

It is inevitable that more and more, the traditional energy delivery system will not be insulated from technological disruptions. The fear about job losses emanating from artificial intelligence, should be regarded as an opportunity to prepare for the job of the future.

Solar energy has the potential to address the need for energy access in remote areas, create jobs and increase localisation.

More funding should be targeted at long-term research into clean coal technologies such as CCUS and UCG as these will be essential in ensuring that South Africa continues to exploit its vast, indigenous minerals responsibly and sustainably.

Exploration to determine the extent of recoverable shale gas should be pursued and this needs to be supported by an enabling legal and regulatory framework.

South Africa's specific focus on the hydrogen economy and the progress achieved by the hydrogen initiative (or Hy-Sa) based at the University of the Western Cape, should be supported with more research and the chance for practical application within the power system.

Over and above these issues, the research agenda for South Africa's power system needs to be expanded on the basis of the clear evidence of a changing energy paradigm.

3. THE IRP PROCESS AND CONSULTATIONS

The IRP update process undertaken is depicted in Figure 1 below. The update process started with the development and compilation of input assumptions. Following public consultations on the assumptions, various supply and demand balancing scenarios were modelled, simulated and analysed; this process culminated in the production of the draft IRP 2018. In August 2018 and following Cabinet approval, the Draft IRP 2018 report was published for public comment for a period of 60 days.

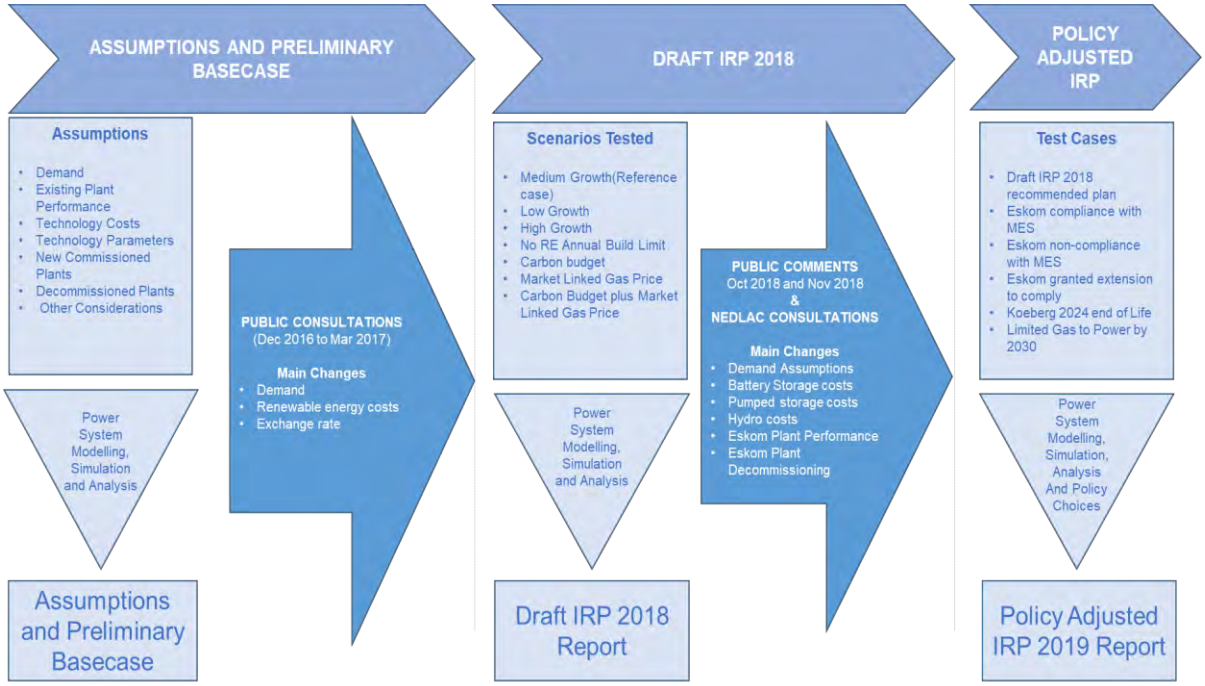


Figure 1: IRP Update Review Process

As with the consultations on the IRP assumptions and the preliminary base case, submissions from the public regarding the draft IRP 2018 public varied from opinion statements to substantive inputs with supporting data. The number of submissions received was 5 929, of which 242 were substantive comments inclusive of discussions and at times supporting facts, data or references.

The public mostly welcomed the recommended least-cost electricity supply plan while advocating for the energy mix in line with the NDP and the IRP 2010–2030.

Key issues raised in the comments included among others, the assumptions regarding demand forecast; a substantial number of the comments questioned the projected growth in demand in the context of declining electricity intensity, low economic growth projections and increasing own generation installations made possible by alternative energy technology advancements. Some submissions made the case for a higher demand projection arguing that demand is supressed by limited generation capacity and that the availability of excess capacity will unlock investment and therefore lead to electricity demand increase.

Cost assumptions for some of the technologies were questioned. While some of the submissions provided alternative costs, the information was project specific and therefore not representative of costs for similar projects or technologies. Where information received was representative of costs from similar projects and technologies, this information was adopted and necessary updates were effected.

Concerns and risks were also raised about the capacity provided for and practicality of gas to power in the recommended plan and the risks it poses since South Africa does not currently have adequate gas infrastructure.

As part of the comments process, Eskom submitted revised system availability projections, a revised end of design life (plant shutdown) schedule and a schedule indicating their planned compliance with minimum emissions standards as included in **Appendix A**. Eskom's existing generation plant dominates installed generation capacity. The current and future performance of these generation plants is critical for security of supply and heavily influences the planned capacity in the IRP.

Concerning the recommended published draft IRP 2018, key issues raised include, the extent of the energy mix, the exclusion of new nuclear capacity before year 2030 and deviation from the IRP 2010-2030. Concerns were also raised about the practical implementation aspects and the risks associated with gas to power, taking into account the extent of the capacity recommended in the plan.

The inclusion of coal and hydropower capacity through policy adjustment was criticised on the basis of being a deviation from the least cost path. The inclusion of coal was also specifically criticised on the basis of its contribution to emissions and negative impact on the health of communities where the plants will be located.

The annual allocation for distributed generation (for projects between 1MW and 10MW) was said to be too low and the proposal was that it should be increased to take into account the requests for deviation from the IRP already received by the Department of Mineral Resources and Energy.

These comments have been considered and the details are included as part of the summary report on comments and how they are treated (see **Appendix B**).

The next section details the key assumptions after taking into consideration inputs from the public.

4. INPUT PARAMETER ASSUMPTIONS

The assumptions for the recommended plan in this report take into account comments from the public consultation process undertaken between September 2018 and November 2018[2] as already outlined.

4.1 ELECTRICITY DEMAND

Electricity demand as projected in the promulgated IRP 2010–2030 did not materialise due to a number of factors which resulted in lower demand. These include, among others, lower economic growth; improved energy efficiency by large consumers to cushion against rising tariffs; fuel switching to liquefied petroleum gas (LPG) for cooking and heating; fuel switching for hot water heating by households; and the closing down or relocation to other countries of some of the energy intensive industry.

4.1.1 Electricity Demand from 2010–2016

Reported Gross Domestic Product (GDP) for the period 2010–2016 was significantly lower than the GDP projections assumed in the promulgated IRP 2010–2030. This is depicted in Figure 2.

The compound average growth rate for the years 2010 to 2016 was 2,05%. This lower GDP growth compared with the expectations in 2010 had an impact on the resulting electricity demand as depicted in Figure 3.

[2] The consultations and inputs from NEDLAC were incorporated in August 2019.

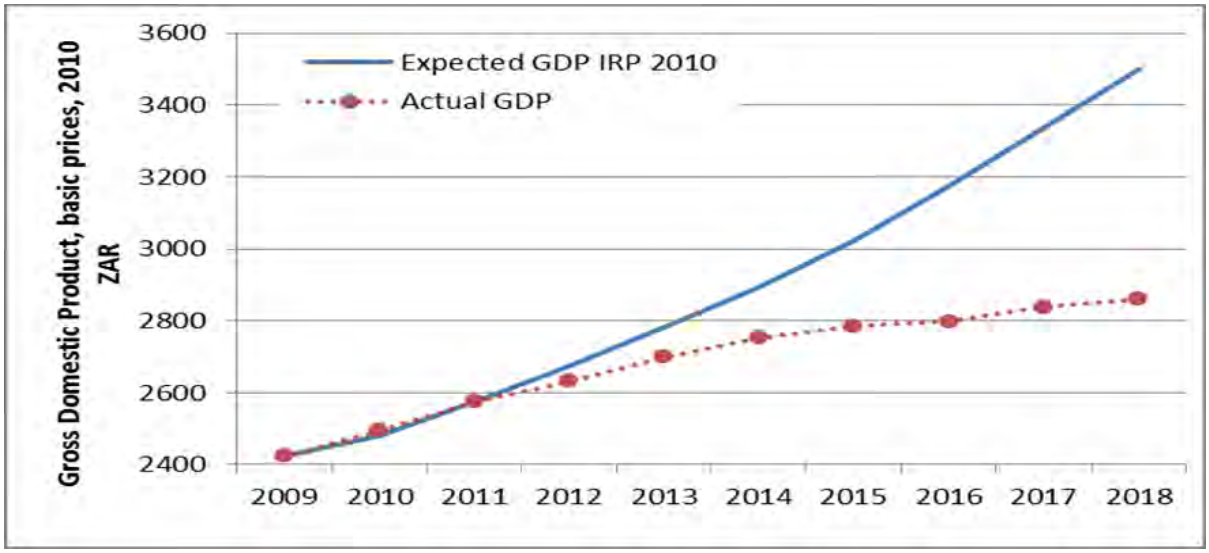


Figure 2: Expected GDP Growth from IRP 2010 *vs* Actual (Sources: Statistics SA & Promulgated IRP 2010–2030)

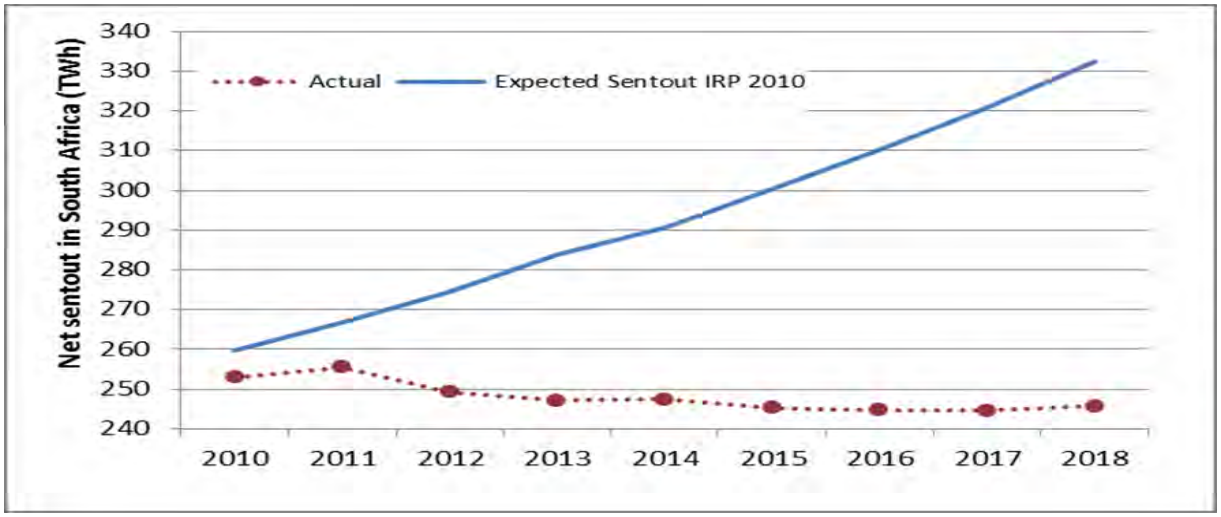


Figure 3: Expected Electricity Sent-out from IRP 2010–2030 *vs* Actual (Sources: Statistics SA & Promulgated IRP 2010–2030)

The actual net electricity energy sent-out for the country declined at an average compound rate of -0,6% over the past years. That was in stark contrast with the expectation of an average growth rate of 3,0% in the promulgated IRP 2010–2030. The result was that the actual net sent-out electricity in 2016 was at 244TWh in comparison with the expected 296TWh (18% difference).

The underlying causes of the reduced electricity demand were many-sided, including:

- General economic conditions as shown in Figure 2 above, which specifically impacted energy-intensive sectors negatively.

- The constraints imposed by the supply situation between 2011 and 2015 with the strong potential for suppressed demand by both industrial and domestic consumers. It was expected that suppressed demand would return once the supply situation had been resolved, but factors attributed to electricity pricing and commodity price issues might have delayed, or permanently removed, that potential.
- Improved energy efficiency, partly as a response to the electricity price increases.
- Increasing embedded generation. There is evidence of growing rooftop PV installations. Current installed capacity is still very small, however this is likely to increase in the medium to long term.
- Fuel switching from electricity to LPG for cooking and space heating.

Further analysis of the historic electricity intensity trend indicated that electricity intensity also continued to decline over the past years, exceeding the decline expectation in the promulgated IRP 2010–2030 forecast. See Figure 4 below.

Figure 4 also points to possible decoupling of GDP growth from electricity intensity, which generally indicates a change in the structure of the economy.

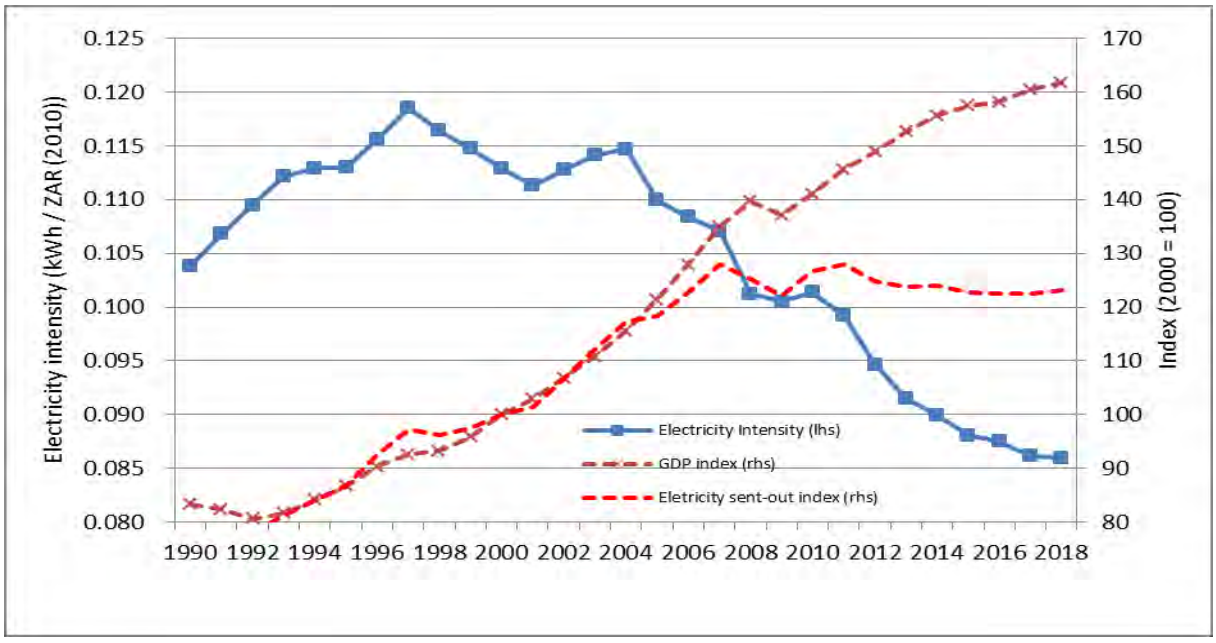


Figure 4: Electricity Intensity History 1990–2016 (Source: Own Calculations based on Statistics SA Data)

The expected electricity demand as forecasted in the promulgated IRP 2010–2030 did therefore not materialise and the forecast was updated accordingly to reflect this.

4.1.2 Electricity Demand Forecast for 2017–2050

The electricity demand forecast was developed using statistical models. The models are data-driven and based on historical quantitative patterns and relationships. Historical data on electricity consumption was key and information in this regard was obtained from various sources in the public domain. Overall consistency between sources was maintained by ensuring sector breakdowns corresponded with totals from Statistics SA data.

Using regression models per sector, sector forecasts were developed using sourced data. Sectoral totals were aggregated and adjusted for losses to obtain total forecasted values. Adjustments were also made to account for electricity energy imports and exports.

Figure 5 below depicts the total energy demand forecast as contained in the demand forecast report but adjusted to reflect the lower actual year-2018 demand as a starting point. The 2018 actual recorded demand is about a 3 percent lower than what was assumed in the draft IRP 2018.

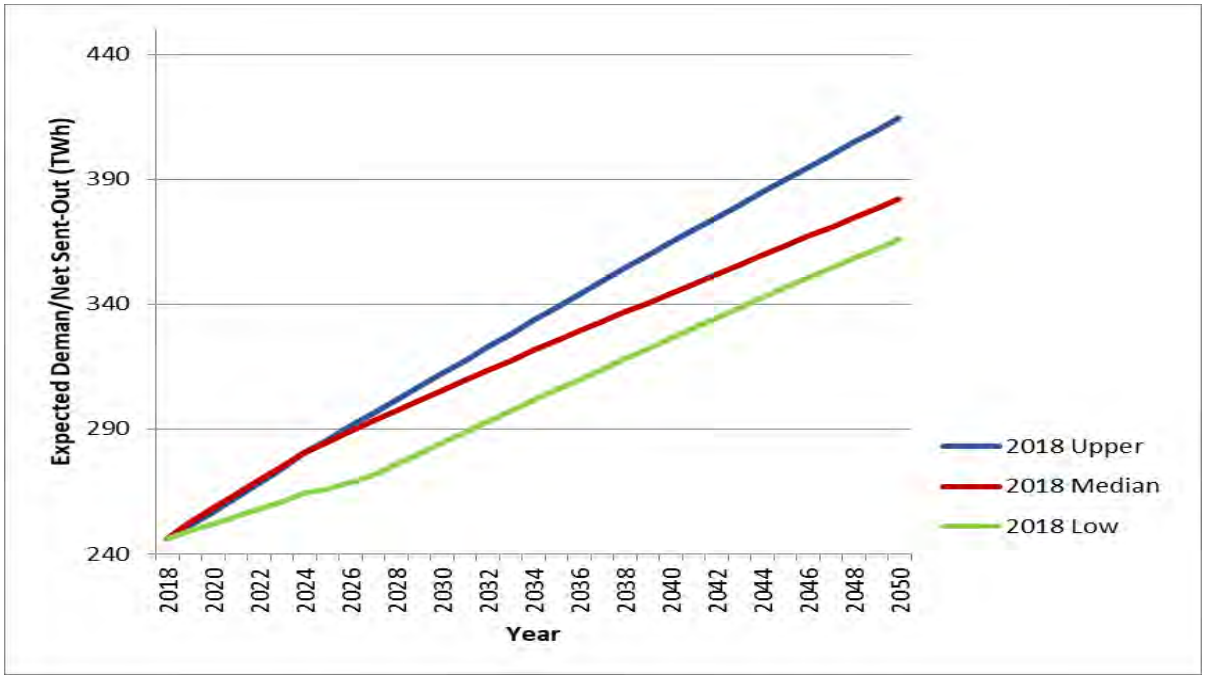


Figure 5: Expected Electricity Demand Forecast to 2050

The upper forecast[3] is based on an average 3.18% annual GDP growth, but assumed the current economic sectoral structure remained. This forecast resulted in an average annual electricity demand growth of 2.0% by 2030 and 1.66% by 2050.

The median forecast[4] is based on an average 4.26% annual GDP growth by 2030, but with significant change in the structure of the economy. This forecast resulted in an average annual electricity demand growth of 1.8% by 2030 and 1.4% by 2050. The median forecast electricity intensity dropped extensively over the study period (from the current 0.088 to 0.04 in 2050). That reflects the impact of the assumed change in the structure of the economy where energy-intensive industries make way for less intensive industries. The resultant electricity forecasts were such that, even though the median forecast reflected higher average GDP growth than the upper forecast, the average electricity growth forecast associated with the upper forecast was relatively lower than the average electricity growth forecast for the median forecast.

The lower forecast[5] had a 1.33% GDP growth to 2030, which resulted in a 1.21% average annual electricity demand growth by 2030 and 1.24% by 2050. The lower forecast assumed electricity intensity initially increased before dropping all the way to 2050. In developing the forecast, the main assumption was that mining output would continue to grow while other sectors of the economy would suffer as a result of low investment. This scenario was developed when the country faced possible downgrading decisions by the rating agencies.

A detailed demand forecast assumptions report, including electricity intensity, can be downloaded from the DMRE website (http://www.energy.gov.za/files/irp_frame.html). Comments on the limitations of the forecasting methodology based on historical relationships as used in this IRP have been noted and will be considered for future enhancement of the forecast for IRP updates.

[3] The moderate forecast in its detailed forecast report.
[4] The high less intense forecast in its detailed forecast report.
[5] The junk status forecast in its detailed forecast report

4.1.3 Impact of Embedded Generation, Energy Efficiency and Fuel Switching on Demand

With the changing electricity landscape and advancements in technology, there is an increasing number of own-generation facilities in the form of rooftop PV installations in households. There is also an increasing number of commercial and industrial facilities that are installing PV systems to supplement electricity from the grid.

High electricity prices, as well as technological advancements (improved equipment efficiency), are resulting in increased energy efficiency among consumers.

Equally, there is an increasing use of LPG for cooking and space heating that will impact both energy (kWh) and peak demand (kW). In line with municipal bylaws and building codes, new housing developments are installing solar water heaters in the place of full electric geysers. Voluntarily, consumers are also increasingly replacing electric geysers with solar water heaters to reduce their electricity bills.

These developments impact on overall electricity demand and intensity and must therefore be considered when projecting future demand and supply of electricity.

Due to the limited data at present and for the purpose of this IRP Update, these developments were not simulated as standalone scenarios, but considered to be covered in the low-demand scenario. The assumption was that the impact of these would be lower demand in relation to the median forecast demand projection hence the projected capacity was not discounted from the forecast.

4.2 TECHNOLOGY, FUEL AND EXTERNALITY COSTS

The IRP analyses mainly entailed balancing supply and demand at least-possible cost. Costs of technology, fuel and externalities[6] were therefore major input assumptions during option analyses.

As part of the development of the promulgated IRP 2010–2030, the DMRE, through Eskom, engaged the Electric Power Research Institute[7] (EPRI) in 2010 and 2012 to provide technology data for new power plants that would be included in the IRP. That resulted in an EPRI report, which was revised in 2015, taking into account technical updates of the cost and performance of technologies, market-factor influences and additional technology cases.

Following the public consultations on the assumptions, the EPRI report was updated to reflect the costs based on the January 2017 ZAR/US dollar exchange rate. The 2015 baseline cost for each technology was adjusted to January 2017 US dollar, using an annual escalation rate of 2.5%. The baseline costs were then converted to ZAR, based on the currency exchange rate on 01 January 2017.

The EPRI report incorporates cost and performance data for a number of power-generation technologies applicable to South African conditions and environment. It presents the capital costs; operating and maintenance (O&M) costs; and performance data, as well as a comprehensive discussion and description of each technology.

A detailed EPRI technology cost assumptions report can be downloaded from the DMRE website (http://www.energy.gov.za/files/irp_frame.html).

While EPRI provided costs for PV and Wind, the costs adopted in the plan for these technologies were from the South African REIPPP. The nuclear technology costs are based on the DMRE-commissioned study (referred to as the Ingerop study). The study

[6] In economics, an externality is the cost or benefit that affects a party who did not choose to incur that cost or benefit.

[7] EPRI is an independent, non-profit organization that conducts research and development related to the generation, delivery and use of electricity to help address challenges in electricity, including reliability, efficiency, affordability, health, safety and the environment.

expanded the analysis by EPRI to include a technology cost analysis from projects in the East (Asia). A copy of the Ingerop Report can be downloaded from the DMRE website (http://www.energy.gov.za/files/irp_frame.html).

Information on combined cycle gas engine cost is based on inputs obtained during the public consultations process. This can be can be downloaded from the DMRE website (http://www.energy.gov.za/files/irp_frame.html).

4.2.1 Economic Parameters

For economic parameters, the following assumptions are applied:

- Exchange rate as at the beginning of January 2017, which was R13.57 to $1 (USD);
- the social discount rate of 8.2% net, real and post-tax as calculated by National Treasury; and
- the COUE of R87.85/kWh as per the National Energy Regulator of South Africa (NERSA) study.

4.2.2 Technology Learning

Learning rates used in the promulgated IRP 2010–2030 are maintained in the IRP update, with PV and wind technology learning rates adjusted to reflect the decline in prices experienced in South Africa already. Battery learning rates are obtained from the Lazard's Levelized Cost Of Storage Analysis—Version 3.0.

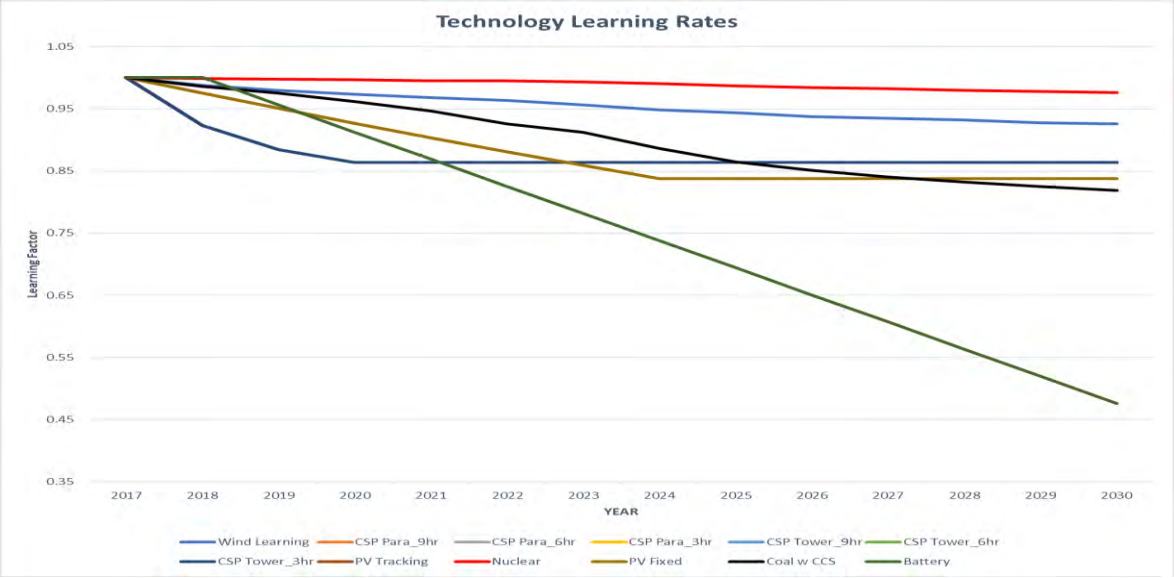


Figure 6: Technology Learning Rates

4.2.3 Emissions Externality Costs

With regard to externality costs associated with emissions, the IRP update considers the negative externalities-related air pollution caused by pollutants such as nitrogen oxides (NOx), sulphur oxides (SOx), particulate matter (PM) and mercury (Hg). These externality costs reflect the cost to society because of the activities of a third party resulting in social, health, environmental, degradation or other costs.

For all these externalities the cost-of-damage approach was used to estimate the externality costs. The overall cost to society is defined as the sum of the imputed monetary value of costs to all parties involved. The costs are indicated Table 2. The costs associated with carbon dioxide (CO2) are not included as the CO2 emissions constraint imposed already indirectly imposes the penalties or additional costs. The technical model achieves this by applying the CO2 constraints and choosing cleaner electricity generation options even if they are options that are more expensive.

Table 2: Local Emission and PM Costs

	NO_x (R/kg)	SO_x (R/kg)	Hg (Rm/kt)	PM (R/kg)
2015–2050	4.455	7.6	0.041	11.318

4.3 INSTALLED AND COMMITTED CAPACITY

Installed capacity assumed in the IRP Update includes both Eskom and private generation (generation for own use and municipal generation) as filed and licensed with NERSA.

A list of Eskom and private and municipal generators, as licensed with NERSA, is included in **Appendix A.**

In line with the planned capacity in the promulgated IRP 2010–2030 and in accordance with Section 34 of the Electricity Regulation Act No. 4 of 2006, the Minister of Energy has, to date, determined that 39 730 MW of new generation capacity must be developed.

Of the 39 730 MW determined, about 18 000 MW has been committed[8] to date. This new capacity is made up of 6 422 MW under the REIPPP with a total of 3 876 MW operational on the grid. Under the committed Eskom build, the following capacity has been commissioned: 1 332 MW of Ingula pumped storage, 2 382 MW of Medupi (out of the 4 800 MW planned), 800 MW of Kusile (out of the 4 800 MW planned) and 100 MW of Sere Wind Farm. 1 005 MW from OCGT for peaking has also been commissioned.

For the IRP Update analysis, the remaining units at Medupi and Kusile were assumed to come on line as indicated in Table 3.

Table 3: CODs for Eskom New Build

Medupi		Kusile	
Unit 6	Commercial operation	Unit 1	Commercial operation
Unit 5	Commercial operation	Unit 2	April 2019
Unit 4	Commercial operation	Unit 3	January 2020
Unit 3	June 2019	Unit 4	January 2021
Unit 2	June 2019	Unit 5	September 2021
Unit 1	December 2019	Unit 6	July 2022

[8] Committed refers to the capacity commissioned or procured and officially announced by the Minister of Energy.

4.3.1 Existing Eskom Plant Performance

The existing Eskom's generation plant energy availability factor (EAF) was assumed to be averaging 86% in the promulgated IRP 2010–2030. The actual EAF at the time was averaging 85%. Since then, Eskom's EAF declined steadily to a low average of 71% in the 2015/16 financial year before recovering to average around 77.% in the 2016/17 financial year. Information as at January 2018 indicates that EAF has regressed further to levels below 70%. This low EAF was the reason for constrained capacity early in December 2018 and January 2019 that resulted in load shedding.

Eskom's existing generation plant will still dominate the South African electricity installed capacity for the foreseeable future. The current and future performance of these Eskom plants is critical for security of supply and heavily influences the capacity planned to be introduced under the IRP.

As part of the comments process on the draft IRP 2018, Eskom submitted revised system availability projections per power station. The submission contains two scenarios of which scenario 1 and scenario 2 project an average EAF of 80% by 2030 and 75% by 2030, respectively.

Plant performance projections in the final plan contained in this report are based on the scenario with EAF of 75% by 2030. In this scenario, EAF starts at 71% in year 2020, and increases to 75.5% by year 2025 and beyond (see **Appendix A**).

4.3.2 Existing Eskom Plant Design Life

Existing generation plant life is a major consideration in the IRP as it will affect supply and demand balance. The IRP considers both Eskom and non-Eskom plants (municipal and large private sector plants) in this regard.

Eskom coal plants were designed and built for a 50-year life, which falls within the 2050 study period of the IRP 2018 update.

Eskom has also submitted a revised plant end of design life (decommissioning) plan. This submission brings forward the shutdown of some units at Grootvlei, Komati and Hendrina.

Figure 7 shows that about 5 400 MW of electricity from coal generation by Eskom will be decommissioned by year 2022, increasing to 10 500 MW by 2030 and 35 000 MW by 2050. The revised decommissioning schedule is attached in **Appendix A.**

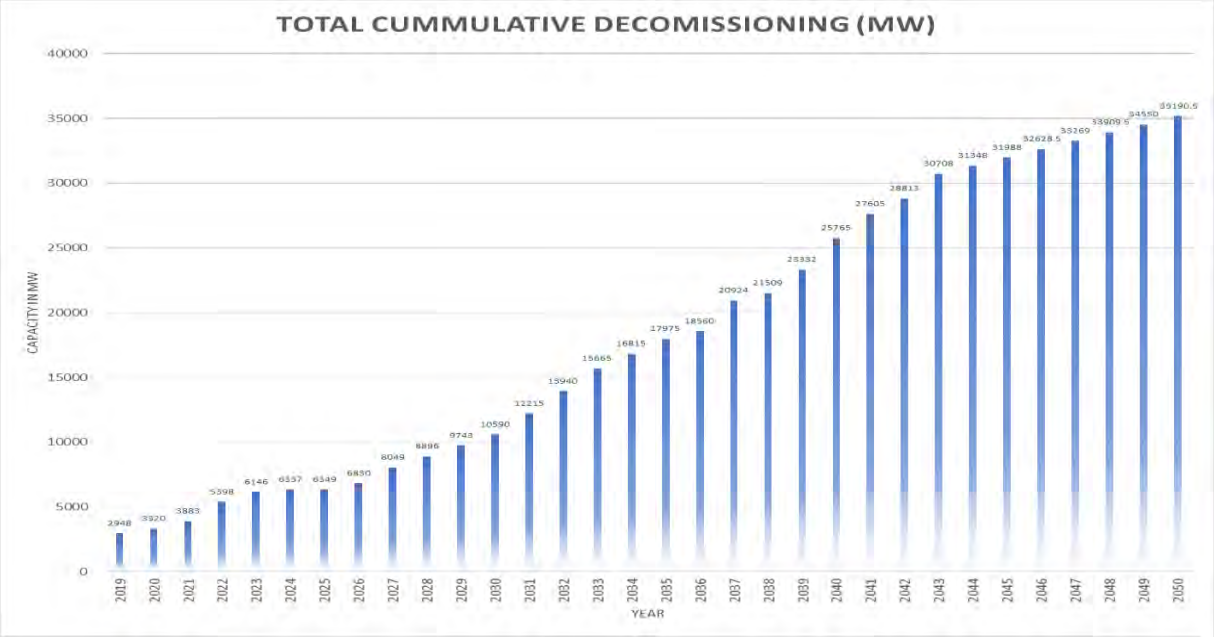


Figure 7: Cumulative Eskom Coal Generation Plants Decommissioning

The socio economic impact of the decommissioning of these Eskom plants has not been quantified or included in this IRP.

It is also expected that by year 2024, 1 800 MW of nuclear power generation (Koeberg) will reach end-of-life. Eskom has initiated preparations and processes to extend the life of this plant to 2044, subject to the necessary regulatory approvals. In light of the projected lower EAF for Eskom coal power plants, the IRP plan is based on the assumption that Koeberg plant life would be extended to 2044.

Mitigation of the risks associated with the adopted assumption is included in the risk section of this report.

4.3.3 Compliance with Minimum Emissions Standards (Air Quality Regulations)

A number of Eskom power plants (Majuba, Tutuka, Duvha, Matla, Kriel and Grootvlei) have been retrofitted with emission abatement technology to ensure compliance with the law (viz. National Environmental Management Act: Air Quality, 2004 or NEMA).

In 2014 Eskom applied for postponement of the date for compliance and permission in this regard was granted for a period not exceeding 5 years. To date, Grootvlei is the only station that has been brought to compliance and this failure to undertake abatement retrofits is likely to result in non-compliant plants becoming unavailable for production from year 2020, unless further postponement is granted. Eskom is in the process of applying for further postponement in line the provisions of the law.

In light of projected lower EAF, the assumption adopted in the IRP is that NEMA-affected Eskom coal plant will remain available for production.

4.4 CO_2 EMISSION CONSTRAINTS

In line with South Africa's commitment to reduce emissions, the promulgated IRP 2010–2030 imposed CO_2 emission limits on the electricity generation plan. IRP 2010-2030 assumed that emissions would peak between 2020 and 2025 as Medupi and Kusile are brought on line, then plateau for approximately a decade and decline in absolute terms thereafter as old coal-fired power plants are decommissioned.

Figure 8 shows the emission reduction trajectory (referred to as the peak-plateau-decline (PPD)) for electricity generation adopted in the promulgated IRP 2010–2030.

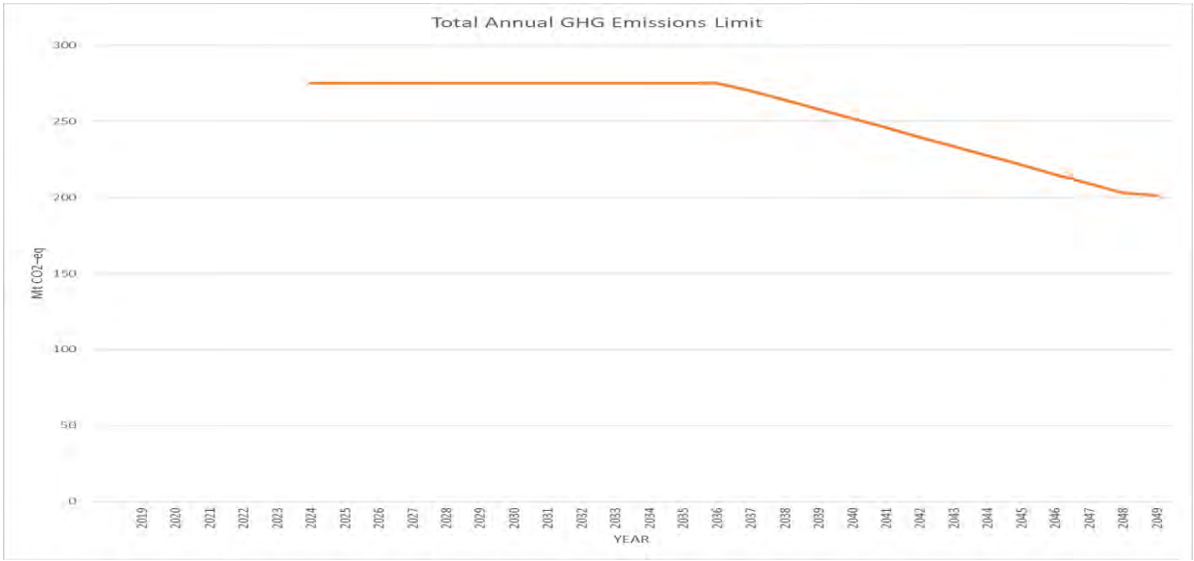


Figure 8: Emission Reduction Trajectory (PPD)

While PPD was applied as the primary assumption, a scenario was tested as part of the draft IRP 2018 where the carbon budget approach was used for emission constraints. A carbon budget is defined as a tolerable quantity of carbon dioxide emissions that can be emitted in total over a specified time. The scenario was based on carbon budget targets divided into 10-year intervals which meant a total emission reduction budget for the entire electricity sector up to 2050 must be 5 470 Mt CO_2 cumulatively.

4.5 TRANSMISSION NETWORK COSTS

The IRP update takes into account the costs of the transmission networks associated with the energy mix.

The transmission network costs have been incorporated by including the estimated, direct transmission infrastructure costs, including collector station and substation costs in the total overnight generation technology costs. The costing was based on a high-level estimate from recent Eskom average costs for transmission infrastructure.

For renewable energy technologies (like wind and solar PV), the transmission infrastructure costs entailed collector stations and the associated lines connecting to the main transmission substation, as well as the transmission substation costs. For

conventional technologies, the costs entailed only the main transmission substation costs. Imported hydro and CSP transmission costs were treated the same as conventional technology costs.

The transmission infrastructure costs considered different capacity increments or penetration per technology in different parts of the country. Transmission corridor costs and ancillary costs required for network stability, particularly inertia, were not included as these are not directly associated with any technology but are part of strengthening the transmission backbone. A detailed transmission network costs report can be downloaded from the DMRE website (http://www.energy.gov.za/files/irp_frame.html).

5. IRP UPDATE

Inputs from the public and the consideration of all the comments necessitated the updating of planning assumptions, including updated information from Eskom. Modelling work, simulation and analysis of a further set of test cases was completed on the basis of this updated input data. The test cases were developed to assess the following:

- impact of the changed assumptions on the draft 2018 recommended plan,
- the impact of plants shutting down in case of non-compliance with minimum emissions standards (MES),
- the impact of Koeberg plant shutting down in 2024 if its design life is not extended,
- the impact of the removal of the policy adjustments adopted in draft IRP 2018, and
- realistic assumptions for gas to power capacity by year 2030.

The details of input parameters for respective test cases are contained in Table 4.

Table 4: Test Case Variable Input Parameters

Parameters	Reference Case	Test Case 1	Test Case 2	Test Case 3	Test Case 4	Test Case 5	Test Case 6
Updated EAF	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Early shutdown	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Actual 2018 energy & demand	Yes	Yes	Yes	Yes	Yes	Yes	Yes
RE Annual Limit	Yes	Yes	Yes	Yes	Yes	Yes	Yes
MES	No MES	MES 1	MES 2	No MES	MES 2	No MES	No MES
Treatment of Inga & IPP Coal	Forced	Forced	Forced	Forced	Optimised	Forced	Forced
Koeberg life (Years)	60	60	60	40	40	60	60
Gas volumes Restrictions	No	No	No	No	No	Yes	Yes

Reference case refers to recommended draft IRP 2018
For implications of MES on Eskom installed capacity, see Appendix C
Test case 6 also adjust down lead times for wind projects from 48 months to 36 months

5.1 OBSERVATIONS FROM THE TEST CASES

The analysis of the results from the simulation of test cases shows (**Appendix C**) that in addition to a need for additional capacity in the long-term, there is an immediate risk of energy shortage in the immediate term.

- **Immediate term**
  - Power system simulations show that due to the low EAF of Eskom's generation plants and the early shutdown of non-performing units (Grootvlei, Komati and Hendrina), there is an immediate risk of huge power shortages. This is likely to result in Eskom running diesel peaking plant for an extended duration, or manifesting in load shedding to avoid high expenditure on diesel. It is also clear that there are inadequate capacity reserves in the event of emergency plant breakdowns in the immediate term. The price path in Figure 9 shows higher average energy costs compared to scenarios in the draft IRP 2018 published for comments. The reason for this is because the system runs diesel peakers at high loaf factor to make up for shortage in capacity in the short-term.
  - This risk plus the associated energy shortages gets worse when considering the non-compliance status of some Eskom plants *vis a vis* NEMA. Eskom is also unlikely to meet the deadline for compliance (postponements granted in year 2015) with MES due to constrained finances and project execution delays. Assuming that non-compliant power plants are shut down, the reality of power disruptions manifests significantly from year 2019 onwards.
  - Medupi and Kusile are now de-rated at below name-plate rating, meaning that these plants are unable to provide the full complement of energy for their rating. It must be noted that this energy shortage occurs notwithstanding the already committed capacity from renewable energy projects and the commissioning of the remaining units at Medupi and Kusile. Continued underperformance and late commissioning by Medupi and Kusile units will exacerbate the load shedding risk.
  - Simulations also indicate that shutting down Koeberg in 2024 in line with its 40-year end of design life of plant worsens the situation.

The recently experienced load shedding as well frequent alerts of possible shortages corroborate the observations from the power system simulations.

While the purpose of the IRP is to balance supply and demand on a least-cost basis, implementation lead times for various generation technologies limit the options available for deployment immediately and in the short term.

Simulations indicate that the option available to Eskom is to run diesel-fired peaking plant at load factors averaging about 30% for the period 2019 to 2021. Running these plants at higher than contracted load factors creates logistical challenges as there is insufficient infrastructure to support the volumes of diesel required under these circumstances. This arrangement will also worsen the already delicate Eskom financial situation. In addition, electricity users will suffer high tariff increases.

The results from the simulation also show that in the long term, the system uses the combination of renewable energy, gas and storage to meet demand.

The following specific observations are made with regard to the long-term:

- **Long Term**
  - The system only builds renewables (wind and PV) and gas if unlimited renewable and gas resources are assumed.
  - Despite decommissioning of old power plants and preference by the power system for renewables and gas, coal remains dominant in the energy mix for the planning period up to year 2030.
  - The removal of annual build limits on renewables results in large erratic annual capacity allocations in the plan.
  - When annual build limits on renewables are imposed and realistic gas availability assumptions are applied, the system builds battery storage and coal to close the gap.
  - Imposing annual build limits on renewables for the period up to 2030 does not affect the capacity from wind or solar PV in any significant way.

5.2 EMERGING LONG TERM PLAN (IRP 2019)

Following the observations from the analysis of technical simulations and the adoption of the positions discussed earlier (continued operation of plants affected by MES, Koeberg power station design life extended beyond year 2024, imposing annual build limits on renewables, diesel fired peaking plants operating at high load factor), the following plan in Table 5 emerges with indicative price path as indicated in Figure 9.

Table 5: IRP 2019

	Coal	Coal (Decommissioning)	Nuclear	Hydro	Storage	PV	Wind	CSP	Gas & Diesel	Other (Distributed Generation, CoGen, Biomass, Landfill)
Current Base	37 149		1 860	2 100	2 912	1 474	1 980	300	3 830	499
2019	2 155	-2373					244	300		Allocation to the extent of the short term capacity and energy gap.
2020	1 433	-557				114	300			
2021	1 433	-1403				300	818			
2022	711	-844			513	400 1000	1600			
2023	750	-555				1000	1600			500
2024			1860				1600		1000	500
2025						1000	1600			500
2026		-1219					1600			500
2027	750	-847					1 600		2000	500
2028		-475				1000	1 600			500
2029		-1694			1575	1000	1 600			500
2030		-1050		2 500		1 000	1 600			500
TOTAL INSTALLED CAPACITY by 2030 (MW)	33364		1860	4600	5000	8288	17742	600	6380	
% Total Installed Capacity (% of MW)	43		2.36	5.84	6.35	10.52	22.53	0.76	8.1	
% Annual Energy Contribution (% of MWh)	58.8		4.5	8.4	1.2*	6.3	17.8	0.6	1.3	

Installed Capacity
Committed / Already Contracted Capacity
Capacity Decommissioned
New Additional Capacity
Extension of Koeberg Plant Design Life
Includes Distributed Generation Capacity for own use

- 2030 Coal Installed Capacity is less capacity decommissioned between years 2020 and 2030
- Koeberg power station rated / installed capacity will revert to 1926 MW (original design capacity) following design life extension work.
- Other / Distributed generation includes all generation facilities in circumstances in which the facility is operated solely to supply electricity to an end-use customer within the same property with the facility
- Short term capacity gap is estimated at 2000 MW

Higher average tariff projection as shown in Figure 9 below for the IRP 2019 plan (Table 5) is due to low EAF and diesel fired peakers running at high load factors (Appendix C) in order to close the supply gap. The model is unable to deploy gas to complement renewables as it is assumed gas will only be available from year 2024 which was not the case with scenarios in the draft IRP 2018 .

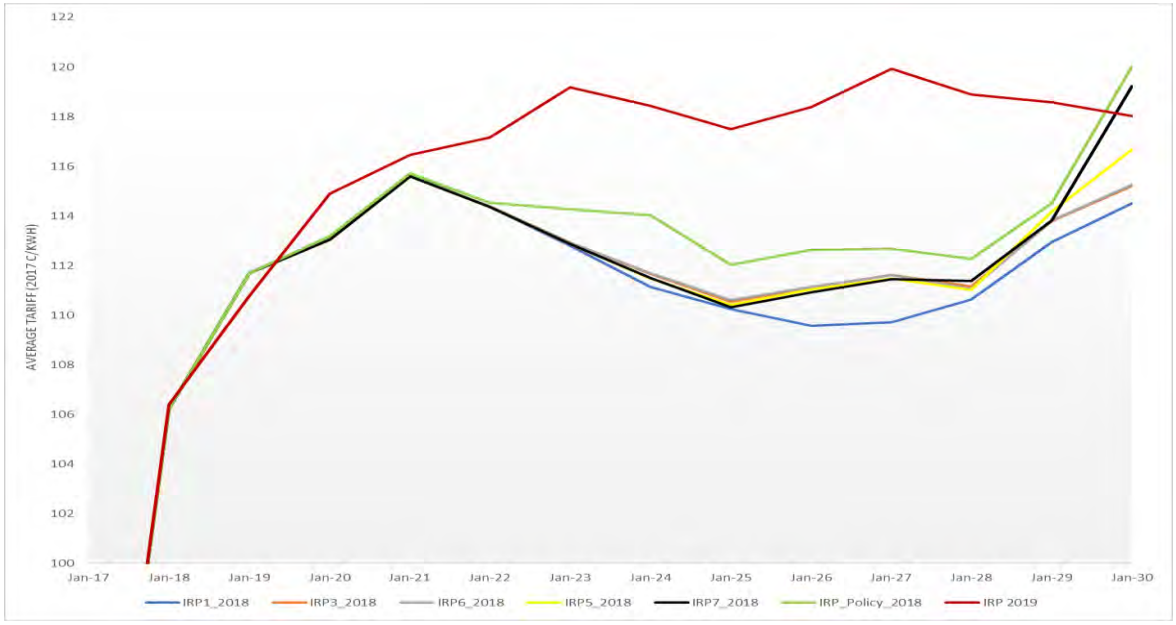


Figure 9: IRP 2019 Price Path

5.3 KEY CONSIDERATIONS AND ACTIONS

After due consideration of the modelling and simulation outcomes, and taking into account the plan in Table 5 above, the following key considerations emerge which require actions to be taken for a credible IRP 2019.

5.3.1 Immediate Term Security Supply

In the short-term supply and demand side interventions will have to be deployed to minimise the risk of load shedding and/or extensive usage of diesel peaking plant due to Eskom's plant low EAF. The short-term gap is estimated to be between 2 000 – 3 000

MW. It generally takes about 36 months minimum for a green field utility scale projects to produce first power. A medium-term power purchase programme (MTPPP) similar to that adopted following the IRP 2010 must be considered. Under the MTPPP power was purchased from already existing facilities such as co-generation and small hydro which are generally not run as it is cheaper to buy power from Eskom. The development of generation for own use must also be encouraged through the enactment of policies and regulations that eliminate red tape without compromising security of supply.

Decision 1: *Undertake a power purchase programme to assist with the acquisition of capacity needed to supplement Eskom's declining plant performance and to reduce the extensive utilisation of diesel peaking generators in the immediate to medium term. Lead-time is therefore key.*

Taking into account supply and demand balance and the impact of load shedding on the economy, shutting down of MES non-compliant power plants and Koeberg power station in 2024 (at the end of its design life) are not recommended. Koeberg is one of the best performing power plants with a low operational cost (it is fully depreciated).

Decision 2: *Koeberg power plant design life must be extended by another 20 years by undertaking the necessary technical and regulatory work.*

Decision 3: *Support Eskom to comply with MES over time, taking into account the energy security imperative and the risk of adverse economic impact.*

5.3.2 Energy Mix and Just Transition

Due to the expected decommissioning of approximately 24 100 MW of coal power plants in the period beyond 2030 to 2050, attention must be given to the path adopted to give effect to the energy mix and the preparation work necessary to execute the retirement and replacement of these plants. In order to ensure a socially just transition, the engagement process must commence to put in place the plans and interventions that mitigate against adverse impacts of the plant retirement programme on people and local economies.

In 2015, the International Labour Organisation (ILO) Governing Body convened a panel of experts to develop non-binding guidelines for a just transition towards environmentally sustainable economies and societies for all[9]. The guideline list the following principles for the development of a just transition:

i. *Social dialogue as an integral part of the institutional framework for policymaking and implementation at all levels, and therefore a strong social consensus on the goal and pathways to sustainability.*
ii. *Policies must respect, promote and realize fundamental principles and rights at work.*
iii. *Policies and programmes need to take into account the strong gender dimension of many environmental challenges and opportunities. Specific gender policies should be considered in order to promote equitable outcomes.*
iv. *Coherent policies across the economic, environmental, social, education/training and labour portfolios need to provide an enabling environment for enterprises, workers, investors and consumers to embrace and drive the transition towards environmentally sustainable and inclusive economies and societies.*
v. *These coherent policies also need to provide a just transition framework for all to promote the creation of more decent jobs, including as appropriate: anticipating impacts on employment, adequate and sustainable social protection for job losses and displacement, skills development and social dialogue, including the effective exercise of the right to organize and bargain collectively.*
vi. *There is no "one size fits all". Policies and programmes need to be designed in line with the specific conditions of countries, including their stage of development, economic sectors and types and sizes of enterprises.*

Decision 4: *For coherent policy development in support of the development of a just transition plan, consolidate into a single team the various initiatives being undertaken on just transition.*

[9] The guideline can be accessed at:
https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---mp_ent/documents/publication/wcms_432859.pdf

5.3.3 Wind and PV

As already stated under modelling observations, the application of annual build limits on renewables does not significantly impact the projected capacity up to the year 2030. The application of renewable build limits “smoothes out” the capacity allocations for wind and solar PV which provides a constant pipeline of projects for investment; this addresses investor confidence.

In the long run and taking into account the policy of a diversified energy mix, the annual build limits will have to be reviewed in line with demand and supply requirement.

Decision 5: *Retain the current annual build limits on renewables (wind and PV) pending the finalisation of a just transition plan.*

5.3.4 Coal

HELE coal technologies including underground coal gasification, integrated gasification combined cycle, carbon capture utilization and storage, ultra-supercritical, super-critical and similar technologies are preferred for the exploitation of our coal resources. Due consideration must be given to the financing constraints imposed by lenders and the Organization of Economic Cooperation and Development (OECD) countries, insofar as coal power plant development.

Due consideration must also be given to the pace and scale of the coal-to-power programme taking into account the lessons from Medupi and Kusile mega projects. Procurement under the IPP programme has shown that there is a business case for modular and smaller power plants (300MW and 600MW).

Decision 6: *South Africa should not sterilise the development of its coal resources for purposes of power generation, instead all new coal power projects must be based on high efficiency, low emission technologies and other cleaner coal technologies.*

5.3.5 Gas to Power

Whilst the plan indicates a requirement for 1000 MW in 2023 and 2000 MW in 2027, at a 12% average load factor, this is premised on certain constraints that we have imposed on gas, taking into account the locational issues like ports, environment, transmission etc. This represents low gas utilization, which will not likely justify the development of new gas infrastructure and power plants predicated on such sub-optimal volumes of gas. Consideration must therefore be given to the conversion of the diesel-powered peakers on the east coast of South Africa, as this is taken to be the first location for gas importation infrastructure and the associated gas to power plants. It must be noted that that the unconstrained gas is a 'no regret option' because the power system calls for increased gas volumes when there are no constraints imposed.

Decision 7: *To support the development of gas infrastructure and in addition to the new gas to power capacity in Table 5, convert existing diesel-fired power plants (Peakers) to gas.*

5.3.6 Nuclear

The extension of design life of the Koeberg Power Station is critical for continued energy security in the period beyond 2024, when it reaches the end of its 40-year life. This extension, once all the necessary regulatory approvals have been received, will increase the capacity to its original design capacity of 1926MW.

Whilst the IRP does not assess system dynamic stability, the relative location of Koeberg at the opposite end of the transmission backbone, when compared to the power stations located around Mpumalanga, poses certain advantages that include improved system stability.

Post 2030, the expected decommissioning of 24 100 MW of coal fired power plants supports the need for additional capacity from clean energy technologies including nuclear. Taking into account the existing human resource capacity, skills, technology and the economic potential that nuclear holds, consideration must be given to preparatory work commencing on the development of a clear road map for a future

expansion programme. This IRP proposes that the nuclear power programme must be implemented at an affordable pace and modular scale (as opposed to a fleet approach) and taking into account technological developments in the nuclear space.

Taking into account the capacity from coal to be decommissioned post 2030 and the end of design life of Koeberg nuclear power plant, additional nuclear capacity at a pace and scale the country can afford is a no regret option.

Decision 8: *Commence preparations for a nuclear build programme to the extent of 2 500 MW at a pace and scale that the country can afford because it is a no-regret option in the long term.*

5.3.7 Regional Power Projects

South Africa has entered into a Treaty regarding the Grand Inga Hydropower Project with 2 500 MW offtake. Whereas the draft IRP 2018 was modelled by forcing the 2 500 MW from Inga, the IRP 2019 used the commercial parameters that were submitted by the project developers for Inga, and 2 500 MW (and even more beyond 2030) of hydropower was selected on its own merits. There is a need to finalise the technical solution for the evacuation of this power from the Grand Inga across the transit countries viz. DRC, Zambia, Zimbabwe/Botswana into South Africa. The necessary agreements must be concluded as soon as possible if the hydro option from Grand Inga is to materialize.

Consideration must be given to the form of participation by the transit countries including integration with the regional interconnection projects sponsored under SADC and SAPP.

Decision 9: *In support of regional electricity interconnection including hydropower and gas, South Africa will participate in strategic power projects that enable the development of cross-border infrastructure needed for the regional energy trading.*

5.3.8 Energy Storage

When energy storage costs were revised to the latest information, and taking into account the longer gas infrastructure lead time, the power system selects more energy storage. This can be expected, given the extent of the wind and solar PV option in the IRP.

It must be noted that Eskom is already preparing to pilot an energy storage-technology project based on batteries. The pilot will enable the assessment and development of the technical applications and benefits, the regulatory matters that relate to a utility-scale energy storage technology and the enhancement of assumptions for future iterations of the IRP.

5.3.9 Distributed Generation

Public inputs suggested that the allocation for distributed generation (also referred to as embedded generation) needed to be increased, taking into account that the DMRE is inundated with requests from companies, municipalities and private individuals for deviation from the IRP in terms of section 10(2)(g) of the Electricity Regulation Act, in order for NERSA to approve their application for a generation licence. Given the observation concerning energy shortage in the immediate term, increasing the embedded generation allocation as reflected in the capacity plan table present the opportunity to address the shortage.

5.3.10 Risk Considerations

AREA OF RISK	RISK	MITIGATION
Demand Forecast	The risk is that actual demand may turn out to be lower or higher than forecasted. Current indications are that demand is more likely to be lower than forecasted because of grid deflections for various reasons.	• Medium Term System Outlook by NERSA as submitted by system operator (Eskom) in line with their license conditions provides necessary information to monitor actual and projected demand and supply. • This risk will further be mitigated by managing the pace and scale of new capacity implementation in the IRP through acceleration or deceleration of implementation of Ministerial Determinations.
Technology Costs	Continuous improvements in technology driven by research, innovation and innovative project financing will continue to lead to reduction in new generation technology costs. There is a risk of the cost assumptions to be outdated within a short time period.	• As in the case of demand forecast, this risk can be mitigated by managing the pace and scale of new capacity implementation through regular reviews of the IRP. • Undertaking feasibility studies to inform any procurement in line with New Generations Regulations will also help mitigate against this risk.
Existing Plant Performance	The IRP update takes into account the current low average energy availability factor (EAF) of Eskom's generating units. If current EAF trends is anything to go by, there is a likelihood of the EAF deteriorating further and resulting in inadequate supply to meet demand.	• This can be mitigated by implementing a threshold and monitoring plant performance trends for decisions. In the short term, emergency power will have to be procured, as was the case in the past. In the long run this will imply accelerating or bringing forward capacity proposed in the plan.
Variable Capacity from Renewable Sources impacting on System Security and Stability	There is an inherent risk associated with the intermittency of renewable technologies such as wind and PV as requirement to balance the system increases (energy and ancillary services).	• At low levels of penetration, fluctuating renewable energy will have only marginal impact on the system. However, considering the South African energy generation mix and demand profile, there is a point at which an isolated system would have to adjust system and network operations if not

AREA OF RISK	RISK	MITIGATION
		configured to cater for the variability of this energy. Indications from the system operator is that at about 20% of renewable energy in the energy mix, ancillary service requirements will start to increase and this is in line with global trends. This is therefore not an issue for the proposed plan up to the year 2030. • The draft IRP update has recommended further work in this area following the finalisation of the IRP in order to inform the next IRP iteration.
Import Hydro Options	The main risk associated with import hydro options are delays in the construction of both the power plants and the grid to evacuate the power. There is also generally a cost risk in that the assumptions used may change as the project development is finalised with developers. There is also a risk of security of supply as the power line may traverse multiple countries or be transmitted through a number of countries networks.	• The Treaty spells out the various conditions for the project. Power purchase agreements will also contract the timelines with regard to first power and the associated penalties if either party does not keep its commitments. RSA does not have any payment obligations if there is no energy flowing from the project • The IRP assumed costs are based on feasibility costs provided by the developers. It is the government view that the cost per kWh will be capped at the feasibility study cost, which is very attractive. Any cost above this level will result in 'no deal'. • As a principle South Africa does not import power from one source beyond its reserve margin, as a mechanism to de-risk the dependency on this generation option.
Coal	There is risk of 900 MW of coal procured not materialising due to financing and legal challenges. There is also likelihood of future coal to power capacity not being realised due to financing challenges. The stance adopted by the Organization for Economic Cooperation and Development (OECD) and financial institutions concerning financing	• The Department is monitoring the legal challenge on the environmental approvals issued by DEA and will be guided by the outcome of this process as applicable. • Regarding the financing of the Pulverised Fuel projects, there is a deadline for the projects to reach financial close and commissioning. The Department will be guided by progress as the deadline approaches.

AREA OF RISK	RISK	MITIGATION
	coal power plants, limits the use of coal to power technologies to High Efficiency Low Emission (HELE) option.	• The assumption in the IRP is that all new coal to power capacity beyond the already procured 900 MW will be in the form of clean coal technology, which is still generally financed. As proposed in the draft IRP update, work to enable implementation and investments in flexible HELE will be undertaken following finalisation of the IRP.
Nuclear	Koeberg Power Station reaches end of life in 2024.	• Eskom is at an advanced stage with technical work required for the extension of the life of Koeberg plant. Eskom is also in the process of applying for the necessary approvals from the National Nuclear Regulator. • The Department is monitoring progress with Eskom on a regular basis.
Gas	The availability of gas in the short to medium term is a risk as South Africa does not currently have gas resources. There is also a supply and foreign exchange risk associated with likely increase in gas volumes depending on the energy mix adopted post 2030 when a large number of coal fired power stations are decommissioned.	• For the period up to 2030 gas to power capacity in the IRP has realistically taken into account the infrastructure and logistics required around ports/pipelines, electricity transmission infrastructure. The IRP has therefore adjusted the lead times. • As proposed in the draft IRP update, work to firm up on the gas supply options post 2030 is ongoing. This work will inform in detail the next iteration of the IRP.

6. APPENDICES

6.1 APPENDIX A – INSTALLED CAPACITY, MINISTERIAL DETERMINATIONS AND DECOMISSIONING SCHEDULE

6.1.1 Municipal, Private and Eskom Generators

Tables 8 and 9 below provide information on installed municipal, private and Eskom generators.

Table 8: Municipal and Private Generators

	Installed Capacity (MW)	Decommissioning Date	Planned Outages (%)	Unplanned Outages (%)
Kelvin	600	Dec 2026	4.8	20
Sasol Infrachem Coal	125	Post 2050	4.8	15
Sasol Synfuel Coal	600	Post 2050	4.8	15
Other Non-Eskom Coal	18	Dec 2024	4.8	15
Other NonEskom Gas	16	Dec 2019	6.9	11
Sasol Infrachem Gas	175	Post 2050	6.9	11
Sasol Synfuel Gas	250	Post 2050	6.9	11
DOE IPP	1005	July 2045	7	5
Colley Wobbles	65	Post 2050	6.9	11
Other Non-Eskom Hydro	12	Post 2050	6.9	11
Cahora Bassa	1500	Post 2050	4	4
REBID Hydro	19	Post 2050	4	4
Steenbras	180	Post 2050	4	10
Sappi	144	Post 2050	10	10
Mondi	120	Post 2050	10	10

6.1.2 Eskom Generators

Table 9: Eskom Generators[10]

POWER STATION CAPACITIES
as at 31 March 2018

The difference between installed and nominal capacity reflects auxiliary power consumption and reduced capacity caused by the age of plant.

Name of station	Location	Years commissioned, first to last unit	Number and installed capacity of generator sets, MW	Total installed capacity, MW	Total nominal capacity, MW
Base-load stations					
Coal-fired (15)				**40 180**	**37 868**
Arnot	Middelburg	Sep 1971 to Aug 1975	1x370; 1x390; 2x396; 2x400	2 352	2 232
Camden[1,2]	Ermelo	Mar 2005 to Jun 2008	3x200; 1x196; 2x195; 1x190; 1x185	1 561	1 481
Duvha[3]	Emalahleni	Aug 1980 to Feb 1984	5x600	3 000	2 875
Grootvlei[3]	Balfour	Apr 2008 to Mar 2011	4x200; 2x190	1 180	1 120
Hendrina[2,4]	Middelburg	May 1970 to Dec 1976	1x210; 4x200; 2x195; 1x170; 1x168	1 738	1 638
Kendal[5]	Emalahleni	Oct 1988 to Dec 1992	6x686	4 116	3 840
Komati[1,2]	Middelburg	Mar 2009 to Oct 2013	4x100; 4x125; 1x90	990	904
Kriel	Bethal	May 1976 to Mar 1979	6x500	3 000	2 850
Kusile[5,6]	Ogies	Aug 2017	1x799	799	720
		Under construction	5x800		
Lethabo	Vereeniging	Dec 1985 to Dec 1990	6x618	3 708	3 558
Majuba[5]	Volksrust	Apr 1996 to Apr 2001	3x657; 3x713	4 110	3 843
Matimba[5,6]	Lephalale	Dec 1987 to Oct 1991	6x665	3 990	3 690
Matla	Bethal	Sep 1979 to Jul 1983	6x600	3 600	3 450
Medupi[5]	Lephalale	Aug 2015 to Nov 2017	3x794	2 382	2 157
		Under construction	3x794		
Tutuka	Standerton	Jun 1985 to Jun 1990	6x609	3 654	3 510
Nuclear (1)					
Koeberg	Cape Town	Jul 1984 to Nov 1985	2x970	**1 940**	**1 860**
Peaking stations					
Gas/liquid fuel turbine stations (4)				**2 426**	**2 409**
Acacia	Cape Town	May 1976 to Jul 1976	3x57	171	171
Ankerlig	Atlantis	Mar 2007 to Mar 2009	4x149.2; 5x148.3	1 338	1 327
Gourikwa	Mossel Bay	Jul 2007 to Nov 2008	5x149.2	746	740
Port Rex	East London	Sep 1976 to Oct 1976	3x57	171	171
Pumped storage schemes (3)[7]				**2 732**	**2 724**
Drakensberg	Bergville	Jun 1981 to Apr 1982	4x250	1 000	1 000
Ingula	Ladysmith	June 2016 to Feb 2017	4x333	1 332	1 324
Palmiet	Grabouw	Apr 1988 to May 1988	2x200	400	400
Hydroelectric stations (2)[8]				**600**	**600**
Gariep	Norvalspont	Sep 1971 to Mar 1976	4x90	360	360
Vanderkloof	Petrusville	Jan 1977 to Feb 1977	2x120	240	240
Total used for capacity management purposes				**47 878**	**45 461**
Renewable energy					
Wind energy (1)[9]					
Sere	Vredendal	Mar 2015	46x2.2	**100**	**100**
Total capacity including renewable energy				**47 978**	**45 561**
Other hydroelectric stations (4)[9]				**61**	**–**
Colley Wobbles	Mbashe River		3x14	42	–
First Falls	Umtata River		2x3	6	–
Ncora	Ncora River		2x0.4; 1x1.3	2	–
Second Falls	Umtata River		2x5.5	11	–
Total Eskom power station capacities (30)				**48 039**	**45 561**
Available nominal capacity – Eskom-owned					**94.84%**

[10] Source: Eskom 2018 Integrated Report

6.1.3 Emission Abatement Retrofit Programme and 50-year Life Decommissioning

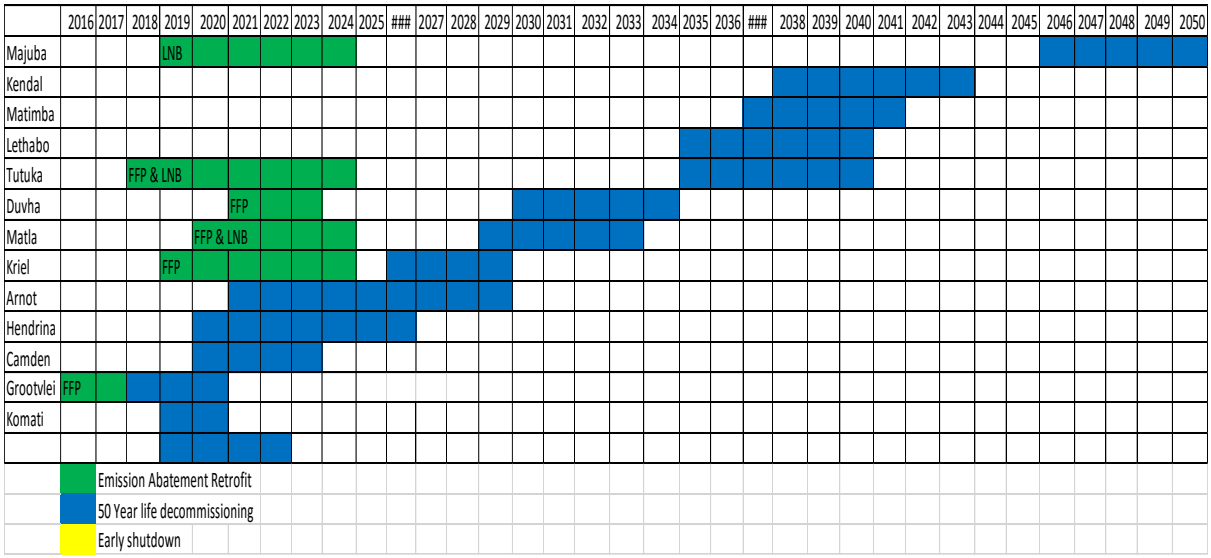


Figure 26: Emission Abatement Retrofit Programme and 50-year Life Decommissioning

6.1.4 Projected Eskom Plant Energy Availability Factor

Table 6: Projected Eskom Plant Energy Availability Factor

IRP 75.5% EAF FY2025 to FY2031 : EAF												
STATION	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
ACACIA	98.40	98.39	82.34	98.39	89.66	96.82	98.63					
ANKERLIG	98.12	94.20	98.13	96.81	97.81	95.16	88.12	98.07	95.89	95.81	95.55	95.70
GOURIKWA	95.88	94.03	97.70	97.44	98.00	91.56	91.63	97.46	96.02	95.52	95.48	95.65
PORT REX	97.71	93.07	92.46	92.62	98.14	96.16	97.91					
GARIEP	98.77	95.96	89.94	98.75	96.95	91.95	96.90	92.94	89.40	94.61	94.15	93.95
VANDERKLOOF	94.73	98.87	88.95	84.44	98.85	97.61	98.45	97.91	95.73	95.05	95.09	94.67
DRAKENSBERG	75.36	84.72	81.29	91.09	90.05	83.22	89.90	85.90	86.07	85.31	86.43	86.53
INGULA	93.28	98.92	94.37	94.71	97.35	90.85	91.39	90.68	90.54	93.56	93.60	93.00
PALMIET	86.05	98.83	94.45	87.89	98.80	88.92	97.50	92.85	92.90	93.11	93.90	93.36
PEAKING	91.79	94.34	92.47	94.31	96.20	91.16	91.88	93.18	92.11	92.96	93.13	92.99
KOEBERG	84.16	82.96	70.32	90.08	86.46	74.93	90.04	89.50	92.11	84.50	84.54	84.72
NUCLEAR	84.16	82.96	70.32	90.08	86.46	74.93	90.04	89.50	92.11	84.50	84.54	84.72
ARNOT	65.08	62.44	65.36	62.27	62.82	65.48	69.37	67.42	60.80	54.54	54.58	
DUVHA	54.48	49.67	60.16	56.92	62.82	61.12	67.22	63.65	59.44	60.91	60.21	59.80
HENDRINA	60.93	55.96	69.35									
KENDAL	69.10	71.34	65.47	73.17	69.03	74.14	75.36	69.41	79.33	73.64	72.94	72.53
KRIEL	54.10	63.42	54.63	51.39	65.20	64.44	65.39	68.89	51.12	60.54	64.15	
LETHABO	73.98	72.38	75.61	71.00	70.41	74.88	68.47	67.91	68.82	74.06	73.36	72.95
MAJUBA	73.05	74.62	75.32	72.62	74.50	77.04	70.13	72.18	71.93	71.63	70.93	70.52
MATIMBA	82.75	80.14	81.64	81.12	81.20	78.37	79.35	78.79	76.45	80.11	79.41	79.00
MATLA	67.30	68.76	70.74	70.97	69.49	70.53	69.66	69.10	75.96	70.37	69.67	69.26
TUTUKA	56.06	56.86	54.05	59.15	54.92	61.15	57.84	57.37	62.55	58.78	58.08	57.67
BIG 10	66.78	67.18	67.69	67.53	68.44	70.41	69.46	68.57	69.48	69.49	69.43	69.20
CAMDEN	60.00	55.81	61.24	64.67	63.05							
GROOTVLEI	89.15											
KOMATI	87.39											
TOTAL RTS	63.21	55.81	61.24	64.67	63.05							
Current Fleet Tota	71.00	71.53	71.40	72.71	73.63	73.85	73.96	73.36	74.23	74.06	74.28	74.31
KUSILE	72.00	76.55	83.72	81.44	81.62	83.16	78.21	82.41	81.67	80.12	79.42	78.94
MEDUPI	76.64	79.23	84.22	83.58	85.20	81.90	85.99	86.66	79.52	81.76	81.06	80.58
NEW BUILD	75.31	78.29	84.00	82.54	83.42	82.53	82.12	84.55	80.59	80.95	80.25	79.77
ESKOM TOTAL	71.5	72.5	73.5	74.5	75.5	75.5	75.5	75.5	75.5	75.5	75.5	75.5

6.2 APPENDIX B – SUMMARY OF INPUT FROM PUBLIC SUBMISSIONS

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
A. POLICY &PROCESSES	1	The overall methodology of the draft IRP document was welcomed and deemed to be clear and concise. A proposal for future iterations of the IRP is to include independent experts (organisations and individuals) and international organisations.	*The process of future iterations of the IRP will be looked at following the announcement about electricity planning made by the President during the State of the Nation Address.*	54
	2	The publication of the IRP in English only and not in other official languages was raised as a concern as it limits participation by other members of the public. -	*This request is noted. It is proposed that a condensed final approved version of the IRP (possibly in graphics) be developed and published. This will obviously lag the final published IRP.*	
	3	Publication of documents electronically on the Department website and through government gazette was raised as a concern since not everyone has access to the internet. -	*Noted. A workable solution needs to be found and suggestions are welcome. In the past, the IRP consultation process was expanded to cover all provinces and to include all communities, but this proved to be ineffective for whatever reason*	
	4	It was stressed that the IRP must be revised more regularly, at least every 2-3 years, due to technology advancements and changes in other assumptions.	*The regulations for planning provide for a timeline regarding IRP updates*	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
	5	The promulgation of this IRP was encouraged to be released soon and articulate the status of the Ministerial determination on gas and how it will be included into the proposed new built program that is planned for 2026.	*As stated in the draft IRP, Ministerial Determinations issued will be looked at and revised in line with the latest approved IRP. This will be done in concurrence with NERSA as required by law.*	
	7	There was a concern on the silence of the IRP with regards to cross border coal based power projects. While another view cautioned against the reliance on cross border projects in general.	*South Africa still supports the development of strategic regional power resources in support of regional economic development. The strategic merits of each cross-border power opportunity will be weighed in line with government policy*	
	8	Concern was raised about the alignment of the draft IRP to the National Development Plan and other policies such as the Nuclear Energy Policy of 2008 as the plan does not contain additional nuclear capacity. -	*Each technology option is justified by its merits when considered against other options under a modelling scenario. The draft IRP does not contradict the Nuclear Energy Policy, in fact IRP2010-2030 is proof of that. What is under consideration is whether there is a need for nuclear prior to 2030*	
B. DEMAND	9	Concern is raised regarding the projected electricity demand. • Majority of the comments question the projected growth in demand in the context of falling	*The drivers of demand are explained in detail in the draft IRP. Projected demand has been re-based to 2017 actual demand as a starting point and we utilize the "cone" in respect*	- 46

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
		demand and increasing own generation installations. • There is also an opposing view that says that the projected demand is very low as it ignores suppressed demand and the fact that electricity is a catalyst. Availability of excess electricity will lead to demand increasing and economic growth.	*of low, medium and high scenarios of demand. This ensures that we take all possible demand scenarios into account, and only have to adjust the pace of implementation as the actual demand manifests.* *The likely impact of distributed generation is acknowledged and the draft IRP states that distributed generation registered or licenced by the NERSA will have to be discounted from the projected demand when Ministerial Determinations are made.* *Historic trends with regard to electricity intensity, energy switching and levels of energy access suggest that even if the economy turns electricity demand growth will likely not go to the rates seen pre- 2007.* *As no one has a crystal ball for the future, frequent revision of the IRP will ensure upwards or downwards adjustments to the demand forecast can be incorporated.*	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
C.MISSING TECHNOLOGIES	10	There are concerns raised about technologies that did not appear on the plan, including CSP, biomass, fuel cells, battery storage, mini-hydro and others.	*Most of the technology options relate to utility scale technologies. Technologies that do not appear in the draft IRP could be either due to scale (relatively small) or because of cost and system requirements. Stakeholders have made suggestions that capacity procurement in the future must be based on system requirements and not technology to allow technologies to compete based on their ability to provide for system requirements at the least possible cost.*	- 20
	11	To encourage flexibility of the plan, it was proposed that the use of technologies and primary energy titles be done away with a rather outline the characteristics of the particular planned generation – base load, mid-merit, renewable etc. -	*See response to 10*	
	12	The EPRI study does not contain any information cogeneration	*See response to 10*	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
		-		
	13	- There is a view that Electric Vehicles will soon form part of the South African transport system and the IRP should include them in its analysis. -	*The role and impact of EVs on the power system has been taken into consideration. EV influences on the IRP are projected to be minimal in this IRP window up to 2030. Future iterations will include a scenario to test EV penetration*	
D. GENERAL	14	There was a suggestion that provisions to be made for Local Government to directly arrange for either self-generation or concluding their direct procurement with independent service providers outside of Eskom.	*The IRP is about supply and demand balance. It is only at the point where a Ministerial Determination is made that their procurer and buyer are determined.* *The suggestion is therefore noted.*	26
	15	There is also a proposal by local government that IRP must be done in a bottom up approach with full involvement of local government.	*The suggestion is noted and could be considered for the next iteration of the IRP. Municipal capacity to undertake this role varies across the municipalities. Following both approaches (top down and bottom up) has proven to be very useful in other energy planning jurisdictions*	
	- 16	Concerns were raised about the IRP being silent on the role Eskom in the future. Especially in renewable energy.	See response to 10. Further capacity allocations and the role of Eskom will be guided by the work be carried out as part of its	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
		-	reconfiguration and turn around. The policy position does not preclude Eskom from building RE plants; challenge is that the scale Eskom is used to is much larger than for RE-type technologies.	
	17	The 3 year procurement gap for renewables was raised as a concern and it was indicated that it is not good for the sector localisation.	The concern is noted and will be looked at taking into account costs, system requirements and implications for the energy mix.	
E. COAL	18	The inclusion of 1000MW of coal through policy adjustment was raised as a concern. Issues of concern raised include: • The additional costs compared to gas, wind and PV combination, • Emissions and health impact associated with coal fired power plants, • The current legal challenges regarding environmental authorisations, • The funding challenges as banks are no longer willing to finance coal to power projects. -	Noted. All adjustments or deviations from a least cost plan come at additional costs. This must be considered on the basis of cost vs benefit. Procured projects are expected to comply with all environmental requirements. In so far as the draft IRP is concerned, the inclusion of the coal projects would be subject to non- violation or exceedance of emissions constraints limits imposed. In order not to pre-empt the outcome of the court challenges, the projects are included provided	98

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
			they comply with prevailing environmental legislation. Funding for these projects is indeed a risk. The Department will have to monitor these projects and decide on the "dead stop date" without compromising security of supply.	
	- 19	There are also those who supported the inclusion of 1000MW of coal. While they welcomed this inclusion, they are demanding that the allocation be increased to include: • The full Ministerial determination previously issued for 2500MW of local coal to power, • The Ministerial determination of 3600MW for cross border coal to power.	RSA has an abundance of coal; the strategic value of considering imported coal projects under the IRP would have to be evaluated against government policy. As indicated the draft IRP will make reference to coal projects, without indicating that it is for imported coal projects. Ministerial Determinations issued under the IRP2010 will be reviewed in consultation with NERSA, once the updated IRP is approved.	
	- 20	Eskom current coal challenges (cost and availability) were raised as a concern. The concern is that the IRP is quiet on this challenge and its impact on Eskom meeting the projected demand.	Part of IRP technical studies include a "system adequacy" test which takes care of this concern. Eskom is also required as part of their license condition to submit to NERSA medium term system adequacy outlook. This report also looks at primary energy projections.	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
			Government is also looking to resolve the coal sector regulatory issues through a revised Mineral and Petroleum Resources Development Act.	
	- 21	Clarity was sought regarding the inclusion of " Cleaner Coal" These include: • High efficiency, low emission (HELE) technologies in the IRP including their costs. One coal generation equipment manufacturer and supplier submitted what is said to be latest costs which are lower than what was used from the EPRI report. • The inclusion of Underground Coal Gasification (UCG).	Cleaner coal in the form of HELE is included in the assumptions. For the costs to be revised, this must be based on at least one operational project experience (ideally 3) anywhere in the world, to substantiate claims by manufacturers etc.	
	- 22	There is a view that the assumptions around the completion of Medupi and Kusile should be changed. The proposal is for the remainder of Medupi and Kusile units not be considered but to be reviewed against additional capacity from "cheaper" clean energy sources. The cost of energy from these stations, the financial challenges of Eskom and The	Our approach is based on the reality that Medupi/Kusile are already committed. The proposal to stop the completion of Medupi and Kusile has to be looked at in the context of commitments to date and implications of that on Eskom and the national revenue fund, should breakage costs be incurred.	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
		IPCC report are some of the reasons advanced for the proposal.		
	- 23	The decommissioning of coal plants that would reach their 50 - year life attracted different views. • There are comments that support the decommissioning of the plants to the extent that there are proposals to fast track the decommissioning of these plants. The concerns raised from these comments are about climate and health impacts of coal. • There are also comments that do not support the decommissioning of coal power plants. The concerns raised from these comments are about potential job losses in affected communities as well as the need for base load power.	Accelerated decommissioning has the potential to compromise the security of supply because the capacity has not been discounted prior to scheduled lifespan in the previous energy plan. Job losses will also have to be considered beyond the energy context. .	
	- 24	Concerns are raised regarding assumptions used for the Eskom generation Energy Availability Factor (EAF) EAF in the draft IRP. Assumptions are said to be optimistic as current actual EAF is lower than what is projected. The EAF is therefore	Eskom EAF (at the aggregate level) is just a useful indicator but individual plant performance projections have been obtained from Eskom and are used to inform the technical studies. Sensitivity analysis will also be conducted to	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
		not improving as per the projections obtained from Eskom with the likelihood that additional capacity maybe required sooner than what the draft IRP indicates.	ensure the final proposed plan is robust.	
	25	Consideration of the job losses in the coal sector and a reskilling of employees in this sector and a detailed socio-economic impact analysis of communities affected by the decommissioning must be fast-tracked to achieve effective sign-off with all stakeholders and in doing so prevent the creation of ghost towns, unemployment and social upheaval.	The solution for potential job losses and economic impact as a result of closing down of power plants must look at options beyond replacing like with like. Job losses will have to be considered beyond the energy context, hence the proposal in the draft IRP for detailed analysis and consultations outside of the IRP process. The reality is that a lot of coal plants will soon reach end of life.	
	26	A proposal is made to address job losses in the coal industry by introducing spatial component into the implementation of the IRP for a just transition. The proposal is that new generation capacity must be closer to where existing power generators will be phased out.	See 25 above.	
F. GAS	27	The inclusion of gas was critised to be neither least cost option nor clean energy. The extraction of gas was	Gas is considered a transition fuel globally and it provides the flexibility necessary to run a system	68

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
		further argued to be harmful to the environment. Moreover it was viewed as an additional greenhouse gas on top of the coal that is reflected in the recommended plan.	like we have in a cost effective manner. It is cleaner than other fossil fuels. The extent of the gas contained in the draft IRP is within the imposed emissions reduction trajectory.	
	28	A concern was raised on the source of gas. A request is also made for this information to be reflected in the IRP. -	Two options are available in the short-medium term, being imported Liquefied Natural Gas, or piped gas from the sub-region (or even domestic)	
	29	Caution was raised about the likely availability of gas infrastructure within the envisaged IRP timelines. Once more, there is a request to reflect implementation details in the IRP.	See 28. The IRP will not cover the implementation details because this is not its intended scope. The Gas Infrastructure Plan will address this concern	
	- 30	The likely volatility of imported gas prices was raised as a point of concern. It was proposed that to mitigate against this, the following should be considered during implementation: • Introduction of 'real time pricing' on a platform similar to that of a day-ahead and a balancing market. This could significantly mitigate the exposure to potentially high import costs of gas.	The proposal is noted.	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
		• Customers could be allowed to utilise alternative measures i.e. demand-side management or energy storage in lieu of expensive gas generation etc.		
	31	- The exchange rate exposure as a result of importing gas and the likely impact on the electricity tariff were raised as a concern for the inclusion of gas. • It is proposed that greater consideration is given to those flexible renewable generation and/or energy storage technologies able to mitigate the price and supply risks associated with gas technology • Alternative methods of balancing the renewable energy other than gas were proposed such as CSP, energy storage and small hydro were proposed. -	The proposal is noted and will be considered when the gas supply options are weighed.	
	32	There is a request to consider and to include in the IRP additional information regarding the anticipated capacity factors and number of start/stops that would be expected of the gas capacity.	This is noted and will be effected.	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
	33	The IRP should consider latest information regarding some of the gas technologies compared to that in the EPRI report. Generation equipment supplier submitted “Latest information” for consideration by the technical modelling team.	This is noted. Also see 21 above.	
	34	Consultation with gas industry experts was proposed and the idea to conduct more studies on the gas industry was welcomed and a willingness to share information on studies already done was communicated	This is being done as part of the Gas Infrastructure Plan development.	
	35		Government policy is based on an energy mix that includes nuclear etc. A such rational basis must be advanced as to the exclusion of one technology option or the other, and the same applies to nuclear. Where there is sound basis for the inclusion of nuclear in the energy mix, it will be included.	- 33
G. NUCLEAR	36	Other comments made a case for Nuclear rating high on a security of supply scale as compared to renewable, coal and gas.	Noted.	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
	37	It is said that the exclusion of nuclear from the proposed new additional capacity is in contradiction to the NDP and Nuclear policy of 2008. -	This is not the case. IRP2010-2030 contradicts this assertion. Capacity additions to the system are based on demand and system requirements. The absence of new additional capacity from nuclear is therefore not in contradiction to policy. It is more of a timing issue. It is for this reason that the draft IRP called for detailed analysis to be undertaken to ensure the energy mix is maintained post 2030 when most power plants are being decommissioned.	
	38	It is recommended that the future cost of decommissioning nuclear power plants should be built into the current price paid for nuclear.	The technical model takes into account Life cycle costs for all technologies under consideration.	
	39	It is recommended that the DoE look into the studies that have been conducted over the years by various stakeholders and industry players with regards to nuclear. -	The technical team has considered all studies made available to the team about nuclear, during the development of the draft report. No additional studies have been submitted as part of the consultation on the draft IRP.	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
	40	It is proposed that Policy adjustment must be extended to include nuclear energy given it's a clean source of energy with huge socio-economic advantages including investment with long-term returns to South Africa.	Policy adjustment of the IRP is the prerogative of Cabinet, and they will have the opportunity to do so.	
	41	It is proposed that the IRP should include nuclear as the least cost in the long term. Koeberg is referenced as a case in example. It is also indicated that nuclear will create more jobs than the current plan which consist of renewables and gas.	Nuclear is included as one of the technologies the technical model should consider. Due to the relative marginal cost of generation, in comparison to other options, no new capacity from nuclear comes through before 2030 but there is a scenario that builds new nuclear capacity post 2030. This will be looked at in details as part of the post 2030 energy mix.	
	42	There is a proposal for the Department to nuclear power RFI/RFP like in the case of renewables which is said to be the only way to ascertain the cost of power from nuclear.	In 2007 Eskom issued an RFP for nuclear plants and the outcome is well established. There is also plenty of information about the cost of nuclear plants to estimate the marginal cost of generation. This should not be confused with the fully depreciated operational cost of a nuclear plant, like Koeberg.	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
H. CSP	43	A call is made for the inclusion of CSP even though it does not fit least cost criteria. The argument advanced is that CSP is clean and unlike other renewables, it has the ability to provide ancillary services.	The proposal is noted. This will be considered under implementation in line with the proposal to procure solutions and not technology.	-
	44	There is a proposal to amend procurement and go beyond procuring a technology but a solution. The proposal is to allow the procurement of CSP in the base load programme, mid merit or peaking demand profiles, with PPAs structured for such operations.	See 43	16
	45	It is said that the CSP costs used in the draft IRP are high and the Department should consider the learning curves for CSP to date based on SA and international markets.	Latest information for CSP is used for the IRP. Some of the information proposed for use could not be verified or supported.	
I. BATTERY STORAGE	46	It was pointed out that the cost of energy from renewable sources with battery storage technology is becoming cost competitive and comparable to that of renewables with gas. Additional benefits of battery storage for system operations are highlighted as reasons for	The comment is noted. This will be considered under implementation in line with the proposal to procure solutions and not technology.	41

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
		inclusion of battery storage in the IRP. It is proposed that energy storage be included in the final IRP as the prices are falling at a fast rate.		
	47	It is recommended that the Department look at latest cost of batteries together with the learning curve.	See 46	
	48	There is a proposal for distributed energy storage allocation to match the allocation for embedded generation.	See 46	
J. EMBEDDED GENERATION/RENEWABLE ENERGY	49	The inclusion of embedded generation was welcomed with the proposal that it be referred to distributed generation which is a common name used.	Proposal is noted.	84
	50	Clarity is being sought on how the embedded generation cap of 200MW was arrived. The proposal is to increase the annual allocation. There is also a proposal to use applications already received by the Department as a starting number.	The allocation will be reviewed as proposed.	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
	51	There was a concern that a cap on embedded generation would encourage a noncompliance. Another view proposed that if the cap remains, there should be at least a compounded growth per year.	See 50	
	52	It was proposed that the off grid connections not be part of the embedded generation cap.	These are exempt from licensing and therefore not part of IRP.	
	53	It was pointed out that microgrids and backfeeding onto the grid for less than 10MW was not addressed. -	The policy stance is that municipalities have the prerogative whether to allow this or not, in line with the Constitution. The IRP does not prescribe this	
	54	There are concerns regarding the embedded generation installations that are greater than 10MW whether they are included in the IRP allocation or not.	These installations will still need a Ministerial deviation in line with the Electricity Regulation Act.	
	55	It is recommended that the annual embedded generation be increased and that provision must also be made for industrial co-generation and self-generation -	See 50	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
	56	It was proposed that work to capture accurate and current information is urgently undertaken reduce uncertainty in the next IRP review in two years.	NERSA in the process of finalising the registration process which is in line with this proposal.	
K. HYDRO POWER	57	A call was made for supporting small hydropower	Noted.	32
	58	There was a caution against Inga project due to Congo's political instability.	Noted. The same applies to any cross-border project, including Cahorra Bassa in Mozambique.	
L.CLARITY COMMENTS	59	Whether an environmental impact was conducted in line with the legislative framework that governs this requirement.	Need clarity regarding which environmental impact this question is referring. In any event the scope of the IRP does not extend to EIAs, this is an implementation issue	16
	60	Community development/benefit - Whether job creation was factored into the development of the IRP, particular in relation to community development, long-term impact on communities and impact on communities upon decommissioning.	Job numbers analysis of the final proposed plan for the period up to year 2030 together with potential jobs impact due to decommissioning of old Eskom power plants will be undertaken as part of the proposed work to be undertaken.	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
	61	Economic outflows of opportunities: Black emerging miners, Mining Charter.	Question reads incomplete. Expansion will assist to ensure response is adequate and relevant.	
	62	IPP contracts and current tariff structure – would want to have sight of this information: proposed a presentation of applications for tariff applications.	A presentation in this regard can be arranged for interested members of the Task Team at a suitable time.	
	63	Eskom's financial instability should feature in discussions, particularly its high debt levels, R400billion. Unsustainable business model - it was agreed that while Govt should respond to the points raised, the Secretariat would in addition provide feedback from the work of the Sovereign Ratings Downgrade task team, already engaging on this matter.	Eskom issues are being attended to as announced by the President. The proposal for the secretariat to provide feedback from other engagements is supported.	
	64	Future of the electricity industry – any consideration been given?	See response to Question 5. IRP at this stage looks at mainly balancing supply and demand irrespective of the market structure.	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
	65	Eskom as a producer of renewables: Labour was of the view that Eskom should continue to enjoy its monopoly in the energy sector; Eskom should therefore be part of the process of moving towards renewables; and Also separate issue for noting in the Nedlac report: Eskom's role in producing renewables (not purpose of the IRP to determine who produces what; rather to renounce on the energy generation mix required for security of supply).	See response to Question 63.	
	66	The proposed retrenchment of 17 000 workers at Eskom were concerning.	There is a process dealing with Eskom and as announced in SONA, various stakeholders will be engaged as announced.	
	67	Decreasing demand on the national grid: How did Government arrive at a conclusion that the demand was decreasing or had decreased, given that many communities are still without electricity?	Actual historical data obtained and as measured by Eskom confirms that demand projected in 2010 has not been realised. Data also indicates that the electricity intensity is coming down. This is seen from energy used per unit of GDP.	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
			While historically demand has remained flat, the IRP projects that demand will continue to grow into the future and this makes provision for increasing access. It should also be noted that the challenges of access are being addressed under the electrification programme, which is a distribution issue (not a generation or IRP issue)	
	68	Quality control/assurance in respect of models used and research undertaken.	The simulation models and data set input used were independently verified by CSIR, NREL as well as PLEXOS developers for quality assurance. Most utilities in the world follow the methodology we are using	
	69	Drafting process – should be shared	The request is not clear. An expansion of the request and relevance to the report contents as presented will assist. The report was compiled by the Department of Energy with support from the technical modelling team.	
	70	The IRP stated that there was a need for detailed studies on nuclear energy and other forms of energy such as clean coal. The NDP had already	The report actually states that due to the significant change in the energy mix post 2030, a number of detailed studies must be undertaken	

		SUMMARY KEY COMMENTS FOR DRAFT IRP 2018		
		COMMENTS	**RESPONSE**	**NO. OF COMMENTS**
		called for these in 2012. If the studies were done, they should be shared.	as assumptions made today can significantly alter the energy mix outcome. There are various studies that have been carried out and continue to be carried out by a number of institutions. Future iterations of the IRP always take into account the latest technology developments	

6.3 APPENDIX C – RESULTS OF TEST CASES

BASE CASE: Koeberg 60 years; No MES; Coal & Hydro forced in

	Coal	Landfill Gas	Import Hydro	CCGT	CCGE	OCGT	ICE 12MW	PV	Wind	
2020										
2021			250					996		
2022						900			1000	
2023		500				900			1000	
2024		500					132		1000	1200
2025									1000	1400
2026						1950			1000	1800
2027						1200			1000	1800
2028									1000	1800
2029						1200			1000	1800
2030				2500					1000	1800

Base Case Gas Load Factors

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ankerlig	34	18	6	3	5	2	1	2	2	2	2	
DoE_IPP	12	11	3	1	2	1	1	1	1	1	1	1
Gourikwa	42	15	3	2	4	1	2		2	2	2	
CCGT												
OCGT						5	4	4	3	2	2	
CC-CE				41	24	18	17	11	11	8	15	5
ICE-12MW			26	19	14	13	9	5	3	3	3	

TEST CASE 1: Base Case + MES 1

	Coal	Landfill Gas	Import Hydro	CCGT	CCGE	OCGT	ICE 12MW	PV	Wind	
2020										
2021			250					6384	70	
2022						3600			1000	
2023		500							1000	
2024		500							1000	1800
2025									1000	1800
2026									1000	1700
2027									1000	1400
2028									1000	400
2029									1000	1800
2030				2500					1000	1800

Test Case 1 Gas Load Factors

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ankerlig	59	94	6	4	5	1			1		1	
DoE_IPP	24	87	3	1	2	1	1	1	1	1	1	1
Gourikwa	52	94	4	3	5				1		1	
CCGT												
OCGT				5	4	4	3	2	2			
CC-GE		41	24	18	17	11	11	8	15	5	7	8
ICE-12MW	26	19	14	13	9	5	3	3	3		2	2

TEST CASE 2: Base Case + MES 2

	Coal	Landfill Gas	Import Hydro	CCGT	CCGE	OCGT	ICE 12 MW	PV	Wind	
2020										
2021			250					8892	1000	
2022						4500			1000	
2023	750				732	450			1000	
2024	7250				1464				1000	1800
2025									1000	1800
2026									1000	1800
2027	2250								1000	1800
2028									1000	1800
2029									1000	1800
2030			2500						1000	1800

Test Case 2 Gas Load Factors

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ankerlig	62	94	4	4	5							
DoE_IPP	37	88	3	1	2							
Gourikwa	55	94	4	3	4							
CCGT					88	86	82	74	76	70	69	54
CC-CE				95	95	51	47	41	41	39	42	26
ICE-12 MW			77	76	65	8	7	7	6	5	9	5

TEST CASE 3: Base Case + Koeberg 40 years

	Coal	Landfill Gas	Import Hydro	CCGT	CCGE	OCGT	ICE 12MW	PV	Wind
2020									
2021		250					1104		
2022					750			1000	
2023	500				1050			1000	
2024	500							1000	1800
2025								1000	1800
2026					3750			1000	1800
2027					1350			1000	1800
2028								1000	1800
2029					900			1000	1800
2030			2500					1000	1800

Test Case 3 Gas Load Factors

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ankerlig	41	18	7	8	8	3	1	3	3	3	5	1
DoE_IPP	12	11	3	1	3	1	1	1	1	1	2	1
Gourikwa	29	15	4	4	6	2		2	3	2	3	
CCGT												
ICE-2MW			23	16	19	8	12	10	3	5	16	3
OCGT												
CC-GE				47	23	17	17	16	15	12	30	7
ICE-12MW			27	40	21	14	14	11	8	9	18	4

TEST CASE 4: Base Case +MES 2 +Koeberg 40years + Inga & Coal optimized

	Coal	Landfill Gas	Import Hydro	CCGT	CCGE	OCGT	ICE 12MW	PV	Wind
2020									
2021		250					8892	1000	
2022					5100			1000	
2023				1464				1000	
2024	7500							1000	1800
2025	750							1000	1800
2026	1500							1000	1800
2027	2250							1000	1800
2028								1000	1800
2029								1000	1800
2030			2500					1000	1800

Test Case 4 Gas Load Factors

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ankerlig		94	4	3	6						1	
DoE_IPP	37	88	3	1	3	1	1	1	1	1	1	1
Gourikwa	55	94	4	2	4						1	
CCGT					**88**	**88**	**87**	**76**	**69**	**70**	**73**	**61**
OCGT												
CC-GE				41	24	18	17	11	11	8	15	5
ICE-12MW			26	19	14	13	9	5	3	3	3	

TEST CASE 5: Base Case + Gas Limit

	Coal	Landfill Gas	Import Hydro	CCGT	CCGE	OCGT	ICE 12MW	PV	Wind	Battery Storage 1 hour
2020										
2021		250					840			
2022					150			1000		162
2023	1250							1000		
2024	500				450				1800	
2025					450			70	1800	
2026					600				1800	
2027	750							820	1800	
2028								1000	1800	252
2029								1000	1800	1821
2030			2500		150			840	1800	

Test Case 5 Gas Load Factor

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ankerlig	41	18	7	8	8	3	1	3	3	3	5	1
DoE_IPP	12	11	3	1	3	1	1	1	1	1	2	1
Gourikwa	29	15	4	4	6	2		2	3	2	3	
CCGT												
ICE-2MW			23	16	19	8	12	10	3	5	16	3
OCGT												
CC-GE				47	23	17	17	16	15	12	30	7
ICE-12MW			27	40	21	14	14	11	8	9	18	4

TEST CASE 6: Base Case + 30 Months Wind Lead Time + Gas Limit

	Coal	Landfill Gas	Import Hydro	CCGT	CCGE	ICE	OCGT	ICE 12MW	PV	Wind	Battery Storage
2019											
2020											
2021			250								
2022									1000	1800	462
2023	500								1000	1800	
2024	500				450					1700	
2025					450				540	1800	
2026							2	96		1800	
2027	750				1500				490	1600	
2028									1000	1800	66
2029									990	1800	1821
2030				2500	150				1000	800	

Test Case 6 Gas Load Factors

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ankerlig	41	18	7	8	8	3	1	3	3	3	5	1
DoE_IPP	12	11	3	1	3	1	1	1	1	1	2	1
Gourikwa	29	15	4	4	6	2		2	3	2	3	
CCGT												
ICE-2MW			23	16	19	8	12	10	3	5	16	3
OCGT												
CC-GE				47	23	17	17	16	15	12	30	7
ICE-12MW			27	40	21	14	14	11	8	9	18	4

6.4 APPENDIX D – SUMMARY OF PUBLISHED DRAFT IRP 2018

6.4.1. INTRODUCTION

This section contain the results of the analysis that resulted into the draft IRP 2018 published plan. These scenarios can be categorised into projected demand growth scenarios and key input scenarios. The scenarios looked at some of the key factors such as the use as carbon budget for carbon dioxide emissions reduction, assumed gas prices variation to analyse the impact of changing gas prices, and the removal of annual build limits imposed on RE.

Key Scenarios Modelled and Simulated in Developing Draft IRP 2018

Test Case	IRP 3	IRP 4	IRP 2	IRP 1	IRP 6	IRP 5	IRP 7
Key Input Change	Demand Forecast	Demand Forecast	Demand Forecast	No Renewables Annual Build Limit	Carbon Budget	Market Linked Gas Price	Carbon Budget And Market Linked Gas Price
Demand Forecast	Median	Lower	Hi	Median	Median	Median	Median
CO_2 Mitigation	Peak Plateau Decline	Peak Plateau Decline	Peak Plateau Decline	Peak Plateau Decline	Carbon Budget	Peak Plateau Decline	Peak Plateau Decline
Renewable Annual Build Limit	Yes	Yes	Yes	No	Yes	Yes	Yes
Fuel Prices	Constant	Constant	Constant	Constant	Constant	Market Linked Gas	Constant
Transmission Grid Collector Stations Costs	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Key assumptions and considerations included in the scenarios modelled and simulated included, among others:

- The demand forecast for various growth trajectories;

- maintenance of the RE annual build rate as previously assumed in the promulgated IRP 2010–2030. The Plan assumed 1000MW for PV and 1600MW for wind per annum;
- the carbon dioxide emission reductions constraint using the PPD , except for one scenario that used carbon budget approach;
- the performance of the Eskom coal plants as per their performance undertakings;
- the decommissioning dates of existing generation plants;
- the cost associated with the dedicated transmission infrastructure costs for that energy and capacity mix; and
- committed, planned generation plants, such as Medupi, Kusile and RE (up to Bid Window 4).

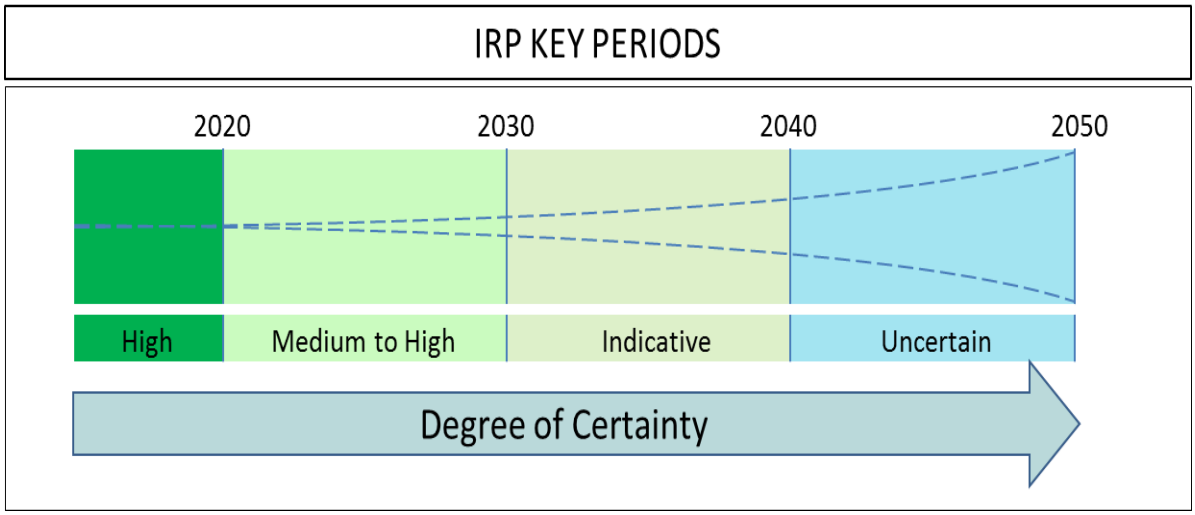
Following the development of the reference case taking into account the assumptions, the scenarios listed were simulated and analysed.

Technical modelling and simulation was performed using PLEXOS software. The objective function of PLEXOS is to minimise the cost of investments and electricity dispatch using complex mathematical models. The cost function is determined by the operational costs, start-up costs, fuels cost and penalty costs for unserved energy or for not meeting the reserve requirements.

Constraints can be applied to the model in the software if necessary. These constraints include, among others: energy balances; emission constraints; operational constraints (limits on generation, reserve provision, up and down times, ramp rates and transmission limits); regional capacity reserve margins and ancillary services; maximum number of units built and retired; fuel availability and maximum fuel usage; minimum energy production; and RE targets.

6.4.2. RESULTS OF THE SCENARIOS

The analysis of the results from the simulations were analysed by looking at the energy mix for three periods (2017–2030, 2031–2040 and 2041–2050). The degree of certainty of the assumptions decreases the longer we project into the future and hence the depiction of the periods in



IRP Study Key Periods

The assumptions for the period between now and year 2020 are of high certainty as they actually fall within the Eskom operations plan for the year.

The period 2021–2030 is termed a “medium-to-high” period of certainty, with new capacity requirements driven by the decommissioning of old Eskom power plants and marginal demand growth. While demand and technology costs are likely to change, the decommissioning of old plants will definitely result in the requirements for additional capacity.

The period 2031–2040 is termed an “indicative period”, as the uncertainty regarding the assumptions begins to increase. The output for this period is relevant to the investment decisions of the 2021–2030 period because it provides information needed to understand various future energy mix paths and how they may be impacted by the decisions made today.

The period 2041–2050 is even more uncertain than the period before 2040.

The results were analysed in line with the objectives of the IRP, which are to balance cost, water usage, emission reduction and security of supply.

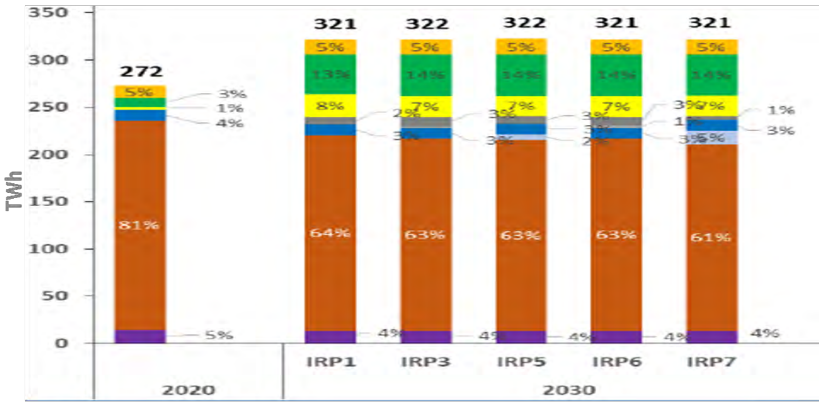
From the results of the scenario analyses, the following are observed for the period ending 2030:

- Committed REIPPP (including the 27 signed projects) and Eskom capacity rollout ending with the last unit of Kusile in 2022 will provide more than sufficient capacity to cover the projected demand and decommissioning of plants up to around 2025.
- The installed capacity and energy mix for scenarios tested for the period up to 2030 does not differ materially. This is driven mainly by the decommissioning of about 12GW of Eskom coal plants.
- Imposing annual build limits on RE will not affect the total cumulative installed capacity and the energy mix for the period up to 2030. See Table 7 and Table 8 for details.
- Imposing carbon budget as a strategy for carbon dioxide emission reduction or maintaining the PPD approach used in 2010 will not alter the energy mix by 2030.
- The projected unit cost of electricity by 2030 is similar for all scenarios, except for market-linked gas prices where market-linked increases in gas prices were assumed rather than inflation-based increases.
- The scenario without RE annual build limits provides the least-cost option by 2030.

For the period post 2030, the following are observed:

- The decommissioning of coal plants (total 28GW by 2040 and 35GW by 2050), together with emission constraints imposed, imply coal will contribute less than 30% of the energy supplied by 2040 and less than 20% by 2050.
- Imposing annual build limits on RE will restrict the cumulative renewable installed capacity and the energy mix for this period.
- Adopting no annual build limits on renewables or imposing a more stringent carbon dioxide emission reduction strategy implies that no new coal power plants will be built in the future unless affordable cleaner forms of coal to power are available.
- The projected unit cost of electricity differs significantly between the scenarios tested. It must be noted that a change in fuel cost (gas, for example) can affect the projected cost significantly.
- The scenario without RE annual build limits provides the least-cost option by 2050.
- Overall, the installed capacity and energy mix for scenarios tested for the period post 2030 differs significantly for all scenarios and is highly impacted / influenced by the assumptions applied.

Modelling Output
Year 2030 Energy Mix



Projected Peak Demand
Year 2020 – 40GW
Year 2030 – 48GW

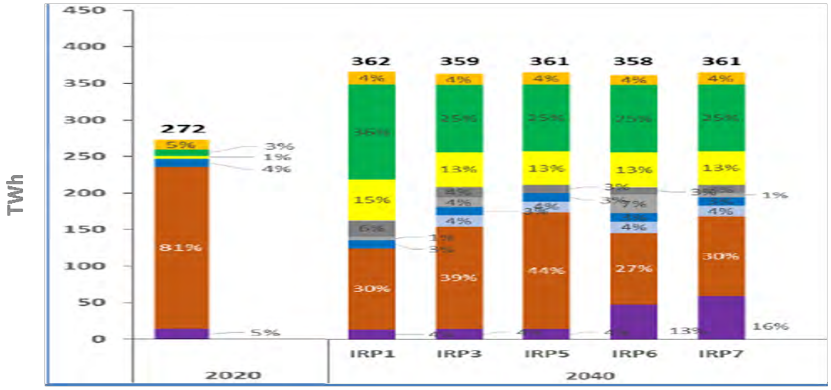
Installed Capacity	**GW**	**61**	**78**	**78**	**78**	**78**	**78**
Environment	CO2 (Mt / year)	236	217	215	213	215	207
	Water Usage (bn Ltr / year)	260	199	199	198	199	191
Cost*	Unit Cost (c/kwh)		115	115	117	115	119
	Cumulative Cost Difference (R'million)		0	13 822	19 150	14 265	24 361
Security of Supply	Grid Stability and Fuel Supply Exposure	Envisaged levels of renewable energy supported by flexible gas plants is expected not to affect Grid Stability and Reliability. All scenarios contain similar volumes of Gas to power which is likely to be imported.					

Nuclear Coal Hydro Import Hydro CCGT CC-GE OCGT PV Wind Others

*** Year 2017 Rands**

Scenario Analysis Results for the Period Ending 2030

Modelling Output
Year 2040 Energy Mix



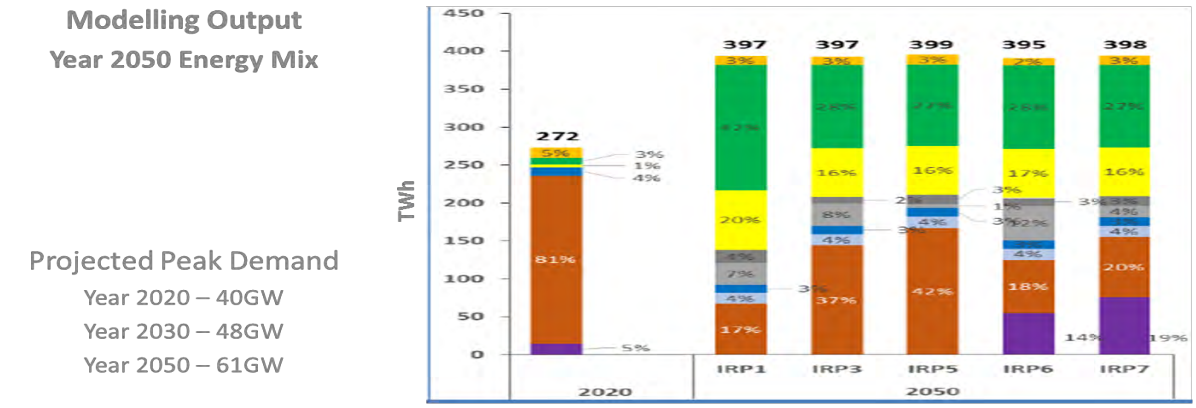
Projected Peak Demand
Year 2020 – 40GW
Year 2030 – 48GW
Year 2040 – 54GW

Installed Capacity	**GW**	**61**	**120**	**105**	**105**	**105**	**105**
Environment	CO2 (Mt / year)	236	123	153	168	116	119
	Water Usage (bn Ltr / year)	260	59	66	70	56	58
Cost*	Unit Cost (c/kwh)		125	132	134	135	140
	Cumulative Cost Difference (R'million)		0	116 979	198 173	192 673	336 275
Security of Supply	Grid Stability and Fuel Supply Exposure	Reliance on coal significantly reduces to around 30% from between 60% and 80% pre year 2030. Significant reliance on renewables and gas. Depending on source of gas, there is potential price and supply risk. Grid stability at high levels of renewable energy will need to be studied in detail and confirmed					

Nuclear Coal Hydro Import Hydro CCGT CC-GE OCGT PV Wind Others

*** Year 2017 Rands**

Scenario Analysis Results for the Period 2031–2040



Installed Capacity	GW	61	148	126	126	126	126
Environment	CO2 (Mt / year)	236	82	160	178	92	90
	Water Usage (bn Ltr / year)	260	36	54	51	36	38
Cost*	Unit Cost (c/kwh)		135	143	144	148	151
	Cumulative Cost Difference (R'million)		0	282 315	466 286	515 081	857 073
Security of Supply	Grid Stability and Fuel Supply Exposure	Reliance on coal continues significantly decline to around 30% from between 60% and 80% pre year 2030. Significant reliance on renewables and gas. Depending on source of gas, there is potential price and supply risk. Grid stability at high levels of renewable energy will need to be studied in detail and confirmed before a path is decided.					

*** Year 2017 Rands**

Scenario Analysis Results for the Period 2041–2050

6.4.3. CONCLUSIONS FROM ANALYSIS OF THE SCENARIOS

The following conclusions are drawn from the results of the analyses:

- The review of the IRP implies that the pace and scale of new capacity developments needed up to 2030 must be curtailed compared with that in the promulgated IRP 2010–2030 projections.
- Ministerial Determinations for capacity beyond Bid Window 4 (27 signed projects) issued under the promulgated IRP 2010–2030 must be reviewed and revised in line with the projected system requirements.
- The scenario without RE annual build limits provides the least-cost electricity path to 2050.
- Without a policy intervention, all technologies included in the promulgated IRP 2010–2030 where prices have not come down like in the case of PV and wind, will not be deployed because the least-cost option only contains PV, wind and gas.

- The significant change in the energy mix post 2030 indicates the sensitivity of the results observed to the assumptions made. A slight change in the assumptions can therefore change the path chosen. In-depth analysis of the assumptions and the economic implications of the electricity infrastructure development path chosen post 2030 will contribute to the mitigation of this risk.

6.4.4. DRAFT IRP 2018

Drawing from the conclusions of the scenarios analysed, the scenario of RE without annual build limits provides the least-cost path up to 2050. The significant change in the energy mix post 2030 and the sensitivity of the energy mix to the assumptions are key points to note.

It was therefore recommended that the post 2030 path not be confirmed, but that detailed studies be undertaken to inform the future update of the IRP. These studies should, among others, include the following:

- Detailed analysis of gas supply options (international and local) to better understand the technical and financial risks and required mitigations for an RE and gas-dominated electricity generation mix post 2030.
- Detailed analysis of the appropriate level of penetration of RE in the South African national grid to better understand the technical risks and mitigations required to ensure security of supply is maintained during the transition to a low-carbon future. Some work has been done on the impact of increasing shares of variable generation on system operations in South Africa (Flexibility Study). There is a need to expand this work to include an in-depth analysis of technical options such as reduced inertia, reduced synchronizing torque, reduced voltage support and reduced contribution to short-circuit currents to overcome stability issues resulting from non-synchronous generation and distributed generation. There is also a need to determine whether the stability issues will become relevant in the near, mid and long term. The above-mentioned technical options are most suitable to overcome the challenge. This part of work is already under consideration.

- Detailed analysis of other clean energy supply options (coal, hydro, nuclear and others), including their associated costs and economic benefits. The NDP Update acknowledges the potential to increase the efficiency of coal conversion and calls for any new coal-power investments to incorporate the latest technology. The NDP Update calls for cleaner coal technologies to be supported through research and development, and technology transfer agreements in ultra-supercritical coal power plants; fluidised-bed combustion; underground coal gasification; integrated gasification combined cycle plants; and carbon capture and storage, among others. The NDP Update further acknowledges the role of nuclear in the energy mix and calls for a thorough investigation of the implications of nuclear energy, including its costs; financing options; institutional arrangements; safety; environmental costs and benefits; localisation and employment opportunities; and uranium-enrichment and fuel-fabrication possibilities.

  Such an analysis would therefore be in line with and in support of commitments in the NDP Update

  .
- Detailed socio-economic impact analysis of the communities impacted by the decommissioning of old, coal-fired power plants that would have reached their end-of-life. Such an analysis would go a long way in ensuring that communities built on the back of the coal-to-power sector are not left behind during the transition.

For the period ending 2030, a number of policy adjustments is proposed to ensure a practical plan that will be flexible to accommodate new, innovative technologies that are not currently cost competitive, the minimization of the impact of decommissioning of coal power plants and the changing demand profile.

Recommended policy adjustment is as follows:

- Adopt a least-cost plan with the retention of annual build limits (1000MW for PV and 1600MW for wind) for the period up to 2030. This provides for smooth roll out of RE, which will help sustain the industry.
- Make provision for 1000MW of coal-to-power in 2023–2024, based on two already procured projects. Jobs created from the projects will go a long way

towards minimizing the impact of job losses resulting from the decommissioning of Eskom coal power plants and will ensure continued utilisation of skills developed for the Medupi and Kusile projects.

- Make provision for 2500MW of hydro power in 2030 to facilitate the RSA-DRC treaty on the Inga Hydro Power Project in line with South Africa's commitments contained in the NDP Update to partner with regional neighbours, The Project has the potential to unlock regional industrialisation.
- Adopt a position that all new technologies identified and endorsed for localisation and promotion will be enabled through Ministerial Determinations utilising existing allocations in the IRP Update. This approach is supported by existing electricity regulations. The Electricity Regulations on New Generation Capacity enables the Minister of Energy to undertake or commission feasibility studies in respect of new generation capacity taking into account new generation capacity as provided for in the IRP Update. Such feasibility studies are, among others, expected to consider the cost of new capacity, risks (technical, financial and operational) and value for money (economic benefits).
- Adopt a position that makes annual allocations of 200MW for new generation-for-own-use between 1MW to 10MW, starting in 2018. These allocations will not be discounted off the capacity allocations in the IRP Update initially, but will be discounted during the issuing of determinations taking into account generation for own use filed with NERSA.

The recommended updated Plan is as depicted in the table below. Impact on price path is discussed later.

	Coal	Nuclear	Hydro	Storage (Pumped Storage)	PV	Wind	CSP	Gas / Diesel	Other (CoGen, Biomass, Landfill)	Embedded Generation
2018	39 126	1 860	2 196	2 912	1 474	1 980	300	3 830	499	Unknown
2019	2 155					244	300			200
2020	1 433				114	300				200
2021	1 433				300	818				200
2022	711				400					200
2023	500									200
2024	500									200
2025					670	200				200
2026					1 000	1 500		2 250		200
2027					1 000	1 600		1 200		200
2028					1 000	1 600		1 800		200
2029					1 000	1 600		2 850		200
2030			2 500		1 000	1 600				200
TOTAL INSTALLED	33 847	1 860	4 696	2 912	7 958	11 442	600	11 930	499	2600
Installed Capacity Mix (%)	44.6	2.5	6.2	3.8	10.5	15.1	0.9	15.7	0.7	

Installed Capacity
Committed / Already Contracted Capacity
New Additional Capacity (IRP Update)

Proposed Updated Plan for the Period Ending 2030

- Coal Installed Capacity is less the 12 000 MW capacity to be decommissioned between years 2020 and 2030
- Existing and committed Coal, Nuclear, Hydro and Pumped Storage Capacity is less auxiliary power. Stated numbers are therefore based on sent out capacity not rated capacity.
- Two additional units at Medupi have since been commissioned which is earlier than previously assumed.
- Distributed generation for own use installed base is unknown as these installations were exempted from holding a generation license or were not required to be registered.

6.4.5. PUBLISHED DRAFT IRP 2018 ELECTRICITY TARIFF PATH COMPARISON

Tariff path analysis was done for the five key input scenarios , namely no RE annual build rate (IRP1), median growth (IRP3), market-linked gas price (IRP5), carbon budget (IRP6) and carbon budget plus market-linked gas price (IRP7).

Data for the Price Path Model (PPM) used for the analysis came from Eskom's Financial Statements and Revenue Application of April 2017, and output of the scenarios from technical models.

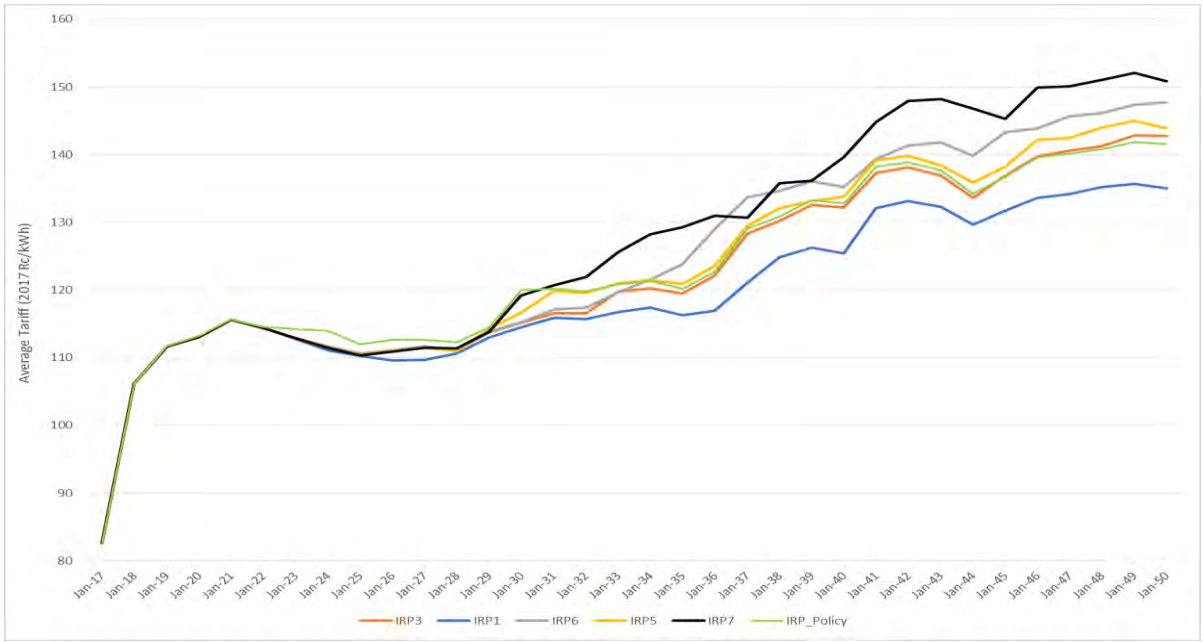
The PPM simulates the regulatory pricing methodology for South Africa. The model forecasts Eskom's total costs, including generation, transmission, purchases and distribution. The PPM does not forecast municipal costs.

Key assumptions in the Model can be summarised as follows:

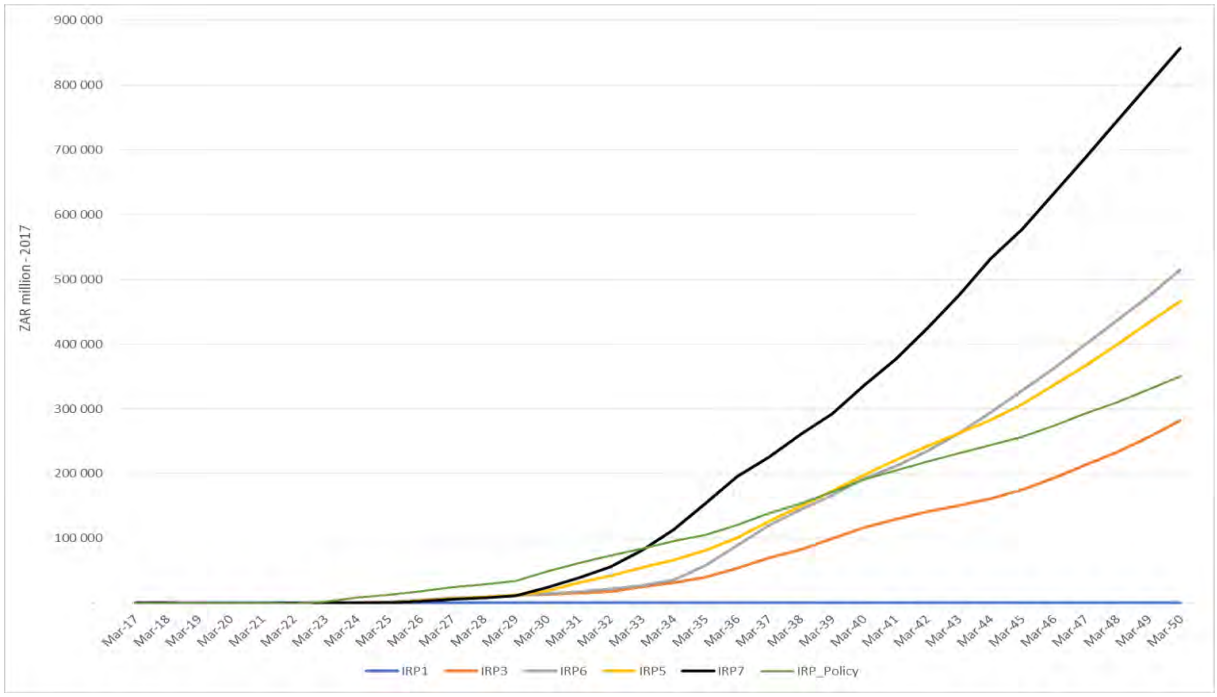
- from financial year 2017/18, the tariffs will immediately move to 'cost-reflective' levels as per the NERSA methodology.
- No change in Eskom's current level of performance and efficiency.
- Eskom will build nuclear and the rest of the capacity will be built by another party.
- Eskom will be responsible for developing new transmission and distribution networks.

The table below shows the comparative tariff projections for each of the five input scenarios and the cumulative difference between the scenarios[11] by 2030.

[11] No RE annual build rate (IRP1), median-growth (IRP3), market-linked gas price (IRP5), carbon budget (IRP6) and carbon budget plus market-linked gas price (IRP7) scenarios.



Comparison of Tariffs for the Scenarios in 2017 (Cents per Kilowatt Hour)



Cumulative Comparison of Tariff Paths for the Scenarios

There is a marginal difference in the projected price path for the period up to 2030. This is to be expected, since technical analysis resulted in the observation that the energy and capacity mix for the period differs marginally between the five scenarios.

Beyond 2030, and driven by the difference in the energy and capacity mix, the price paths are significantly different. The scenario where annual build limits on RE is removed (IRP1) provides the lower-tariff path, with the scenario where carbon budget as emission mitigation strategy is imposed and market-linked gas prices are assumed (IRP7) resulting in the highest tariff path. A further observation was that the adoption of carbon budget as emission mitigation strategy, with the targets as currently suggested, results in the tariff path of this scenario being the second highest by 2050 (see IRP6).

There is therefore no difference in tariff path for the different scenarios up to 2030, while the choice of technologies and their associated costs, taking emission mitigation requirements and capacity building into account, will drive the price path beyond 2030. Cumulative by 2030 deviation from the least cost case (IRP1) will results in additional costs to the consumer.

Hence, it makes no difference for this version of the IRP Update which scenario is adopted up to 2030. The huge difference between scenarios beyond 2030 will, however, make it necessary to undertake a detailed energy path study that will inform a next update of the IRP.

The policy adjusted scenario will result in about 5% higher tariff by year 2030 compared to the least cost scenario. This is the results of the smoothing out RE rollout plan which commissions plants earlier than they are actually required by the system as well as the introduction coal and hydro power. It must be noted this financial analysis does not take into account the economic benefits of a consistent and predictable RE rollout, the likely regional economic benefits of Inga hydropower as well as the economic benefits of continued beneficiation from coal.

APPENDIX C INSTRUMENTS

1. What do you understand by gender equality/mainstreaming?

2. What is your view on South Africa's legal framework contributing to the success of female leaders in IPP companies?

3. Do you think REIPPPP has been structured to support/hinder the success of female leaders? If so, why?

4. What do you think are key barriers to the success of female leaders in IPPP?

5. What do you think are key enablers in the success of female leaders in IPPP?

APPENDIX D PARTICIPANT'S INFORMATION SHEET

Dear Participant,

My name is Lusani Jacqueeline Madali – a student in the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the Master of Management in Energy Leadership.
I am researching factors contributing to the success of female leaders in South African Independent Power Producers to meet the degree requirements. This study will outline both the research question and objectives. The overarching research question was to find out:

b. What are the key barriers and enabling factors contributing to the success of female leaders in renewable energy IPP Companies?

Based on the research questions, the following were the objectives:

c. Critique the legal framework and its applicability to the success of female leaders in South African Independent Power Producer.
d. Evaluate the renewable energy structure under REIPPPP.
e. Identify and evaluate to what extent these factors are contributing to the success of female leaders in renewable energy IPP Companies.

The research is based on qualitative methodology and, as such, will require interviews to be conducted with participants to capture their experiences. As part of this research, you have been identified as a potential participant in line with the research question and objectives, and, as such, your participation is being requested.

Please note that participating in this research is voluntary, and refusal to participate will not be held against you. Again, should you feel uncomfortable during the interview proceedings, you are welcome to stop the session, and your information will not form part of the report. Furthermore, the same will apply should you withdraw your participation after the interview session, and your information will not form part of the report.

The interview questions will be semi-structured, allowing additional questions depending on your response. The interviews will be held online or face-to-face. Depending on your availability and the manner of the interview, a meeting will be scheduled for 45 minutes. The interview procedure will be recorded and transcribed to form part of the research report.

To allow for good-quality data analysis, the interview will be recorded, and you will have the right to access the recordings and the abstract. However, if you prefer that an interview is not tape-recorded, this option will be made available, and notes will be taken. Participants will have the opportunity to verify the transcription of the tapes.

In maintaining confidentiality, personal information will not be shared with any third parties, and interview recordings will be stored in a secure cloud that only the researcher can access. As such, no anticipated harm or risks are expected from the participants. However, noting the nature of the research, anonymity cannot be guaranteed.

Please feel free to ask any questions regarding this research, to which all answers will be transparent. Thank you for taking time the time to consider participating in the study. I look forward to engaging with you.

Yours faithfully.

Lusani Jacqueeline Madali
Email: 756191@students.wits.ac.za
Mobile: 066 1101 589

SUPERVISOR: Nomusa B Mazonde, PHD
Email: nomusa.mazonde@wits.ac.za
Mobile: 074 773 5253

APPENDIX E PARTICIPANT'S CONSENT FORM

I consent to participate in this study towards a partial fulfilment of the requirements for the degree of Master of Management in Energy Leadership in the Faculty of Commerce, Law and Management, University of the Witwatersrand.

I assert that:

- I have read and understood the "participant's information sheet".
- I understand that my participation is voluntary and that I may, at any point, withdraw my participation in this study, and my input will not be used.
- I understand that my personal information will not be shared with any third party and that my confidentiality will be maintained; however, anonymity cannot be guaranteed.
- I know the interview recordings will be kept in a safe, secure drive/cloud to maintain confidentiality.
- I now consent to participate in the interview, recording the interview session and for my input to form part of the research report.

Participant's name: _____

Signature: _____

Date (YYYYMMDD): _____

DECLARATION BY THE RESEARCHER:

I…… (Full name) assert and acknowledge that:

- I explained the project information to the participant and was satisfied that he/she understood all project aspects of the research, as indicated above; and
- I assert that no conflict of interest from my end may interfere with or influence the participant's input.

Signed at……(Place), on ……(date)

…… ……..

Researcher's signature Witness's signature