Stakeholder Communication Strategy
to Support the CMAs Establishment Project

Draft Strategy for Discussion and Finalisation

29th June 2012
1. Introduction and Background

South Africa’s National Water Act (Act 36 of 1998) is not only widely recognised as the most comprehensive water law in the world, but also stipulates, clearer than elsewhere, that water is essentially a tool to transform society towards social and environmental justice and poverty eradication. However, the scarcity and variability of the available water resources in South Africa, coupled with the country's need for economic growth and development, as well as social upliftment, presents water resource managers with a number of significant challenges. Typical challenges include the facts that catchments are often divided by provincial and other political or administrative boundaries, and that inter-basin transfers allow water to cross catchment boundaries. Given South Africa’s precarious position as a water-stressed country and the importance of water to human livelihood and economic prosperity, the management of water resources is essentially critical. The Department of Water Affairs (DWA) as the custodian of water resources recognises that naturally occurring water usually can only be effectively and efficiently managed within a river basin or catchment area, because of the need to manage, or at least account for, all aspects of the hydrological cycle. The Act provides for the establishment of a range of water management institutions, in order to facilitate the devolution of water resources management functions to the water users at the local level. The Department therefore promotes "catchment-based" institutions that achieve a balance between the interdependent roles of resource protection and resource utilisation.

In March 2012, the Minister of Water and Environmental Affairs, Mrs Edna Molewa approved the establishment of nine Catchment Management Agencies (CMAs) in South Africa. The CMAs will play a critical role in managing the country’s scarce water resources, including facilitating stakeholder input into the management of water resources. This forms part of a vital component of South Africa’s Integrated Water Resources Management (IWRM) approach of progressively devolving responsibility and authority over water resources to CMAs. The Minister has reduced the number of CMAs to nine (9) from the original proposal of nineteen (19) CMAs. This is due to a number of reasons including the technical capacity required to staff CMAs, and the challenges such a large number of institutions poses to the Department of Water Affairs (DWA) in regulating their performance. The water management area boundaries are expected to be formally amended through the second edition of the National Water Resources Strategy. The proposed amendments to the boundaries have been published for public comment, and the participation of the public and water users in particular will enable the Department to make the necessary amendments to the proposed boundaries before they are finally gazetted. Once the boundaries have been formally gazetted, DWA will launch a national project for the establishment of nine functional and financially viable and sustainable CMAs. In the project, the existing CMAs in the Inkomati and the Breede-Overberg water management areas will receive the first priority and be realigned into the Inkomati-Usuthu and the Breede-Gouritz CMAs respectively. This will be followed by the establishment of CMAs in the Limpopo, Vaal, and Phongola/Umzimkulu water management areas. The Department needs to move in earnest with the implementation of the proposed CMAs, with a plan to have the nine CMAs established and operational in a period of 3-5 years. There has been considerable uncertainty in the past with regard to the division of functions between DWA and the CMAs. Hence, there is a significant amount of consolidated effort required to establish and operationalise the CMAs.

In order to maximise efficiencies of establishing and operationalising the envisaged nine CMAs, it was essential to develop an integrated stakeholder communication and stakeholder management strategy that effectively help DWA to create awareness for and also build credibility for the project among sector partners and government expected to support the establishment of credible CMAs.
The stakeholder communication and stakeholder management programme will ensure that stakeholders in the various water management areas are effectively engaged and involved in the process of establishing the CMAs, in line with the government’s commitment to the democratisation of water management in South Africa.

1.1 Document Purpose

The Stakeholder Communication and Stakeholder Management Strategy to support the CMAs Establishment project have been developed as a pragmatic approach that is specifically tailored to meet the demands for information and engagement on the project. The programme recognises that the requirements of the project and workstreams in relation to stakeholder management are incredibly complex and require an out-of-the box approach. The Strategy is a working document whereby various stakeholders will be identified as DWA moves forward in the establishment of pronounced CMAs. It should be noted that stakeholders are not static – their composition, contacts and interests change over time. It is this premise that the strategy seeks to involve broader stakeholders from various levels, therefore broad communication goals would be set, with messages that would be shared by all involved, so that there would be conformity in the messages that are going out from all activities of the project. This way information presented would be tailored to specific goals of the project and specific goals of the communications strategy. A common message being disseminated at all levels of the project need to inspire a sense of purpose, ownership and oneness.

The Strategy is based on the need to create awareness, dialogue, and advocacy and build credibility around the CMA Establishment project at national, provincial and local levels, while also maintaining a sustained interest among DWA partners to continue to support its implementation. The purpose of this strategy document is to provide a clear, simple and dynamic but practical approach to stakeholder engagement to support the project of establishing and operationalising the proposed nine CMAs. The document outlines the framework that will enable effective stakeholder management and coordinated communication with both DWA’s internal and external stakeholders. It defines how the Department’s internal stakeholder, other relevant government departments, and any other external stakeholders will be engaged and how this engagement will be managed.

1.2 Strategic drivers for this Strategy

The National Water Act (NWA) provides for public participation to enhance participatory democracy through the establishment of water management institutions (WMIs), where equity, representivity and the redress of the past imbalances is ensured in water resource management. The basic principles of the Act are equity, efficiency, sustainability and representivity. Before the process of establishing the proposed nine CMAs can be concluded, there is a need to engage the stakeholders on the proposals and business cases that the Department has developed. The processes to establish each CMA will be largely generic, influenced by what processes have already been undertaken in the water management, and the specific nature of the water management area reconfiguration. This process can be understood as a number of work-streams, namely:

- **Institutional establishment**: Processes to ensure that the CMAs are legally established as well as the preparation of supporting documentation.
- **Organisational development**: Processes to develop individual organisational structures, and the establishment of the governance structures, internal policies and systems.
- **Operationalisation**: Ensuring that each CMA can undertake initial and delegated functions. This includes the transfer of funds and the delegation of additional functions.
- **Stakeholder engagement and management**: Ensuring that stakeholders are engaged with and capacitated to understand the establishment and functioning of the CMA.
Therefore, the approach of the Stakeholder Communication and Stakeholder Management Strategy to support CMAs Establishment project departs from a premise of four key principles or characteristics, which involve:

- a systems approach which recognises the individual components as well as the linkages between them, and addresses the needs of both the human and technical systems;
- an integrated approach, rather than a comprehensive approach, in which attention is directed towards key issues of concern identified by all stakeholders in the process;
- a partnership approach which promotes the search for common objectives, and defines the roles, responsibilities and accountabilities of each agency and individuals who participate in the process of decision-making; and
- a balanced approach where close attention is given to decisions designed to achieve a sustainable blend of economic development and protection of resource integrity, whilst meeting social norms and expectations.

The Department should engage with stakeholders at key decision-making points throughout your project so that they are able to influence decisions. Please that generally, there are three key decision-making points where you will engage with the community and stakeholders: during scoping or ideas generation, during analysis (where options and alternatives are considered) and during decision-making. It is important to note that the Department does not need to engage with all your stakeholders at every point, but you do need to be clear about when you will be engaging with your stakeholders and what you will be asking them to contribute. Nonetheless, engagement is a two-way process and therefore the project team should always aim to feedback ideas or decisions to the participants.

In support of the communication strategy emphasis will be placed on certain key programmes and activities. These would be targeted as “best” practices. This does not exclude any activities that will add value to the communication strategy during the course of the project. Central to the communications will be highlighting the Department’s role in contributing to Government’s vision of eradicating poverty and strengthening food security.

2. Strategy Objectives

The focus of this Stakeholder Communication and Stakeholder Management Strategy to support CMAs Establishment is to describe a standard approach in which the stakeholder engagement process will unfold; how, when and who needs to be involved for the success of the establishment and operationalisation of the envisaged nine CMAs. This is the stage where stakeholder engagement becomes crucial; as it provides an opportunity for the all that are affected and interested will be involved in the development of the proposed CMAs. The purpose for a Strategy to support the establishment of the CMAs is to ensure that the views of various stakeholders are incorporated at an early stage and to promote ownership of these CMAs by the stakeholders, in order to ensure effective service delivery.

The key objectives of the stakeholder communication and stakeholder management process are to achieve the following:

- Consider and map stakeholders, and determine appropriate institutional options for stakeholder engagement
- The stakeholder engagement must build consensus and reduce the potential for future conflict
- The engagement must enable the Department and stakeholders to share knowledge and expertise
- Engage stakeholders affected by the process to develop the new catchment management agencies
• Identify and address the stakeholders concerns about the proposed CMAs within their area of jurisdiction
• Develop effective 2-way communication, both internal and external
• Use identified institutional options for stakeholder engagement to ensure a common understanding of issues at stake and obtain broader agreements
• Consider appropriate mechanisms for communication and publicising of establishing the envisaged catchment management agencies
• Ensure consistency in the performance of processes of establishing / operationalising new CMAs
• Promote ownership of these CMAs in order to strengthen water governance by all water users in South Africa
• Ensure that the consulted stakeholders are capacitated to understand the establishment and functioning of Catchment Management Agencies and issues of IWRM
• Create awareness and enhance the level of understanding on issues about water institutions, in order to improve and strengthen active stakeholders participation in Water Resources Management (WRM)
• The engagement must inform and educate stakeholders about the Department’s function and responsibilities in relation to water sector institutions, and
• To put in place mechanisms to regularly monitor and evaluate communications, awareness levels and perceptions about WMLs and the Department.

2.1 Key Elements of this Strategy

While specific advocacy techniques and strategies vary, the following elements will form the basic building blocks for this Strategy, namely (i) identify the key issues and (ii) set goals and objectives.

2.2 Expected Outcomes

The expected outcomes would be:

• Strategy incorporated into the BPs of the project
• Water management institutions, e.g. CMAs that are visible, credible and financial sustainable to carry the work of water resources management in all nine water management areas
• Increased awareness of established CMAs and their roles or objectives
• Increased consultation and dialogue between DWA and sector partners
• Institutionalised culture and practice of 2-way communication
3. Stakeholder Analysis: Who are the key stakeholders?

Developing a strategy for incorporating stakeholder participation throughout the project cycle is particularly necessary in any project that impact on people. Stakeholders are the individuals, groups, or institutions that have an interest or stake in the outcome of the project, mainly because they will be affected by or will have an influence on the project. Therefore, a stakeholder is a person or group of people, internal or external to the CMA Establishment Project who:

- will be involved in and/or directly impacted by the project;
- may be accountable for leading or delivering a component of the project;
- can potentially impact influence, champion, or block the success of the project;
- can be external to the project or external to DWA e.g., sector customers and “players”;
- can be a formal or informal leader; and
- can be involved in multiple program initiatives that are linked to the project.

NB: Any given stakeholder may have multiple roles and/or belong to multiple stakeholder groups.

Different stakeholder groups require different forms of communication with a specific content that addresses their interests. Stakeholder participation in the CMAs Establishment project will involve a process where stakeholders collaboratively engage, as appropriate, in the design, implementation, monitoring and evaluation of activities. To effectively execute stakeholder engagements and participation in this project necessitate a stakeholder analysis process that will involve systematically gathering and analysing qualitative information to determine whose interests should be taken into account when implementing the CMAs Establishment project.

The Project’s stakeholder analysis process must starts with the identification of the relevant stakeholders, followed by an analysis of what the attitudes of these stakeholders are towards the project and how influential they may be. See example of a stakeholder analysis on figure 1 below:

<table>
<thead>
<tr>
<th>NAME OF STAKEHOLDER</th>
<th>PROBLEMS</th>
<th>INTERESTS</th>
<th>POTENTIAL</th>
<th>LINKAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>What problem does this group face?</td>
<td>What would they seek from the project?</td>
<td>What could they bring to the project?</td>
<td>Conflicts? Cooperation? Dependency?</td>
</tr>
</tbody>
</table>

Once this analysis is done, the public consultation process can start, whereby the stakeholders are brought into the fold and collaboration takes place. The last stage is to manage the identified stakeholders by keeping open channels of communications with continuous monitoring of attitudes and ensuring conflicts are foreseen and managed.

It is important to note that stakeholder engagement is complex and dynamic and this may have significant bearing on time and available resources, such as budgeted funds. The project requires an engagement approach that takes into account the complexity of the stakeholder landscape that the project is working within. It will need to ensure stakeholder engagement for each deliverable of the programme is effectively managed.
The following groups of stakeholders may have an interest in the establishment of their respective local CMAs or may be affected by the establishment, namely:

- Domestic and non domestic users
- Parastatals / State-owned Entities (SOEs), e.g. parks boards, universities, research institutions,
- Irrigation Boards and Water User Associations
- Associations, e.g. Unions, SAAWU, SAAFWUA, Water Sector Leadership Group, WISA, etc
- Industrial sector
- Non Government Organisations (NGOs)
- Community Based Organisations (CBOs)

The Department might need further consultations with key sector role players to achieve consensus on the respective roles and responsibilities of proposed CMAs.

### 3.1 Target Audience

Water-related projects are by their integrated nature attracts a broad range of stakeholders who require different methods and media of communication. A campaign such as this requires a segmentation of the target audiences according to the nature and type of information that is required. Much of the communications during this campaign will be stakeholders within the Department, although there is a need to communicate with information providers and users external to the Department. Thus specific emphasis will be placed on the following target audiences:

- DWA Chief Directorate: Institutional Oversight
- DWA Chief Directorate: Transformation
- DWA Regional Offices
- DWA Chief Directorate: Water Utilisation and Conservation
- DWA Chief Directorate: Water Services
- DWA Directorates of Strategic Planning, Project Planning, Disaster Management, International Liaison, Legal Services and Human Resources Development
- DWA projects and other initiatives that have a bearing on the CMAs Establishment project

### 4. The Implementation Programme

In order to facilitate the implementation, adoption and sustainability of the CMAs Establishment project it is important to build stakeholder engagement and commitment throughout the lifecycle of the project. This will help to mitigate the risk that stakeholders reject the changes that are being proposed. The stakeholder management objective is to initiate the stakeholder engagement process and to ensure that the project team:

- Proactively manage the stakeholder engagement process to mitigate the potential for multiple contact points and stakeholder confusion;
- Drive consistency in the way we engage individuals and groups impacted by the CMAs Establishment Project;
- Build commitment and buy-in of key stakeholders;

Stakeholder management is a proactive process of identifying, understanding and influencing key stakeholders whether individuals and groups to increase their readiness for change and, thus, help to ensure the success of
the change. The Project’s stakeholder engagement and management process will be based on the accountability principles of inclusivity, materiality and responsiveness. The stakeholder engagement must be done in a way that makes effective use of the Department and stakeholders’ resources, including time. This means stakeholders will receive feedback.

4.1 Project Management Plan

It is imperative that this strategy is supported by all stakeholders involved in the CMAs Establishment project. The following activities must be pursued in order to effectively implement the Stakeholder Communication and Stakeholder Management Strategy for supporting the CMAs Establishment project, namely to:

- Establish a Project Management Office
- Develop a Stakeholder Management Plan
- Establish Stakeholder Communication Channels for effective consultations and engagements
- Establish an effective integrated monitoring and reporting programme
- Execute Engagement / Communications Plan

The engagement must empower stakeholders on several levels, depending on their needs:

- Some stakeholders will be invited to consulted on the project
- Some stakeholders will be informed about the establishment of the envisaged CMA
- Some stakeholders will take part in the establishing and operationalising of the CMA

4.1.1 Project Stakeholder Management Plan

A Project Stakeholder Management Plan is an integral part of a recommended change management approach. This is closely tied to the communication activities of the Project, but is also critical for directing leadership involvement, informing risk management actions, refining organisational culture and other project and stakeholder involvement activities. The Project’s change management approach departs from the premise that effectively tackling all the people-related issues associated with the project does not happen by accident. It requires a comprehensive, focused, structured approach that addresses every aspect of the challenge and aligns with the overall DWA strategy of establishing and operationalising proposed CMAs.

The Plan will assist in formulating engagement interventions; prioritising; sequencing and differentiating between consultation, communication, input and impact. It is important to note that there must be timelines that highlights when activities are due to take place.

4.1.2 Message Development and Delivery

The implementation of the Strategy will also have public relations component that will deal with the upkeep of the Project’s image. The Plan will be used to assist in formulating engagement interventions; prioritising; sequencing and differentiating between consultation, communication, input and impact. One of the most effective ways to build awareness about the project issues and to generate backing for the project goals is to divide the audience into groups and develop a message to which each group will respond.
<table>
<thead>
<tr>
<th>Suggested message formats</th>
<th>Proposed channels of communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>written submissions</td>
<td>workgroups developing specific documents</td>
</tr>
<tr>
<td>formal or informal face-to-face meetings</td>
<td>face-to-face negotiation and dialogue</td>
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<tr>
<td></td>
<td>partner and industry newsletters and forums</td>
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<tr>
<td>briefing meetings</td>
<td>publications, distribution of documents and invitations to comment</td>
</tr>
<tr>
<td>project site visits</td>
<td>site visits and dialogue</td>
</tr>
<tr>
<td>letter</td>
<td>written material and e-mail</td>
</tr>
<tr>
<td>fact or information sheets</td>
<td>written and printed material</td>
</tr>
<tr>
<td>pamphlets or brochures</td>
<td>publications and printed material</td>
</tr>
<tr>
<td>graphics or illustrations</td>
<td>presentations networks and social organisations</td>
</tr>
<tr>
<td>power point presentations, overhead or slide presentations</td>
<td>forums, workshops and core groups</td>
</tr>
<tr>
<td>newspaper articles or advertisements</td>
<td>media</td>
</tr>
<tr>
<td>broadcast commentary or coverage</td>
<td>web-based vehicles</td>
</tr>
</tbody>
</table>
Proposed communication themes:
- Strengthening confidence in Water Services
- Batho pele: Water for all
- Water for sustainable growth and development
- Water: catalyst for rural development / socio-economic development
- Working together We can Save More Water for the future
- Working together We can have access to Water
- Towards equitable access and Water security for all

4.1.3 Issues Management

The issues to be engaged on will be determined as they emerge in the consultations. Communication is not only meant to inform people, but to align efforts in a common direction, build momentum, generate enthusiasm, and reduces anxiety across the Department. Communication must be orchestrated and delivered in a way that creates a coherent experience to yield the desired objectives. The CMAs Establishment project’s communications activities must be timely and responsive to stakeholder needs (as aligned to project specific deliverables). These communications must inform and reinforce the nature of the change and messages are put in the right context for each stakeholder group, and this can only be achieved when messages are delivered via the most appropriate channels.

4.2 The Engagement Approach

The Communications / Engagement function of the CMA Establishment project will focus on ensuring that stakeholders are not only informed of the changes that may impact them, or the wider organisation, but are also actively consulted, involved and encouraged to take ownership for the changes. Once stakeholders have been identified and assessed, the project management team must:

- Develop recommendations for specific activities and communications that will effectively engage each group and increase awareness, commitment and advocacy;
- Identify who the key stakeholder are for the project;
- Utilise communications as a vehicle to engage stakeholders
- Comments will be invited from stakeholders who want to comment on the establishment process of their respective local CMA
- Proactively manage any resistance from stakeholders to mitigate project and programme risks.
- Ensure the change journey for the project is visible.

A Stakeholder Management Database will be created to serve as a point in time snapshot of the project management team’s current understanding of the stakeholders. Information that has been collected will be entered in the database and be updated on a regular basis as the project progress. The stakeholder identification process will continue for the lifecycle of the project and if new stakeholder groupings are identified they can be added to the main stakeholder list.

Key considerations for achieving this goal are to:

- Have a set of guiding principles for all communication and engagement activities;
- Have a set of core messages that can be used to contextualise messages;
- Have approved communication channels that can be used by stakeholders;
- Have clearly articulated approvals processes for communication materials;
- Have specific designated responsibilities for stakeholder relationship management; facilitation; administration; monitoring and evaluation;
- Have a tailored approach for media communications;
- Careful management of media perceptions and how DWA engages the media will be needed.

The CMA Establishment project must place special attention to internal communications with emphasis on ensuring staff are capable of providing relevant information to the public when required to.

### 4.2.1.1 Engagement and Communications Methods

To ensure relevant coverage for the project, the following communication mechanisms are envisaged:

- **Ministerial Launch**
  The Launch will take place during the 2013 National Water week, where the Minister will make an announcement to the Nation in the presence of the Water Sector Dignitaries. The theme for the launch will be: “Enhancing service delivery through re-alignment of Water Sector Institutions”.

- **Direct**
  Communications will be effected by direct contact with stakeholders via meetings and workshops. In this regard capacity building or knowledge sharing sessions should be planned towards the end of the project to disseminate the information generated in the project.

- **Print Media**
  Print media will be utilised through both national and local newspapers, to develop awareness to a wider range of stakeholders. The adverts will provide the dates and the venue for the workshops and be printed in English and local languages. The following print media will be employed:
    - An information fact sheet about the CMAs Establishment project will be printed and made available to all delegates attending the various forums
    - Information articles will be written for various DWAF publications that include Shotha and Hlathi Manzi

- **Electronic Media**
  The following electronic media will be employed:
    - Notices and information about the project will be posted on the DWA Intranet via the DWA Project Manager
    - Notices and information about the project will be posted on the Chief Directorate: Institutional Oversight webpage

- **Outreach**
  Outreach activities will be done through the distribution of pamphlets as means of sensitising and inviting the community to various organised workshops.

- **Regional Workshops**
  The workshops will provide the platform for formal engagement where all stakeholders will be represented to discuss together with the Department. This is where the proposals will be scrutinised into detail and the concerns from the stakeholders will be documented. The workshops will be held nationally at a WMA level through the Water Management Forums. Other existing structures will also be considered and guidance will be provided by the Regional Offices.
The logistics for these workshops will be arranged by the Regional Coordinating Team, which will include the following Directorates:

- Communication
- Water Sector Support
- Institutional Establishment / Development

4.3 Tasks to achieve objectives

Objective 1: Facilitate a project change management process

The implementation of the strategy serves to change the way water related information on the establishment of water management institutions can be managed. For the project team to effective facilitate a seamless project change management process that ensures DWA staff do embrace the reforms and realignment processes of the management of envisaged CMAs and the resultant change in governance, the following activities will have to be executed and these include:

- dissemination of technical information about the project
- provision of generic integrated monitoring programme design approach
- development of a capacity building plan to help staff attain the skills required to participate effectively in the project

Objectives 2: Consider and map stakeholders, and determine appropriate institutional options for stakeholder engagement

Activities include;

- identify and categorise stakeholders
- prepare a project stakeholder database (both internal and external stakeholders)
- define stakeholder roles and responsibilities in the project
- build partnerships between DWA, Catchment Management Agencies (CMAs) and external stakeholders who are either providers or users of information

Objective 3: Facilitate a process of consultation with both internal and external stakeholders

Activities include;

- conduct stakeholder workshops / working sessions

Objective 4: Increase the level of understanding of the project and processes of implementation

Activities include;

- prepare an inception report, describing project objectives, functions and structure
- prepare presentations for orientation sessions
- disseminate information through letters, meetings, workshops and hands-on participation in the project
- orientation sessions, progress reports and DWA newsletters
- identify relevant forums to the CMAs Establishment project
- establish a website or webpage for the project
- establish a project Task Team to facilitate the participation of staff, and the flow of information between the project team and the line functions
Objective 5: Support coordination of processes of effective participation in the design and implementation of individual CMAs

*Activities include;*
- convene Task Team meetings to facilitate the participation of staff
- make use of skills, experiences, and knowledge of various organisations and individuals in the design and implementation of pilot studies
- identify stakeholder comments and concerns throughout the project process

Objective 6: Enhance ownership of, and accountability for project outcomes

*Activities include;*
- disseminate information on the costs and benefits of establishing the CMAs
- share information on the desired outcomes of the project, agree on methods to monitor feedback as the process unfolds
- establish coordination and collaboration with key stakeholders
- integrate and create a single co-ordinated information system to establish a balance of consistency and control with individual accountability for specific integrated monitoring programmes
- put in place mechanisms to regularly monitor and evaluate communications, awareness levels and perceptions about WMIs and the Department

Objective 7: Create a positive image of the project

*Activities include;*
- develop appropriate products for public relations
- share project successes
- develop appropriate communication mechanisms such as media placements that would promote a good image for DWA

Some products that may help to reach audience include (though are not limited to):

- Senior management - Recommendations, briefings, presentations
- Project team - Workshops, internal reports, performance indicators
- Project participants - Newsletters, brochures, electronic responses
- Stakeholders - Seminars, reports, data summary sheets
- General public - Newspapers or magazine articles, website
- Funding bodies – Formal reports, summary reports, key findings
- Policy & research community - Conference presentations
### 4.4 Communication Programme and Campaigns

<table>
<thead>
<tr>
<th>Programme</th>
<th>Programme Detail</th>
</tr>
</thead>
</table>
| 1. Information and to | • Quarterly newsletter to all local government institutions covering newsworthy items relating to water services, water resources, environmental affairs and forestry, messages from the Minister.  
• information campaign and workshops with  
• Workshops and special communication sessions with  
• Information campaign to communities  
• Information to media and public about delivery and reaching targets  
• Head office and regional roadshows to communicate the progress made with transformation and the implications of it  
• Media announcement and articles  
• Information campaign to primary target audiences  
• Advertising campaign  
• Campaign to sector partners, farmers, industry and public in general about  
• Communication support to the awareness campaign including to the regions  
• National consultative workshop  
• Publicity campaign on both projects  
• Communication campaign on the  
• Public Relations Campaign |

| 2. Information, Education and Awareness | National Water Week |

### 4.5 Integrated Monitoring, Tracking and Reporting

Evaluating the effectiveness of communications effort is challenging, as it often involves trying to measure changes in attitudes. It is essential that the project management have a clear idea of what outcomes are expected from communications activities and that those outcomes are expressed as clearly articulated goals that are realistic and do-able. By effectively monitoring stakeholder engagements will ensure that feedback mechanisms are in place in order to enable two way communications. These mechanisms can be used to measure the effectiveness of the engagement and communication activities. As needed, activities can then be re-adjusted to better address the needs of targeted stakeholder groups or additional engagement activities can be recommended.
Monitoring engagement levels is vital in order to ensure that the programme can effectively manage stakeholders and ensure that they are at the right level of engagement on the commitment curve. The Strategy will build in evaluation mechanisms in critical activities and interventions; hence implementation of the strategy will be monitored through the following mechanisms:

- regular coverage reporting and feedback at all levels
- regular reporting meetings must be established with the relationship owners / Project Management Office. This reporting meeting can be used to identify any stakeholder or communications risks and issues.

Through these materials, the project team will evaluate and report on the success of this strategy towards the end of the project.

**4.5.1 Evaluation of the Strategy**

To measure the effectiveness of the strategy and for the project team to learn from the project experience, it going to be vital for an evaluation of the Strategy to be undertaken. Ideally, the evaluation must be undertaken at the commencement of the CMAs Establishment project and then a final evaluation during the decommissioning phase of the project.

It is important to note that no one measure can reflect the real effectiveness of a communication strategy and thus a number of measurement tools will be used on an ongoing basis. These will include:

- A record of all communication actions will be kept
- Notes on general feedback received will be kept
- Records will be kept of all printed, electronic and other media coverage
- A basic comment sheets will be circulated at the capacity building seminar to gain insight into the value of the project and its deliverables from all participants, and
- Feedback to stakeholders

**4.5.1.1 Feedback to Stakeholders**

It is important to note that no one measure can reflect the real effectiveness of a communication strategy and thus a number of measurement tools will be used on an ongoing basis. These will include:

- A record of all communication actions will be kept
- Notes on general feedback received will be kept

Feedback to stakeholders will be done by means of:

- Direct answers to any questions or requests for additional information.
- The provision of information in the various newsletters, websites and other communications means that have been identified. In addition to this the project and relevant information will be shared on the various meeting and forums that are continually held within the water sector.
- Participants in the capacity building / knowledge sharing sessions will receive a background information booklet (“information package”)

The evaluation aims to establish continuation of public participation process after establishment of the institution. Stakeholder participation for CMAs will be in the form of structured mechanisms (forums, catchment management committees, etc) and unstructured mechanisms such as public meetings, and bilateral engagements.
Once the CMAs are established and they reach full functionality, the functions DWA regional offices will be substantially altered, in line with the general movement of the Department towards being a regulatory, planning and policy body, whereby the oversight and regulation of CMAs in partnership with the national office will be critical. **Ongoing oversight will be established and**

### 5. Risk Management Approach of the Strategy

As with other project activities, the strategy considers the risks involved with proposed engagement activities and a risk management plan must be in place to mitigate risks identified.

#### 5.1 Key Assumptions

For the communication strategy to be effective, the following key assumptions are made:

- the management of the project places a high priority on communications to ensure effective understanding
- there is a firm commitment from the project team, management and Task Team to a transparent and effective relationship with all target audiences
- there is a clear commitment to providing timeous, relevant and accurate information that the required funding will be made available to execute the campaign over a sustained period of time
- a link person is available to interact with the communications project coordinator from the Directorate: Communication Services

#### 5.2 Budget / Cost Implications

Sustaining an effective advocacy effort over the long-term involves budgeting for success. If the current budget has limited scope for urgent and short term advocacy and communication activities, alternative funding should be sourced. The total budget allocation for stakeholder engagement and communications is .......... which is from the ............... The Budget will be accessed through the Project Management Office by the Regional Coordinating Team Leader.

#### 5.3 Roles and Responsibilities

DWA needs to demonstrate sector leadership. The Department with the possibility of support of external experts must provide independent and technical support to support the process. It is important to note that initial consultations and communication is currently being coordinated and managed by the Chief Directorate: Institutional Oversight and a variety of interventions and engagement sessions with key stakeholders have taken plan. Some of these key stakeholders include:

- **Water Affairs Minister**: The Minister’s Advisor/s and Committee of Enquiry have been briefed on progress and presentations on Institutional options have been made, and they will have to be kept updated with developments.
- **Senior Management**: Facilitation of working sessions to gain specific input to institutional options for establishing and/or operationalising each CMA
- **Regions**: Workshops to discuss and debate emerging Institutional models
- **Working Groups**: Specific Working Groups have been established to provide input to institutional options by internal and external specialists, including institutional representatives
• **DWA Internal Directorates**: Both the National Office and the Regional Offices

• **Institutions**: Affected DWA Institutions such as existing CMAs; the WRC, TCTA, Water Boards and WIN-SA will be consulted and these processes are planned to continue

• **Labour**: Labour have been briefed on the objectives and progress of the CMAs Establishment Project

• **Departments**: Critical Departments that will be impacted by the CMAs Establishment Project are been consulted and include: Cooperative Governance, SALGA (South African Local Government Association), SALGA, Treasury, Rural Development and Land Reform, Agriculture, Mineral Resources, DTI (Trade & Industry), Provincial Departments, etc

### 5.3.1 The National Project Team

The Department of Water Affairs (DWA) recognises that the establishment of the proposed nine Catchment Management Agencies will fundamentally change the functions performed by the DWA Regional Offices, hence a change management programme is necessary to ensure a smooth transition in this regard. To achieve the effective and speedy establishment of these CMAs, a smooth transition in this regard is a requisite:

- The DWA National Office needs to appoint a national project team to drive and manage the establishment of CMAs in a programmatic manner, working with relevant regional office staff. The project team will consist of contract staff that are may be based in Regions where required. This team will report to a national steering committee on a regular basis to keep them abreast of issues and challenges. The National Steering Committee (NSC) is expected to take ownership of these processes and guide or instruct accordingly.

- A Project Management Group (PMG) has been established at the more managerial level and will provide a platform for managerial coordination between DWA National Office and the Regional Offices, as well as providing an opportunity for exchange and the building of capacity between Regions and established CMAs. The PMG members will be drawn from Directors and Deputy Directors from all regions within DWA and will be chaired by the Chief Directorate: Institutional Oversight within the national office of the Department. Its terms of reference are to provide strategic direction and guidance in the roll out of the establishment WMIs and to ensure that the rollout and establishment is within the policy and legislative framework so that there alignment and coordination.

- Regional Steering Committees (RSCs) are being set up and shall be chaired by the Regional Institutional Director. Respective Regional Steering Committees will report to the Project Management Group which in turn will report to the National Steering Committee.

An experienced and competent project manager is also expected to be appointed for a period of three years on contract with option of renewal to drive the process of CMA establishment on a full-time basis. This project manager must give appropriate attention to ensuring that the various units in the department that have a role to play in the establishment of CMAs perform their activities on time, and in synergy with each other. Without someone who can focus full-time on the various complex and inter-dependent activities and processes, the intention to establish nine CMAs in 3-5 years may be put at risk.

### 5.3.1.1 Role of the Project Management Office

The implementation of the Stakeholder Communication and Stakeholder Management Strategy to support CMAs Establishment project will be driven by both the Project Management Office (PMO) together with the Regional Offices.
It is the responsibility of the PMO to prepare a preliminary stakeholder engagement project resource plan, identify role players, tasks and finance. Another role of the Office is to manage public relations in order to be in position to actively deal with the upkeep of the Project’s image; hence a Stakeholder Management Plan shall supplement the strategy. Furthermore, the Project Management Office will serve as ‘relationship owners’ with immediate responsibilities to manage the relationships with the project stakeholders. Therefore the relationship owners’ responsibilities include:

- establishing ongoing contact with identified stakeholders
- maintaining regular contact (preferably weekly or monthly, although frequency will depend on phase requirements)
- engaging in terms of defined objectives
- maintaining a healthy relationship with stakeholders
- feeding back perceptions, issues and requirements
- enabling a consistent Programme message, and
- supporting the identification and management of stakeholder issues so that mitigating plans and activities can be put in place to address these issues.

Other responsibilities of the Project Management Office and DWA Regional Offices are:

<table>
<thead>
<tr>
<th>Activities</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Get the Project Management Group, the National Steering Committee, the Regional Steering Committee and Chief Directorate: Communications’ approval of the engagement strategy / programme</td>
<td>Obtained the approval and adoption of the strategy and the engagement strategy / programme</td>
</tr>
<tr>
<td>Arrange internal workshop/s to introduce the CMAs Establishment project and the Stakeholder Communications and Stakeholder Management programme</td>
<td></td>
</tr>
<tr>
<td>Hold internal introductory workshop/s</td>
<td>Introductory workshop/s held</td>
</tr>
<tr>
<td>Update the project resource plan</td>
<td></td>
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<tr>
<td>Prepare a preliminary register of stakeholders</td>
<td></td>
</tr>
<tr>
<td>Communicate with the stakeholders, introduce the project, invite them, request information on their interests and recommendations of other stakeholders</td>
<td>Comments / inputs from all stakeholders on this Strategy</td>
</tr>
<tr>
<td>Prepare a preliminary list of issues and the associated engagement levels and methods</td>
<td>Stakeholder register and issue list completed</td>
</tr>
<tr>
<td>Update the register of stakeholders, classify them according to the list of issues and assign them to groups with similar interests</td>
<td>Stakeholder register and issue list completed</td>
</tr>
<tr>
<td>Design a preliminary engagement process for each group</td>
<td></td>
</tr>
<tr>
<td>Invite the stakeholders to one or more workshops to discuss the project and the engagement programme and to revise the description of the engagement issues, the outputs and the engagement process for each group</td>
<td>Engagement project schedule determined</td>
</tr>
<tr>
<td>Prepare an engagement project schedule</td>
<td></td>
</tr>
<tr>
<td>Engage with the groups according to the determined engagement processes</td>
<td></td>
</tr>
</tbody>
</table>
Complete the output documents | Engagement with groups and the drafting of the output documents completed
---|---
Give feedback to the stakeholders | Feedback given to the stakeholders
Determine further engagement needs | 

### 6. Time Implication

To discuss this with the Project Management Team