Feasibility Study for a Long-Term Solution to address the Acid Mine Drainage associated with the East, Central and West Rand underground mining basins

Communication Strategy and Action Plan

Study Report No. 9.1
P RSA 000/00/16912/1

March 2012
EDITION 1
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Study Report No. 9.1
[P RSA 000/00/16912/1]
Aurecon Report No. 6177

March 2012

EDITION 1
This report should be cited as:


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SC: Study Component       Conf: Indication of Confidentiality
# - These reports will not be made available until the appropriate implementation process stages have been reached as they may potentially compromise future procurement and legal processes.
PREFACE

1. Background to the Study

Gold mining in the East, Central and West Rand underground mining basins of the Witwatersrand goldfields (hereafter referred to as the Eastern, Central and Western Basins) started in the late 1880s. It is estimated that in the 1920s approximately 50% of the world’s gold production came from the Witwatersrand mining belt, while in the 1980s South Africa was still the largest gold producer in the world. The large-scale mining in South Africa, in particular on the Witwatersrand, has decreased since the 1990s, and underground mining on the Witwatersrand essentially ceased in 2010. The mines of the Western, Central and Eastern Basins have produced a total of approximately 15 600 tons of refined gold since mining commenced. While the mines were operating, they pumped water to the surface to dewater their mine workings, but since mining stopped, the underground voids that were left after the mining have been steadily filling with water. The water in the mine voids interacts with the exposed sulphide bearing minerals in the rock formations to form Acid Mine Drainage (AMD), also known internationally as Acid Rock Drainage (ARD). AMD is characterised by a low pH and an excessive concentration of dissolved metals and sulphate salts.

In the case of the Western Basin, the AMD gradually reached the surface and started to drain out (decant) into surface streams in 2002. The water in the mine voids of the Central and Eastern Basins is rising steadily and will continue to do so until the water is pumped from the voids. It is predicted that the critical water levels will be reached in the Central Basin in late 2013 and in the Eastern Basin in mid-2014. If nothing is done, the water is predicted to reach the surface and decant at the lowest points in the Central Basin in the second half of 2015 and to reach the surface and decant in the Eastern Basin in late 2016. Decant would be uncontrolled and is likely to occur at several identified points, as well as at unexpected locations across each basin, due to varying water levels and connectivity between the near-surface aquifers and the voids.

If AMD, which has not been desalinated, is discharged into the Vaal River System, the high salt load will require large dilution releases to be made from the Vaal Dam to achieve the fitness-for-use objectives set for the Vaal Barrage and further downstream. This would result in unusable surpluses developing in the Lower Vaal River. Moreover, if dilution releases are still required after 2015, the acceptable levels of assurance of water supply from the Vaal Dam would be threatened. This will mean that there would be an increasing risk of water restrictions in the Vaal River water supply area, which will have negative economic and social implications. These negative impacts will be much greater if the catchment of the Vaal River System enters a period of lower-than-average rainfall with drought conditions. Since decant started in the Western Basin in 2002 the continuous flow of untreated AMD, and now the salt load from the continuous flow of the neutralised AMD from the Western Basin, impact on the Crocodile (West) River System.
The importance of finding a solution to the rising AMD and the need for inter-departmental cooperation led to the establishment of an Inter-Ministerial Committee (IMC) on AMD, comprising the Ministers of Mineral Resources, Water and Environmental Affairs, Science and Technology, and the Minister in the Presidency: National Planning Commission. The first meeting of the IMC took place in September 2010.

The IMC established a Technical Committee, co-chaired by the Directors-General of Mineral Resources and Water Affairs, which instructed a Team of Experts to prepare a report advising the IMC on solutions to control and manage AMD in the Witwatersrand goldfields. In February 2011, Cabinet considered the IMC report and instructed that the recommendations be implemented as a matter of urgency. Funds were then allocated to the Department of Water Affairs (DWA) by National Treasury with the purpose of implementing some of the IMC recommendations, namely to:

- Investigate and implement measures to pump the underground mine water in order to prevent the violation of the Environmental Critical Levels (ECLs), i.e. specific underground levels in each mining basin above which mine water should not be allowed to rise so as to prevent adverse environmental, social and economic impacts;
- Investigate and implement measures to neutralise AMD (pH correction and removal of heavy metals from AMD); and
- Initiate a Feasibility Study to address the medium- to long-term solution.

The investigations and implementation actions proposed in the first two recommendations commenced in April 2011, when the Minister of Water and Environmental Affairs issued a Directive to the Trans-Caledon Tunnel Authority (TCTA) to undertake “Emergency Works Water Management on the Witwatersrand Gold fields with special emphasis on AMD”:

When the proposed pumping and neutralisation commences in the Central and Eastern Basins the situation will be similar to that which prevailed when underground mining and dewatering of the mine voids, and partial treatment of the water, were being carried out by the active mining companies. The saline AMD will flow into the Vaal River System and specifically into the Vaal Barrage. The high salt load will have the same impact on the Vaal River System as described earlier.

The third recommendation resulted in the Terms of Reference (ToR) for this Feasibility Study (DWA 2011a) being issued in July 2011. The ToR noted that the IMC had recommended that a Feasibility Study should be initiated as soon as possible, since the Short-Term Interventions (STI) might influence the roll-out of the desired medium- to long-term solution.

In January 2012, DWA commissioned the Feasibility Study for the Long-Term Solution (LTS). The Study period was 18 months, with completion at the end of July 2013. It was emphasised that this Study was very urgent, would be in the public eye, and that recommendations to support informed decision-making by DWA were required. The recommended solution must support the Water Resource Strategies for the Vaal and
Crocodile West River Systems and take account of the costs, social and environmental implications and public reaction to the various possible solutions.

The urgency of reducing salt loading on the Vaal River System and the relatively short study period for such a complex study means that implementation decisions have to be based on the current understanding of the best available information and technical analyses that have been completed by the time the decisions must be made. Thus, a precautionary and conservative approach was adopted during the Study.

Opportunities have been identified where the solutions that are implemented can be refined, during operation, as more information becomes available.

2. Integration with the Short-Term Intervention

The final TCTA Due Diligence Report (TCTA, 2011) was submitted to DWA in August 2011, and tenders for construction in all the basins were invited in November 2011. Immediate works were implemented in the Western Basin in 2012, and construction in the Central Basin commenced in January 2013. It is anticipated that construction of the Eastern Basin will commence in the first quarter of 2014.

The Scope of Work (SoW) of this Feasibility Study, with respect to the STI, is to understand the proposed STI in sufficient detail to:

- Undertake a Feasibility Study of all options, irrespective of the STI, in the interests of finding the best LTS;
- Determine how to integrate the STI and LTS, and influence the STI as far as appropriate or practical;
- Identify any potential long-term risks associated with the proposed STI, and propose prevention or mitigation measures; and
- Assess the implications of the proposed STI for the suggested institutional model for the implementation, operation, maintenance and/or management of the preferred LTS.

3. Approach to the Study

The focus areas of the Feasibility Study comprise technical, legal, institutional, financial/economic and environmental assessments, as well as public communication and key stakeholder engagement. The Feasibility Study comprises three phases; the Initiation, Prefeasibility and Feasibility Phases. The main components and key deliverables of each phase are shown in Figure 1, and each phase is discussed in more detail below.

The technical assessments run in parallel with the legal assessment, and both feed into the options assessment. The component on stakeholder engagement and communication was started early in the Study so that a stakeholder engagement and public communication strategy could be developed as soon as possible and be implemented throughout the Study.
The planning showed the Feasibility Phase as following the Prefeasibility Phase, but the short study period meant that it was necessary for the Feasibility Phase components to commence during the Prefeasibility Phase and run in parallel.

In conducting the Study, it was important that each component developed key information and recommendations, which were then used in subsequent components. The logical and timeous flow of information and recommendations was essential in order to develop solutions and meet the Study programme.

**Figure 2** gives an overview of the technical, institutional/financial and implementation components and the flow of information throughout the Study. It can be seen how the fixed information (e.g. ECLs, raw water quality, ingress, etc.) and the decisions to be made, or the options to be investigated (e.g. abstraction points, qualities and quantities required by potential users, locations of users, treatment technologies) feed into the options assessment and identification of the Reference Project. The Reference Project will define the option that uses proven technologies, has the least associated risk, and is used for financial modelling and budgeting. It will probably not be the same as the option that is implemented, but constitutes the benchmark against which implementation proposals will be judged.

The Concept Design is based on the Reference Project and includes the costing and land requirements. This in turn provides input for the evaluation of the institutional procurement and financing options and the Implementation Strategy and Action Plan.

The phases of the Study, the key components and their inter-relationships are described below and illustrated in **Figures 1 and 2**.
Stakeholder Engagement and Communication

Communication Strategy and Action Plan

Identification of Information Sources

Inception Report

Status of Available Information

Status Quo and Problem Definition

Assessment of Treatment Technologies

Options Assessment

Legal Considerations & Apportionment of Liabilities

Determine Current Status of Technical Management of Underground AMD

Assessment of the Water Quantity and Quality of the Witwatersrand Mine Voids

Evaluate Treatment Technology Options

Assess Options for Use or Discharge of Water

Identify Options for Management of Residues from Treatment

Preferred Option for Each Basin

Prefeasibility Report

FEASIBILITY PHASE

Concept Development

Economic Assessment

Value Assessment

Due Diligence

Assessment of Institutional and Procurement Options

Recommended Institutional and Procurement Model

Planning for Implementation

Feasibility Report

DWA Approvals

DWA Submission to National Treasury

National Treasury Approval (TA: I)

Completion of Feasibility Study

 Implementation Strategy and Action Plan

LEGEND

Study Component or Sub-Component

Study Activity

Study Deliverable

Figure 1: Study phases and components
Figure 2: Flow of information throughout the Study
PHASE 1: Initiation

The objective of the Initiation Phase was to determine the approach and principles for the Study and understand the work already done by others. Numerous reports from previous studies, maps and research findings, relating to all components of the Study, were collated and reviewed. The SoW, proposed approach and the study programme were reviewed after initial consideration of the available information. The study objectives and priorities were reviewed and the results are presented in Study Report No. 1: “Inception Report”.

The results of the complete literature survey, which continued after the Initiation Phase, are presented in Study Report No. 2: “Status of Available Information”.

The Study Report No. 9.1: “Communication Strategy and Action Plan” was prepared so that key stakeholder engagement and communicators could commence as soon as possible and continue throughout the Study.

PHASE 2: Prefeasibility

The purpose of this phase was to understand and describe the current status and the environment for managing AMD and then to identify all apparently viable alternative solutions and, from those, identify the more feasible options, on the basis of technical feasibility, social and environmental acceptability and cost effectiveness. These were then considered in more detail, and the most feasible options were investigated in the Feasibility Phase.

The assessment of the legal liabilities and mechanisms for the apportionment of liabilities is a key stand-alone component that was commenced in the Prefeasibility Phase and finalised in the Feasibility Phase. This work is described in the confidential Study Report No. 3: “Legal Considerations for Apportionment of Liabilities” and confidential Study Report No. 4: “Alternative Approaches for Apportioning Liabilities”.

The objectives of the Prefeasibility Phase were to:

- Understand the status quo;
- Define the problem;
- Understand the quantity and quality of water in the mine voids and how fast is it rising in each basin;
- Identify possible uses for the water;
- Identify treatment technologies that can treat the necessary volumes of AMD to the standard required by various users;
- Understand the residues (or waste products) produced by each process and how they can be managed;
- Define a wide range of options for possible solutions by combining alternatives for abstraction, water use, treatment and management of residues;
- Screen the alternatives to identify viable options; and
• Carry out prefeasibility costing of the most viable options and identify the most appropriate option to be used as the Reference Project.

To achieve these objectives, the Prefeasibility Phase needed to provide the team with:

i. A sound understanding of the STI, how it can be integrated into the LTS, and the impact of the STI on the selection and procurement of the LTS. This is described in Study Report No. 5.1: “Current Status of Technical Management of Underground AMD”.

ii. A sound understanding of the hydrogeology, underground water resources, sources of surface water ingress, spatial distribution and connectivity of mined voids; and the current water quality and projections of future volumes, levels and water qualities. This was based on the substantial information from previous studies and is presented in Study Report No. 5.2: “Assessment of the Water Quantity and Quality of the Witwatersrand Mine Voids”.

iii. An understanding of the DWA Water Resource Management Strategies for the Vaal River System and Crocodile West River System. These strategies provided the framework within which to develop a range of possibilities for the use or discharge of raw, neutralised or desalinated AMD to meet the objective of reducing the salt load in the Vaal River System and associated catchments to acceptable levels without having an unacceptable social or environmental impact. These possibilities are described in Study Report No. 5.3: “Options for Use or Discharge of Water”.

iv. An assessment of suitable technologies for treating either raw AMD or the discharges from the STI to standards that will not negatively impact on the environment and will be acceptable to a range of users. This assessment is described in Study Report No. 5.4: “Treatment Technology Options”.

v. Locality plans for the possible disposal of waste, or potential uses for residue products generated by treatment processes. These plans are described in Study Report No. 5.5: “Options for the Sustainable Management and Use of Residue Products from the Treatment of AMD”.

The knowledge and data from the Prefeasibility Phase were used to combine the alternative locations for the abstraction, treatment and use or discharge of water and the disposal of waste, as well as the layouts of the infrastructure required (including pipelines and pump stations), into a large number of options. The alternatives were screened at a high level to give a short-list of practical technical options.

The capital and operating costs of the short-listed options were determined to give a present value of lifetime cost. Social and environmental screening for fatal flaws was carried out, and possible financial benefits from the sale of water or waste were considered. The anticipated public reaction to the options was also considered. The identification of the Reference Project was then completed on the basis of the costs, benefits and impacts. The costs and implications of possible alternatives were also defined. The results and an overview of all the
components of this Prefeasibility Phase are described in Study Report No. 5: “Technical Prefeasibility Report”.

PHASE 3: Feasibility

The main objective of this phase was to carry out intensive feasibility level investigations and optimisation of the most feasible layouts for each basin and to select a preferred option to be used as a Reference Project for each basin. The requirements for implementation were also considered and evaluated.

The Feasibility Phase comprises a number of components that build on the results of the Prefeasibility Phase; the results of the various components are reported separately and then integrated in a Feasibility Report for the solution to AMD.

The components in this Phase comprise:

i. Concept Development:

Once the Reference Project for each basin had been agreed, the layout for the treatment works, pipelines and waste storage and disposal sites was planned and costed. Environmental screening was undertaken for each of the identified sites that form part of the Reference Project. The results are presented in the confidential Study Report No. 6: “Concept Design”, the confidential Study Report No. 6.1: “Concept Design: Drawings” and the confidential Study Report No. 6.2: “Concept Design: Costing”.

ii. Institutional Procurement and Financing Options:

The following alternative procurement models for implementation were evaluated:

- a ‘traditional’ Government-funded and a traditionally procured Employer Design, Procure, Construct and Operate solution, which is the Public Sector Comparator model (PSC);
- a Design, Build, Operate and Maintain (DBOM) scenario funded by an Implementing Agent, using Private Sector or Government funding, which is also a Public Sector Comparator model (PSC); and
- a private sector-funded Public–Private Partnership (PPP).

The approach included a detailed risk-adjusted value assessment of the PSC and PPP models for the Reference Project in each of the three basins. The possible institutional arrangements were assessed in terms of the roles and responsibilities of the responsible organisations.

A due diligence assessment was carried out to establish the legal mandates of the institutions, as well as ownership of the land required for the Reference Project. These assessments are described in the confidential Study Report No. 7: “Institutional, Procurement and Financing Options”.
iii. Implementation Strategy and Action Plan:

Throughout the Study, the requirements for implementation were considered in developing an Implementation Plan. Where necessary, the activities required for implementation that must commence in parallel with this Study were identified. This included the preparation of a Request for Information (RFI), which initiated a process through which service providers could register their interest with DWA. All the requirements for implementation are described in Study Report No. 8: “Implementation Strategy and Action Plan”.

iv. Key Stakeholder Engagement and Public Communication:

Engagement with key stakeholders and public communication were very important components of the Study and were on-going from the commencement of the Study to the completion of the work. Study Stakeholder Committee meetings, Focus Group meetings, a RFI, one-on-one meetings, newsletters and a website were key elements. The process and results are presented in Study Report No. 9: “Key Stakeholder Engagement and Communications”.

The final deliverable, Study Report No. 10: “Feasibility Report”, summarises the results of the Study.

The Prefeasibility Phase and Concept Development in the Feasibility Phase are typical components of many planning studies. Solving the technical issues is not normally the biggest challenge, although this project does have several unique aspects. However, the Feasibility Phase components that lead to recommendations for appropriate institutional, financial and procurement models for implementation, particularly the assessment of the options for procurement, are not common components of DWA studies and were the most challenging, and certainly as important for a sustainable solution as all the technical components combined.

4. Way Forward

Completion of the Study will provide all the information required for implementation to proceed, although DWA plans to start the preparations required for implementation in parallel with Phase 3 of this Study.

Following from the Feasibility Study, implementation should be carried out as soon as possible. The key activities required for implementation include the following:

- DWA submitting the Feasibility Study Reports to National Treasury for their review and approval. The project has been registered with National Treasury, and Treasury Approval 1 (TA 1) may be required before procurement can commence;
- Conducting an Environmental Impact Assessment (EIA); and
- The preparation of procurement documents.
If procurement is for a Design, Build, Operate and Maintain (DBOM) contract, the procurement documents will comprise:

- A Request for Qualifications (RfQ) to allow DWA to short-list suitably qualified service providers. This will allow any service provider, especially those with proprietary technologies that may well be more cost effective than that used as the reference technology, to submit detailed information. Those that best meet the selection criteria, which will have to be agreed, will be short-listed; and

- A Request for Proposals (RfP) to be issued to the short-listed service providers, inviting them to submit tenders to implement a project that will deliver water to the specified standards.

If procurement is to follow the traditional process (with three sequential tenders for a service provider to prepare design and tender documentation, followed by tenders for construction, and then tenders for operation and maintenance), then the two-phase RfQ and RfP route may also be followed, with appropriate requirements specified at each stage.

The Reference Project could be implemented, but may not be the most effective solution. It will provide the yardstick methodology and costing which will be used to evaluate the tenders which are submitted.

DWA will also need to source the technical and contractual expertise required to enable them to manage the implementation of the desired long-term solution in each of the three basins.

NOTE: A List of Acronyms and Glossary of Terms appear on pages “xxiv” and “xxix” respectively.
APPROVAL

TITLE : Communication Strategy and Action Plan
DATE : June 2013
AUTHOR : Vassie Maharaj
REVIEWER : Tim Hart
LEAD CONSULTANT : Aurecon South Africa (Pty) Ltd
DWA FILE NO. : 14/15/13/3
DWA REPORT NO. : P RSA 000/00/16912/1
AURECON REPORT NO. : 107748/Aurecon/6176
FORMAT : MS Word and PDF
WEB ADDRESS : www.dwa.gov.za/projects/AMDFSLTS

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ACKNOWLEDGEMENTS

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In addition to the contributions received from the study committees mentioned above, inputs were also received from the following broad groups and sectors through focused discussions (a more comprehensive list is available on the DWA AMD website):

- Academic institutions;
- Funding organisations;
- Global perspectives on AMD management;
- Environmental and conservation groups;
- Independent individuals in their private capacity;
- Institutions, parastatals and research facilities;
- Local, provincial and national government;
- Mining sector;
- Non-governmental organisations;
- Organised agriculture;
- Organised business, industry and labour;
- Other specialist fields/consultants;
- Tourism and recreation;
- Utilities/water service providers; and
- Various technology providers who offered information.

Organisations that provided considerable data and inputs for assessment and consideration, including the but not limited to, FSE, The Centre for Environmental Rights, Sasol, DST, WRC, Ekhuruleni Municipality, Rand Water, GDARD, DEA, CGS, DMR as well as various individuals in their private capacity, are thanked for their contributions.

WISA Mine Water Division, a division of the Water Institute of Southern Africa, agreed to peer review selected key reports from the Feasibility Study for the Department of Water Affairs. The Division offered to identify and carry the cost of the appointment of the independent external experts. The assistance of WISA Mine Water Division and the inputs from their experts are duly appreciated and acknowledged. The comments and suggestions by the following experts contributed significantly to the quality of the study: Achim Wurster (Private Consultant), Ingrid Dennis (North-West University), André van Niekerk (Golder and Associates) and Phil Hobbs (CSIR).

The World Bank is thanked for the provision of their international expertise on a number of the reports in the Feasibility Study as well as for funding the appointment of independent external experts to peer review selected key reports from the
Prefeasibility Study for the Department of Water Affairs. The comments and suggestions by the following experts contributed significantly to the quality of the study: Marcus Wishart, David Sislen, Manuel Marino, Joel Kolker, Wolfhart Pohl (World Bank); Christian Wolkersdorfer (International Mine Water Association) and Peter Camden-Smith (Camden Geoserve).

The firms comprising the Professional Services Provider team for this study were:

- Aurecon South Africa (Pty) Ltd;
- SRK Consulting (South Africa) (Pty) Ltd;
- Turner & Townsend (Pty) Ltd;
- Shango Solutions;
- Ledwaba Mazwai Attorneys;
- IGNIS Project & Finance Solutions (Pty) Ltd;
- Kayamandi Development Services (Pty) Ltd;
- Thompson & Thompson Consulting Engineers and Legal Services;
- Shepstone & Wylie Attorneys; and
- Various independent consultants, not mentioned separately.
EXECUTIVE SUMMARY

The management of Acid Mine Drainage (AMD) is a complex and multifaceted challenge involving many components and requiring inputs from a wide range of stakeholders in order to ensure that a sustainable Long-Term Solution (LTS) is arrived at. Effective engagement and communications with stakeholders and the public is thus a key component of managing AMD.

The Feasibility Study for the Long-Term Solution will address the AMD originating from the mine voids, and is only one component of a suite of parallel initiatives in the bigger picture to address the AMD challenge. The public previously received information about these various initiatives in a fragmented, uncoordinated manner, leading to stakeholder confusion, mistrust, fear, lack of confidence in Government efforts, etc. Taking into consideration the absence of a coordinated approach to communication pertaining to AMD, this strategy seeks to:

- Engage key stakeholders (academics, technical specialists, interest groups and relevant authorities) involved in parallel initiatives, to harness the collective wisdom towards finding a Long-Term Solution to the AMD challenge; and
- Communicate sufficient and correct information to set the general public’s mind at ease about the efforts by Government towards finding the Long-Term Solution and demonstrate the need for this Study in the context of the bigger picture and how it links to other initiatives, for example the Short-Term Intervention (STI).

It is important to note that the Long-Term Solution Feasibility Study is a planning study and not a regulatory process and therefore it requires high level input from a technical planning perspective, rather than wide public participation.

The approach to stakeholder involvement for the purpose of the Feasibility Study is thus directed at focussed engagement and collaboration with identified key stakeholders to inform the Study at a technical level, while communicating study progress and key outcomes to the wider stakeholder group in a transparent and accessible manner.

This Communication Strategy and Action Plan outlines the current perceptions and views held by stakeholders, the objectives of the strategy and plan, key messages, target audiences, communication methodologies and activities, as well as the roles and responsibilities for engaging with key stakeholders, and communication to the wider stakeholder group.

A summary of the perceptions held by stakeholder sectors or groups is reflected in Table 2.1. It reflects for e.g. a general concern about the environmental and other impacts, concern about the limited public participation, and a perceived lack of sharing of information.

The key messages that are to be communicated are summarised as:

- The AMD Challenge;
- Government commitment to resolve the AMD issues;
- Study objectives in the context of the Vaal River Strategy;
- AMD in the context of Vaal River Water Quality Management;
- Complexity and proper planning;
- Risk Management;
- Protection of public interest;
- Environmental Critical Level (ECL) and Short-Term;
- Options for use of water;
- Treatment technologies; and
- AMD – The bigger picture.

The key stakeholders are members that are to be involved in the Study Stakeholder Committee (SSC) and Focus Group meetings, while the wider stakeholders that will receive newsletters, etc. are contained in a database of more than 900 members.

Going forward beyond the Feasibility Study, it is recommended that, in addition to the stakeholder engagement that takes place as part of the regulatory authorisation process (Environmental Impact Assessment (EIA)), the Department of Water Affairs (DWA):

- Develops an overarching communication strategy and channel to ensure that communication activities around AMD-related issues from the various initiatives are coordinated through a single entry point within the Department, i.e. DWA Communications. This is to ensure that the messages received by the public show DWA speaking with “one voice” about all AMD-related issues; and
- Embarks on a separate public relations/ awareness raising drive to change current negative perceptions and address the capacity-building issues related to communication about AMD. If a Professional Service Provider (PSP) is appointed to do this, the Department of Water Affairs must ensure that it is not the same PSP involved in the regulatory public consultation processes.
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<th>Full Form</th>
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<tbody>
<tr>
<td>AMD</td>
<td>Acid Mine Drainage</td>
</tr>
<tr>
<td>AME</td>
<td>Africa Middle East</td>
</tr>
<tr>
<td>ARD</td>
<td>Acid Rock Drainage</td>
</tr>
<tr>
<td>BBBEE</td>
<td>Broad Based Black Economic Empowerment</td>
</tr>
<tr>
<td>BEE</td>
<td>Black Economic Empowerment</td>
</tr>
<tr>
<td>BID</td>
<td>Background Information Document</td>
</tr>
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<td>BKS</td>
<td>BKS Group (Pty) Ltd</td>
</tr>
<tr>
<td>CB</td>
<td>Central Basin</td>
</tr>
<tr>
<td>CBEC</td>
<td>Central Basin Environmental Corporation</td>
</tr>
<tr>
<td>CGS</td>
<td>Council for Geoscience</td>
</tr>
<tr>
<td>CMA</td>
<td>Catchment Management Agency</td>
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<tr>
<td>CMR</td>
<td>Consolidated Main Reef</td>
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<tr>
<td>CRG</td>
<td>Central Rand Gold</td>
</tr>
<tr>
<td>CPlan</td>
<td>Conservation Plan</td>
</tr>
<tr>
<td>CSIR</td>
<td>Council for Scientific and Industrial Research</td>
</tr>
<tr>
<td>DBOM</td>
<td>Design, Build, Operate and Maintain</td>
</tr>
<tr>
<td>DBOMF</td>
<td>Design, Build, Operate, Maintain and Finance</td>
</tr>
<tr>
<td>DEA</td>
<td>Department of Environment Affairs</td>
</tr>
<tr>
<td>DG</td>
<td>Director-General</td>
</tr>
<tr>
<td>DMR</td>
<td>Department of Mineral Resources</td>
</tr>
<tr>
<td>DRD</td>
<td>Durban Roodepoort Deep</td>
</tr>
<tr>
<td>DST</td>
<td>Department of Science and Technology</td>
</tr>
<tr>
<td>DTI</td>
<td>Department of Trade and Industry</td>
</tr>
<tr>
<td>DWA</td>
<td>Department of Water Affairs</td>
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<tr>
<td>DWAF</td>
<td>Department of Water Affairs and Forestry</td>
</tr>
<tr>
<td>EB</td>
<td>Eastern Basin</td>
</tr>
<tr>
<td>EBEC</td>
<td>Eastern Basin Environmental Corporation</td>
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<tr>
<td>ECL</td>
<td>Environmental Critical Level</td>
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<tr>
<td>EI</td>
<td>Ecological Importance</td>
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<tr>
<td>EIA</td>
<td>Environmental Impact Assessment</td>
</tr>
<tr>
<td>EI&amp;S</td>
<td>Ecological Importance and Sensitivity</td>
</tr>
<tr>
<td>EMP</td>
<td>Environmental Management Plan</td>
</tr>
<tr>
<td>ERPM</td>
<td>East Rand Proprietary Mines</td>
</tr>
<tr>
<td>FAQ</td>
<td>Frequently Asked Question</td>
</tr>
<tr>
<td>GDARD</td>
<td>Gauteng Department of Agricultural and Rural Development</td>
</tr>
<tr>
<td>GIS</td>
<td>Geographic Information System</td>
</tr>
<tr>
<td>GRC</td>
<td>Gold Reef City Museum</td>
</tr>
<tr>
<td>GRCTF</td>
<td>Gold Reef City Tourist Facility</td>
</tr>
<tr>
<td>HDI</td>
<td>Historically Disadvantaged Individual</td>
</tr>
<tr>
<td>HDS</td>
<td>High Density Sludge</td>
</tr>
<tr>
<td>H:H Site</td>
<td>Hazardous Waste Disposal Site</td>
</tr>
<tr>
<td>IGTT</td>
<td>Inter-Governmental Task Team</td>
</tr>
<tr>
<td>IMC</td>
<td>Inter-Ministerial Committee</td>
</tr>
<tr>
<td>INAP</td>
<td>International Network for Acid Prevention</td>
</tr>
<tr>
<td>IP</td>
<td>Intellectual Property</td>
</tr>
<tr>
<td>IWRM</td>
<td>Integrated Water Resource Management</td>
</tr>
<tr>
<td>IWULA</td>
<td>Integrated Water Use License</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>---------</td>
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<tr>
<td>WESSA</td>
<td>Wildlife and Environment Society of South Africa</td>
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<tr>
<td>WMA</td>
<td>Water Management Area</td>
</tr>
<tr>
<td>WQ</td>
<td>Water Quality</td>
</tr>
<tr>
<td>WRC</td>
<td>Water Research Commission</td>
</tr>
<tr>
<td>WUC</td>
<td>Western Utilities Corporation</td>
</tr>
<tr>
<td>WWTW</td>
<td>Waste Water Treatment Works</td>
</tr>
</tbody>
</table>
# GLOSSARY OF TERMS

<table>
<thead>
<tr>
<th><strong>AMD</strong></th>
<th>Acid mine drainage is formed when sulphide minerals in the geological strata, are exposed through mining activities and interact with oxygen and water to form a dilute solution of sulphuric acid and iron that leaches other metals from the material in which it forms. Acid mine drainage in the Witwatersrand typically has a pH value around 3 and is enriched in sulphate, iron and a number of metals, often including uranium.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Appendix</strong></td>
<td>Documents produced by the Feasibility Study attached to the report.</td>
</tr>
<tr>
<td><strong>Aquifer</strong></td>
<td>Zone below the surface capable of holding groundwater.</td>
</tr>
<tr>
<td><strong>Central Basin</strong></td>
<td>Central Rand underground mining basin.</td>
</tr>
<tr>
<td><strong>Decant (surface)</strong></td>
<td>Spontaneous surface discharge of water from underground mine workings.</td>
</tr>
<tr>
<td><strong>Decant (subsurface)</strong></td>
<td>Subsurface flow of water from one mine compartment or geological structure to another, typically occurring when underground mine voids fill and cascade consecutively from one underground compartment to another adjacent connected compartment.</td>
</tr>
<tr>
<td><strong>Discharge (groundwater)</strong></td>
<td>Seepage of groundwater at the surface.</td>
</tr>
<tr>
<td><strong>Eastern Basin</strong></td>
<td>East Rand underground mining basin.</td>
</tr>
<tr>
<td><strong>Environmental Critical Level</strong></td>
<td>The level above which the water in the mine voids at the critical locations (that is where the environmental features to be protected are at the lowest elevations) should not be allowed to rise, to protect specific environmental features, including groundwater resources.</td>
</tr>
<tr>
<td><strong>Feasibility Study</strong></td>
<td>An analysis and evaluation of a proposed project to determine if it is technically sound, socially acceptable, and economically and environmentally sustainable.</td>
</tr>
<tr>
<td><strong>Groundwater</strong></td>
<td>Water occupying openings below surface</td>
</tr>
<tr>
<td><strong>Key stakeholder</strong></td>
<td>Defined as directly affected parties, those who have a high level of negative or positive influence (in government and civil society domains, and on the direction and success of AMD long-term initiatives) and those whose input is critical to the study (for e.g., representatives of various National, Provincial, and Local Government, NGOs, organised business, mining, industry, labour, agriculture, affected mines, affected water utilities, community leaders, academics, etc.).</td>
</tr>
<tr>
<td><strong>Layout</strong></td>
<td>The arrangement or configuration (site layout, pipe route, etc.) of a specific option.</td>
</tr>
<tr>
<td><strong>Long-Term Solution</strong></td>
<td>A solution that is sustainable in the long term with regards to the technical, ecological, legal, economic, financial and institutional aspects.</td>
</tr>
<tr>
<td><strong>Option</strong></td>
<td>One of a number of combinations of abstraction works, treatment processes, and solutions for the disposal of waste and utilisation of treated water.</td>
</tr>
<tr>
<td><strong>Preferred option</strong></td>
<td>The solution, or combination of solutions, for the three basins respectively and collectively, that will be selected for further</td>
</tr>
<tr>
<td><strong>Term</strong></td>
<td><strong>Description</strong></td>
</tr>
<tr>
<td>----------</td>
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</tr>
<tr>
<td><strong>Investigation</strong></td>
<td>An examination or study to determine something.</td>
</tr>
<tr>
<td><strong>Ramsar Convention</strong></td>
<td>The Convention on Wetlands of International Importance, especially as Waterfowl Habitat - An international treaty for the conservation and sustainable utilization of wetlands, i.e., to stem the progressive encroachment on and loss of wetlands now and in the future, recognizing the fundamental ecological functions of wetlands and their economic, cultural, scientific, and recreational value. It is named after the town of Ramsar in Iran.</td>
</tr>
<tr>
<td><strong>Reef</strong></td>
<td>Term used on the Witwatersrand mines for conglomerate containing gold deposits.</td>
</tr>
<tr>
<td><strong>Reference Project</strong></td>
<td>The option which uses proven technologies, has minimum risk and which, is used for financial modelling and budgeting. It will probably not be the option which is implemented but is the benchmark against which implementation proposals will be judged.</td>
</tr>
<tr>
<td><strong>Reserve</strong></td>
<td>The quantity and quality of water required to satisfy basic human needs and to protect aquatic ecosystems in order to secure ecologically sustainable development and use of the relevant water resource.</td>
</tr>
<tr>
<td><strong>Request for Information</strong></td>
<td>A Request for Service Providers to provide information (RFI) on their product or service, e.g. technologies. It is not part of a procurement process.</td>
</tr>
<tr>
<td><strong>Request for Qualifications</strong></td>
<td>A Request for Qualifications (RFQ) from Service Providers to allow a shortlist to be prepared. It is normally the first step in the procurement process.</td>
</tr>
<tr>
<td><strong>Request for Proposals</strong></td>
<td>A request for technical and financial proposals (RFP) in compliance with a defined Scope of Work (SoW) and adjudication criteria from (Pre-Qualified) bidders to allow one of the bidders to be appointed to provide an agreed service. Equivalent to Expression of Interest (EOI) but used in infrastructure projects.</td>
</tr>
<tr>
<td><strong>Scenarios</strong></td>
<td>An alternative projection of the macro environment which affects AMD, such as climate change, electricity load shedding, and changes in quality or quantity of water ingress to the mine void.</td>
</tr>
<tr>
<td><strong>Service Provider</strong></td>
<td>The generic term for the Special Purposes Vehicle (SPU) or contracting consortium that will design, build, operate and maintain and possibly finance the works.</td>
</tr>
<tr>
<td><strong>Short-Term Interventions (Short-Term Solution as stated in Terms of Reference)</strong></td>
<td>Emergency measures that are being implemented by the TCTA in the short-term in all three the basins while the long-term Feasibility Study is undertaken to protect the ECL, to neutralise the AMD and to remove metals from the AMD.</td>
</tr>
<tr>
<td><strong>Western Basin</strong></td>
<td>West Rand underground mining basin.</td>
</tr>
</tbody>
</table>
INTRODUCTION TO THIS REPORT

The management of Acid Mine Drainage (AMD) is a complex and multifaceted challenge involving many components and requiring inputs from a wide range of stakeholders to ensure that a sustainable Long-Term Solution (LTS) is derived. Effective engagement and communications with stakeholders and the public is a key component of managing AMD.

While this Feasibility Study for the LTS will address the AMD originating from the mine voids, there are several other parallel initiatives in the bigger picture of addressing the AMD challenge. These initiatives include the Short-Term Interventions (STI), monitoring of the underground mining basins, ingress control, work undertaken by the Department of Water Affairs (DWA) on the Vaal Reconciliation Strategy, and others.

1.1 Communication Context

Most of the abovementioned initiatives entail some degree of communication to the public. For example, the work on the Vaal Reconciliation Strategy is communicated at the Vaal River User Forums, and communication on the STI is undertaken via the current Environmental Impact Assessment (EIA) and associated public participation process. The public therefore currently receive information about these various initiatives in different ways, including through extensive media coverage, which is largely driven by Non-Governmental Organisations (NGOs). This results in the general public receiving information on the complex issue of AMD management in a fragmented and uncoordinated manner, leading to stakeholder confusion, mistrust, fear, lack of confidence in Government’s efforts, etc.

It is clear that a coordinated effort is required to link all AMD-related stakeholder engagement, communication, and awareness/capacity-building activities of these various initiatives into a single source of communication to the public. Such a coordinated process should ideally be initiated and driven by the DWA.

1.2 Communication Strategy for this Feasibility Study

Against this backdrop, and taking into account the existing messages, perceptions and expectations already in the public domain, as well as the absence of a coordinated approach to AMD communication, this strategy seeks to:

- Engage with key stakeholders (academics, technical specialists, interest groups and relevant authorities), including those involved in parallel initiatives, to harness the collective wisdom towards finding a LTS to the AMD challenge; and
- Communicate sufficient and correct information to set the general public’s mind at ease regarding the efforts by Government towards finding a LTS, and to demonstrate the need for this Study in the context of the bigger picture and how it links to other initiatives, such as the STI.
While it is recognised that the LTS Feasibility Study forms part of a bigger context, it is a planning study and not a public consultation process driven by regulatory requirements. The planning process includes activities such as information collection and verification, the pooling of collective knowledge and wisdom, deliberating the details and complexities around potential solutions and considering alternatives towards the recommended LTS for AMD. This requires high level input from a technical planning perspective, rather than wide public participation.

Therefore, the stakeholder engagement and communication activities outlined in this document do not form part of the public participation process for a regulatory permitting process, nor does it form part of the EIA process for the STI being undertaken by the Trans-Caledon Tunnel Authority (TCTA). As such, the communication strategy for this Study is a stand-alone process which seeks to link with other communication initiatives around AMD management.

Once the Feasibility Study has progressed to the point where feasible options can be recommended, an EIA practitioner should be procured and the EIA process for the LTS may commence. During this process, all interested and affected parties (IAPs) (i.e. the wider public) will have an opportunity to participate in the regulatory public participation process.

**Figure 1.1:** shows the level of stakeholder engagement against the various stages of the project cycle, and highlights the need for an increasing level of wider stakeholder involvement as the rollout of the different phases of the process progresses towards finalisation and implementation of the AMD LTS.

The approach to stakeholder involvement for the purpose of the Feasibility Study is thus directed at focussed engagement and collaboration with identified key stakeholders to inform the Study at a technical level, while communicating study progress and key outcomes to the wider stakeholder group in a transparent and accessible manner.

**Figure 1.1:** Communication during project life cycle
Communication during the Feasibility Study is more focused on engagement with key stakeholders

This document represents the Communication Strategy and Action Plan for the AMD LTS Feasibility Study, which has been compiled and updated, following engagement with stakeholders during the initial stages of the Feasibility Study.

The Strategy was finalized in consultation with DWA Communication Services to ensure that it is aligned with the DWA corporate objectives and approach on communicating about AMD, including potential linkages with the communication activities by the STI and EIA teams.

The next section provides an overview of the various components that constitutes this Strategy and Action Plan and their relevant sections in this document.
### 1.3 Outline of the Communication Strategy and Action Plan

The Strategy and Action Plan contains the following sections (**Figure 1.2**):

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 2</td>
<td>Outlines the situation analysis (current perceptions and views held by stakeholders)</td>
</tr>
<tr>
<td>Section 3</td>
<td>Describes the objectives of this strategy and action plan</td>
</tr>
<tr>
<td>Section 4</td>
<td>Presents the target audiences for the study (the identified key stakeholder sectors and groups)</td>
</tr>
<tr>
<td>Section 5</td>
<td>Outlines the key messages and themes that will be carried throughout the study and communicated to the identified target audiences</td>
</tr>
<tr>
<td>Section 6</td>
<td>Presents an overview of the defined communication activities and methodologies and an Action Plan for communication activities, including a broad schedule of activities listed against specific target audiences</td>
</tr>
<tr>
<td>Section 7</td>
<td>Outlines the roles and responsibilities of the DWA and the consultant team in the implementation of this Strategy and Action Plan</td>
</tr>
<tr>
<td>Section 8</td>
<td>Provides key conclusions and recommendations</td>
</tr>
</tbody>
</table>

**Figure 1.2: Contents of the Communication Strategy and Action Plan**
2 SITUATION ANALYSIS

A situation analysis is conducted as a first step to designing a Communication Strategy and Action Plan. The situation analysis determines the nature and of the messages that will be communicated. These messages will change from time to time, which is why any Communication Strategy and Action Plan is dynamic and needs to be reviewed regularly.

The situation analysis was informed by:

- A half-day workshop with key members of the AMD LTS Feasibility Study management team, including a representative from DWA Communication Services, on 15 February 2012;
- Recent media articles and features in newspapers and on the internet, radio and television (e.g. Beeld, Mining Weekly, News 24, Carte Blanche, 50/50);
- The Vaal River System Reconciliation Strategy and the subsequent work of the Vaal Strategy Steering Committee, co-ordinated by DWA: Chief Directorate Integrated Water Resources Planning (IWRP);
- The Issues and Response Report from the Due Diligence Study conducted by the TCTA as part of the STI;
- The Comments and Responses Report from the EIA conducted by Golder Associates for the Western Utilities Corporation (WUC) in 2010 (public document);
- DWA’s Communication Strategy on the roll out of the work of the Intra-Governmental Task Team (IGTT) on AMD;
- The TCTA’s Action Plan to give effect to DWA’s Communication Strategy on AMD;
- A meeting between the DWA Feasibility Study Manager, representatives of the Gauteng Regional Office and DWA Communication Services regarding potential linkages with communication activities between the Long- and Short–Term Study Teams; and
- Personal communication with members of TCTA’s team conducting the EIA process for the STI.

2.1 Current Perceptions and Views held by Stakeholders

Based on recent media attention and strongly voiced concerns and views expressed by environmental NGOs/interest groups and other stakeholders, it is safe to say that current perceptions around the AMD challenge are largely negative. Rumours and misinformation are being generated as a result of:

- The lack of proactive, transparent, and timely provision of information to stakeholders on the efforts by Government to address the AMD challenge; and
- Sensationalism in the media which instils fear amongst the public and promotes a lack of confidence in Government to address the AMD challenge.
Table 2.1 provides a summary of the key perceptions/ issues held by the various broad stakeholder sectors/ groups, based on the sources of information mentioned above. It must be noted that views and perceptions recorded here are characteristic of broad stakeholder groups; they are not claimed to be factual, nor are they represented as the view of all sub-groups within a stakeholder group.

Table 2.1: Current perceptions, views and attitudes held by various stakeholder sectors and/ or groups

<table>
<thead>
<tr>
<th>Stakeholder sector/ category</th>
<th>Perceptions/ issues/ views/ attitudes</th>
</tr>
</thead>
</table>
| Local Government            | • Feel uninformed about the magnitude of the AMD challenge, potential decant points within their areas of jurisdiction and related impacts, measures being put in place to address the AMD issues, and hence, do not have adequate information to respond to their constituents; and  
• Are concerned about cost implications to themselves and their consumers. |
| Landowners and communities   | • Are concerned about impacts of decant (both quantity and quality) on their livelihoods;  
• Are concerned about a potential environmental disaster if the problem is not addressed;  
• Are concerned about the health and safety of people and animals; and  
• Are concerned about the cost implications of AMD treatment, not receiving information and not being consulted in this regard. |
| Conservation                | • Strong concerns about the impacts of AMD (radioactivity, pollution, etc.) on surface and groundwater quality, the ecology and the health and safety of humans and animals; and  
• Are concerned about the lack of plans to rehabilitate areas impacted by AMD decant. |
| Affected mines              | • Some favour a private sector solution, without Government involvement; and  
• Are concerned about cost implications, as well as liability and LTS issues. |
| Bulk Water Suppliers        | • Are concerned about the quantity and quality of treated AMD supply; and  
• Cost implications and credibility issues amongst consumers pertaining to the potable use of treated AMD is a major concern. |
| NGOs (environmental and human rights activists) | • Express the view that the interim measures currently being implemented were decided without the input of experts and stakeholders, and without understanding the requirements for integration with the LTS;  
• Have a lack of confidence in Government’s capacity and allocation of resources, particularly financial, for addressing the AMD challenge;  
• Have credibility issues with Government, especially in terms of its perceived slow response to recommendations made many years ago on the AMD issue, its seemingly protracted decision-making processes, and its apparent poor record of
<table>
<thead>
<tr>
<th>Stakeholder sector/ category</th>
<th>Perceptions/ issues/ views/ attitudes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakerholder sector/ category</td>
<td>dealing with the AMD challenge thus far;</td>
</tr>
<tr>
<td></td>
<td>• Question the selection of the High Density Sludge (HDS) treatment process and the fact that other potentially viable alternatives were not considered;</td>
</tr>
<tr>
<td></td>
<td>• Are concerned about the proposal to dispose hazardous waste (sludge) from the HDS treatment process on mine tailings dams and in old mine shafts;</td>
</tr>
<tr>
<td></td>
<td>• Are concerned about the impact on the environment, particularly in culturally and ecologically significant areas such as the Cradle of Humankind, the Blesbokspruit Wetland Ramsar Site, and Krugersdorp Nature Reserve;</td>
</tr>
<tr>
<td></td>
<td>• Have strong views about the limited public consultation that has taken place thus far;</td>
</tr>
<tr>
<td></td>
<td>• Have placed a strong emphasis on the need for the management of AMD to satisfy all legal requirements;</td>
</tr>
<tr>
<td></td>
<td>• Are concerned about the cost implications of implementing the STIs and LTS, and seek clarity on who should pay – polluter, public, or all mines through an environmental levy? There is strong opposition to costs being carried by the public, and belief that the mining industry should pay; and</td>
</tr>
<tr>
<td></td>
<td>• Are sceptical about whether the STIs will be implemented early enough to prevent an environmental disaster.</td>
</tr>
<tr>
<td>Agriculture</td>
<td>• Are concerned about impacts of decant (both quantity and quality) on their livelihoods;</td>
</tr>
<tr>
<td></td>
<td>• Are concerned about potential environmental disaster if the AMD problem is not addressed;</td>
</tr>
<tr>
<td></td>
<td>• Are concerned about the health and safety of people and animals; and</td>
</tr>
<tr>
<td></td>
<td>• Are concerned about water flows decreasing in certain streams if direct re-use of treated AMD is implemented.</td>
</tr>
<tr>
<td>Business</td>
<td>• Are concerned about the cost implications and potential negative economic impacts on businesses and livelihoods; and</td>
</tr>
<tr>
<td></td>
<td>• Many see opportunities in commercializing proprietary technologies they have developed.</td>
</tr>
<tr>
<td>Media (newspapers, radio, television)</td>
<td>• Have a great interest in all issues related to AMD (e.g. possible environmental catastrophe, flooding of the Johannesburg Central Business District (CBD), impacts on the Vaal River System, decanting points and Government’s handling of the AMD issue, specifically with regard to its alleged poor capacity and lack of financial resources to address the issue) – A large majority of reporting has been negative, with almost no positive news on progress and steps being taken by Government to address the AMD issue.</td>
</tr>
<tr>
<td>Researchers/ Academia</td>
<td>• Have placed an emphasis on scientific and technical rigour, and have expressed much interest in being involved in the analysis of alternatives for the LTS;</td>
</tr>
<tr>
<td></td>
<td>• Many have developed proprietary treatment technologies that they would like to commercialize; and</td>
</tr>
<tr>
<td></td>
<td>• Are concerned that there will not be seamless integration between STI and the LTS.</td>
</tr>
</tbody>
</table>
3 OBJECTIVES

Informed by the situation analysis in Section 2, and the fact that the Feasibility Study is a planning study, which will to a large extent be informed by existing information, monitoring initiatives, technical input and expert advice, the key objectives of this Communication Strategy and Action Plan are to:

- Undertake focussed consultation with identified key stakeholders and stakeholder sectors/ groups to assist in identifying sustainable solutions, technical options and management scenarios;
- Engage with identified key stakeholders from various relevant fields throughout the Study, to obtain their inputs and discuss the draft outcomes of various study components;
- Assist the DWA to keep the key stakeholder group informed of progress and key outcomes, and to provide opportunities for constructive input to inform the Feasibility Study;
- Communicate information regarding the Study to the wider stakeholder group in a manner that enhances their understanding of the AMD challenge and the efforts by DWA and other initiatives to address it, and enable them to provide constructive inputs;
- Communicate factual and accurate information (once finalized by the Study Team) in an open and transparent manner in order to:
  - Avoid half-truths and misunderstandings;
  - Correct inaccurate perceptions;
  - Reduce the risk of public concern and anger;
  - Manage undue fears and undue expectations; and
  - Build stakeholder understanding, trust and confidence in DWA’s efforts to address the AMD challenge.
- Provide input to parallel initiatives, e.g. STI and Vaal River System Strategy Steering Committee and receive feedback; and
- Record stakeholder input for consideration in the Study.

Who are key stakeholders in this Study?

Key stakeholders are defined as directly affected parties, those who have a high level of influence (in Government and civil society domains, and on the direction and success of AMD long-term initiatives) and those whose input is critical to the Study (e.g. representatives of various National, Provincial, and Local and District Government, NGOs, organised business, mining, industry, labour, agriculture, affected mines, affected water utilities, community leaders, academics, etc.).

The manner in which these key stakeholders will be engaged with is explained in Section 6.
4 TARGET AUDIENCES

The Feasibility Study, being a planning study and not a regulatory public consultation process, requires focussed consultation on a technical level with key stakeholders representing various sectors/stakeholder groups.

As explained in Section 1, consultation with the public (referred to in this report as the wider stakeholder group) will take place through alternative processes, including the EIA process that is to follow, which is independent of this Study.

4.1 Stakeholder Identification and Categorisation

The target audiences identified to inform the Feasibility Study and to whom information regarding the study should be sent, include both internal (DWA) and external stakeholders, and were identified through discussions with the Study Team members, stakeholder lists provided by DWA, TCTA, Federation for a Sustainable Environment (FSE) and other key stakeholders, and through a process of networking and referral as the Study progressed. The current stakeholder database comprises of almost 900 individuals and organisations, and includes representatives from the following stakeholder sectors/groupings:

- Academic Institutions;
- Catchment Forums;
- Funding Organizations;
- International experts with knowledge on AMD management;
- Environmental and Conservation Groups;
- Independent Individuals in their Private Capacity;
- Institutions, Parastatals and Research Facilities;
- Local Government;
- Provincial Government;
- National Government;
- Relevant Chief Directorates, Directorates, Sub-Directorates, and Regional Offices from DWA;
- Mining Sector;
- Non-Governmental Organisations;
- Organised Agriculture;
- Organised Business, Industry and Labour;
- Other Specialist Fields/Consultants;
- Tourism and Recreation;
- Utilities/Water Service Providers; and
- Various Technology Providers who offered information.
The initial full stakeholder database, including the names and organisations of the representatives in each of the above categories is appended as Appendix A and will be updated on an on-going basis throughout the duration of the Feasibility Study. The final list of stakeholders will be included in Study Report 9: “Key Stakeholder Engagement and Communications”.

4.2 Stakeholder Database Management

Stakeholders’ contact details are captured on an electronic stakeholder database developed and continually updated by SRK Consulting for the duration of the Feasibility Study. The software used to develop the database has capabilities to categorise stakeholders and personalise letters and e-mails to stakeholders, as well as to capture notes linked to a person’s name (e.g. comments raised, meetings attended, documentation received), thus providing an on-going record of consultation activities.

The stakeholder database will be provided to DWA at the end of the Study, and should be reviewed and updated regularly during the subsequent project phases, in order to ensure that the correct stakeholders are involved and that new stakeholders are continually identified and engaged.
5  KEy Messages

Based on the situation analysis, the key messages and sub-messages to be conveyed when engaging stakeholders during meetings, when providing information in newsletters or press releases, and when placing information on the AMD page of the DWA website, are briefly outlined below. It is foreseen that further key messages will be developed as the Feasibility Study progresses.

5.1  The AMD Challenge

The decant of AMD to surface streams in the East, Central and West Rand mining areas and the possible infiltration into near-surface groundwater aquifers poses a significant environmental threat. The rising levels also pose a potential threat to existing infrastructure and historically important facilities. In addition to the effect on the environment and surrounding communities, AMD, which carries significant salt loads, poses a threat to the fitness-for-use and security of water supply from the Vaal River Systems. This is discussed further in section 5.3 below.

5.2  Government is Committed to Finding a LTS

Government is committed to finding a LTS for the AMD challenge and will do so in consultation with a wide range of key stakeholders and experts, including the Council for Scientific and Industrial Research (CSIR), the Water Research Commission (WRC), the Council for Geoscience (CGS), the Departments of Science and Technology (DST), Water Affairs (DWA), Mineral Resources (DMR), Environmental Affairs (DEA), and others.

The Sub-Directorate: Water Quality Planning (Directorate: Water Resources Planning Systems) on behalf of DWA recently initiated a Feasibility Study for a LTS to address the AMD associated with the East, Central and West Rand underground mining basins.

5.3  Study Objective in the Context of the Vaal and Crocodile (West) River Catchments

The objective of this Feasibility Study is to determine the most feasible long-term option to managing the AMD in the West, Central and East Rand underground mining basins that will ensure long-term water supply security and continuous fitness-for-use. As such, the Feasibility Study is viewed in context of the management needs and plans of the Vaal and Crocodile (West) River catchments, as outlined in DWA’s Reconciliation and Water Quality Management Strategies. These strategies aim to ensure that projected future water demands can be met. From a broader river systems perspective, the partial treatment of mine water will be acceptable in the short- to medium-term. In the long-term however, the treatment of AMD is considered as one of the measures that is required in order to meet future water demands. The salt-loading of major river systems, and in particular the Vaal System, must be addressed in order to make water, which will be utilised to dilute partially treated and highly
saline water being discharged in the short-term, available for supply in the Vaal Dam in the long-term. This concept is explained in further detail in the Preface of this report.

5.4 AMD in the Context of Vaal and Crocodile (West) River Water Quality Management

The AMD Study is one component of water quality management in the Vaal and Crocodile River Systems. In addition to the need to manage AMD related impacts on water quality, numerous other needs also exist and are to be addressed through separate initiatives.

5.5 Complexity and Proper Planning

The AMD challenge is complex and requires proper investigation of all aspects, including legal, institutional, financial and technical options. The Feasibility Study is a planning study and is required, as proper planning is essential to effective management where decisions need to be well informed and based on good information and science. It is essential that the plans outlined by the Feasibility Study complement the planning process mentioned in Section 5.3.

The focus of the Study is to investigate possible management scenarios, analyse technical options and optimal infrastructure configurations, as well as to recommend suitable institutional and financial models and a suggested Implementation Plan. The problems posed by AMD will have implications far into the future, with impacts likely to continue for many years and the process of managing these impacts will therefore need to continue, with on-going monitoring and assessment and adaptation as conditions change.

5.6 Risk Management

It is necessary that the risks attributable to AMD be identified and assessed, based on concrete information and reliable scientific input, in order to establish a Management Plan that will minimise risk to the public and the environment.

A generic approach to the management of these risks has been proposed for implementation in the three priority categories, namely decant prevention, water quality management and ingress control.

5.7 Protection of Public Interest

The Feasibility Study was commissioned to evaluate all potential solutions and to recommend the most feasible option to protect the environment and the general public, while considering the interest of the tax payer and water user, Whereas the maintenance of the Environmental Critical Level (ECL) is the goal for the STI, the minimisation of the contribution of mining induced salt loading in the Vaal and Crocodile (West) River Systems is the goal for the LTS.
5.8 ECL and Short-Term

Decant management: It is crucially important that the water levels in the basins be held below the relevant ECLs by pumping of water or maintaining the water level by other means, in order to prevent decant from occurring or to stop it where it has already taken place.

In the short-term, pumped underground mine water needs to be semi-treated in order to prevent environmental impacts of the acidic water on surface streams. That will mean a return to the situation that prevailed during the period when the mines were still active.

5.9 Options for Use of Water

Treated AMD water will have to meet the relevant criteria for any use that may be recommended as part of the solution, whether this is potable, industrial, agricultural or environmental.

In terms of the Vaal River Strategy, it is important that the treated AMD be utilised in the supply area of the Vaal River System in order to help serve the demands put onto the Vaal River System. The costs of transporting the treated AMD will also be factored into selecting the preferred solution.

5.10 Treatment Technologies

Treated water and the recommended treatment technology will have to meet the relevant criteria. There are various technologies available that may be able to treat AMD for industrial, agricultural, environmental or potable use. The Feasibility Study will consider a wide range of different technologies and processes for the treatment of AMD, including passive treatment technologies.

5.11 AMD – The Bigger Picture

The Feasibility Study for a LTS is a component of the bigger picture to address the AMD challenge in the three basins on the Rand Gold mining area. It runs in parallel with other initiatives such as the STI, monitoring related to the underground mining basins, ingress control initiatives and others, and decisions cannot be taken without due consideration of all the implications.

There are other areas in the country where AMD also poses a risk or may do so in future. Lessons learnt in the East, Central and West Rand underground mining basins may also be applicable to those areas.
6 ACTION PLAN (APPROACHES, ACTIVITIES AND METHODOLOGIES)

In order to meet the objectives of this communication strategy, an approach that aims to allow for significant engagement and obtain as much input as possible from key stakeholder groups (listed in Section 4) was developed and is illustrated below. This approach was developed, as it not only allows for the discussion of common concerns, but also for focused discussions on e.g. environmental and social considerations. In addition, it allows the Study Team to engage with a wide range of key stakeholders on various levels, e.g. through technical discussions with academics, or governance discussions with Provincial Government, while allowing general communication and feedback on the Study to the wider stakeholder group, which would not have been directly engaged in the technical components of the Study.

Table 6.1 provides a summary of the two components of this Communication Strategy, highlighting the overarching objectives of each, the target audiences and planned methods of engagement.

Table 6.1: Summary of the two components of this Communication Strategy

<table>
<thead>
<tr>
<th>KEY STAKEHOLDER ENGAGEMENT</th>
<th>COMMUNICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PURPOSE</strong></td>
<td></td>
</tr>
<tr>
<td>Obtain inputs from key stakeholders</td>
<td>Information dissemination to the wider stakeholder group: Communicate progress and key outcomes at certain milestones in the Study</td>
</tr>
<tr>
<td>- Information gathering to inform the Study (existing information, monitoring data, technical input and expertise)</td>
<td></td>
</tr>
<tr>
<td>- Technical review of Study’s outcomes and reports</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>TARGET AUDIENCE</strong></th>
<th>Key Stakeholder Sectors and Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>METHOD OF ENGAGEMENT</strong></td>
<td>Wider Stakeholder Group (approximately 900 on database)</td>
</tr>
<tr>
<td>- Individual consultation meetings</td>
<td></td>
</tr>
<tr>
<td>- Focus group meetings</td>
<td></td>
</tr>
<tr>
<td>- Technical workshops</td>
<td></td>
</tr>
<tr>
<td>- Study Stakeholder Committee (SSC) Meetings (broad stakeholder representation to discuss common issues)</td>
<td></td>
</tr>
<tr>
<td>- DWA presentations to relevant Catchment Forums</td>
<td></td>
</tr>
<tr>
<td>- Newsletters</td>
<td></td>
</tr>
<tr>
<td>- Press releases</td>
<td></td>
</tr>
<tr>
<td>- AMD webpage on the DWA site</td>
<td></td>
</tr>
<tr>
<td>- General information and reports</td>
<td></td>
</tr>
<tr>
<td>- Frequently asked Questions</td>
<td></td>
</tr>
</tbody>
</table>
6.1 Engagement with Key Stakeholders

Key stakeholders will be consulted in order to obtain existing information and data, technical input and expert perspectives. These inputs will inform the Study and will be secured through:

- A Study Stakeholder Committee (SSC), established by DWA to engage identified key stakeholders whose input is critical to the investigation, development and/or implementation of the LTS. SSC members will be engaged with at certain milestones throughout the Study to obtain their input and discuss the draft outcomes of various components as the Study progresses. Three SSC meetings are envisaged for the duration of the Study. A list of the SSC members is included as Appendix B.

- Technical workshops with relevant experts and key stakeholders regarding the various study components, including but not limited to the geohydrology of the three basins and the possible treatment technologies that may apply to AMD.

- Focus Group meetings to discuss sector specific concerns and obtain their inputs, as is necessary, for example: with environmental NGOs, conservation groups and recreation and tourism, as well as with affected municipalities. An initial list (as envisaged at this stage) of the various organisations/ key individuals within each of these sectors/ groups is included in Appendix C. Other sectors/ groups may also have to be engaged with as the Study progresses.

- Individual consultation meetings with technical specialists and/or representatives of key stakeholder groups, sectors or individuals in their personal capacity in order to gain their inputs to the Study.

- Presentations by the DWA at catchment forum meetings to engage stakeholders and obtain their input to the study, e.g. the Vaal Dam Reservoir Forum, Vaal Barrage Forum and Crocodile River Catchment Forum will be presented to as a high priority.

**Note:** Information on project outcomes for comment by SSC members and other key stakeholders, will be distributed in the form of discussion documents, technical summaries, specialist reports, presentation hand-outs, etc., and will be distributed by email, at meetings and on the AMD Aurecon web portal.

A final list of the meetings/ engagements held will be provided in Study Report 9: “Key Stakeholder Engagement and Communications”.
6.2 Communication to the Wider Stakeholder Group

The aim of communication to the wider stakeholder group is to:

- Inform stakeholders of the objectives, scope, progress and key outcomes of the Study; and
- Build further understanding of the AMD challenge.

The wider stakeholder group will be kept informed through:

- Distribution of newsletters to representatives of sectors of society/stakeholder groups electronically, at Focus Group meetings, through the media and on the AMD webpage on the DWA website;
- It is assumed that the key stakeholders will also distribute information to their constituencies;
- Press releases distributed to the media by DWA Communication Services;
- Feedback/responses to Frequently Asked Questions (FAQs) on the AMD webpage, on the DWA website; and
- Regular updates of information on the dedicated AMD webpage on the DWA website.

Note: Newsletters, press releases, etc. will inform and direct stakeholders to the AMD webpage on the DWA website where they will have access to reports, the latest Study information, and an FAQ document providing feedback on their comments and questions.

Wider stakeholder participation will be strengthened on commencement of the EIA process.

6.3 Obtaining Stakeholder Input and providing Feedback

In addition to the opportunities afforded to key stakeholders to contribute information and provide technical input and knowledge to inform the Study, i.e. during SSC meetings, Focus Group meetings, individual meetings, etc., stakeholders (both the key stakeholders and the wider stakeholder group) will also be provided with opportunities to contribute constructive inputs to inform the Study by providing comments via a dedicated electronic mail box (amdsainfo@srk.co.za) to the Study Team (coordinated via the Study Communications Team).

This email address will be widely publicized in newsletters, press releases and will direct stakeholders to the AMD webpage on the DWA website where they will have access to reports and the latest study information.

In addition, provision for comments on technical reports, to be sent to the Study Team from key stakeholders, will be made by developing a dedicated Aurecon email address (amdsainfo@aurecongroup.co.za).
6.3.1 Frequently Asked Questions (FAQ) Document

A FAQs document will be compiled and updated at certain intervals linked to key milestones in the study to reflect stakeholder comments/questions and provide responses/feedback to stakeholders as the study progresses. This document will be posted on the AMD webpage on the DWA website.

6.3.2 AMD website

The Study Team will provide updated information and inputs throughout the Study for the AMD webpage on the DWA website, which is managed by the DWA. The webpage will be used to display information, including the technical reports relating to the Feasibility Study. It will also provide a platform for stakeholders to comment, and will provide feedback/responses (as FAQs) on the key issues raised by stakeholders during the engagement process.

6.3.3 Newsletters

Newsletters providing information on the progress of the Feasibility Study will be distributed to the wider stakeholder group at key milestones during the Study. Newsletters will be written in simple, non-technical language, visually illustrating key concepts as far as possible in order to afford accessibility to the information to the widest range of stakeholders.

It is envisaged that three newsletters will be distributed during the short duration of the Feasibility Study, linked to key milestones/outcomes of the Study. The newsletters may also include a brief section on the STI in order to provide feedback to stakeholders on this parallel initiative.

Newsletters will be distributed as follows:

- Electronically to the full stakeholder database for the Study, as described earlier – the majority of whom have email addresses;
- Posted on the DWA website;
- Distributed at stakeholder meetings;
- Distributed by DWA at Catchment Forum meetings; and
- Distributed by DWA regional offices.

6.3.4 Press releases

It is likely that information on AMD in general and not just the LTS Feasibility Study will be published. The Feasibility Study Team, however, will provide input on the LTS into these press releases.

The same applies to media briefings and interviews.
6.4 Stakeholder Engagement Report

The engagement process with key stakeholders and the communication activities with the wider stakeholder group, as well as all comments, feedback, inputs, and suggestions received from stakeholders during the Study engagement meetings, in writing, telephonically and via the AMD webpage on the DWA website will be collated into the Stakeholder Engagement Report (Study Report 9). The Report will also contain the stakeholder database, list of all engagement interactions with stakeholders, and the proceedings of the Focus Group meetings, and SSC meetings.

6.5 Linkages to other initiatives

As mentioned above, one of the objectives of the communication strategy is to link with the various parallel initiatives that pertain to the management of AMD and to make provision for feedback on these initiatives as part of this study to both the key stakeholders and the wider stakeholder group. This will be achieved through:

- The provision for feedback and updates presented by representatives of the various parallel initiatives at the three SSC meetings that are planned for this Study. This includes feedback from the AMD STI Study Team, Vaal Strategy Steering Committee, CGS Ingress Study, Gauteng Department of Agricultural and Rural Development (GDARD) studies, CSIR research initiatives, the Hydro-geological Monitoring Committee, etc.;
- Standard inclusion of a brief summary in the LTS newsletters to provide stakeholders with feedback on progress and key developments in the STI process;
- Attendance by the study team of meetings related to parallel initiatives; and
- Attendance and Presentations by DWA at conferences, e.g. the annual Water Institute of South Africa (WISA) Mine Water Division Conference.

6.6 What Information will be shared – Confidential Reports

The information that will be shared via the platforms described above is mostly related to the technical components of the Study. It is anticipated that stakeholders can provide valuable inputs to these components since the stakeholder groups contains many individuals and organisations with extensive knowledge on AMD management. The wider public will also be informed about the general progress with the Study.

Information and deliverables related to the legal apportionment of liabilities and the procurement of the proposed solution will not be made available outside of the Study Team until the appropriate implementation process stage has been reached, as that may potentially compromise future procurement and legal processes. Other reports, while in draft form, will be available on the Study webpage (i.e. the Aurecon AMD Portal) to the various committee members for comment. Once finalised, these reports will be made available on the DWA website.
6.7 Provisional Action Plan for Key Stakeholder Engagement and Communication

The actual engagement and communication activities, methods and scheduling are detailed in the Provisional Action Plan in Table 6.2. These activities serve as a guide and will be refined and adapted to meet the specific needs of the Study, in collaboration with DWA Communication Services, as the Feasibility Study progresses. Interaction with the STI and the other directorates within the DWA will take place as per the Study programme and the requirements of the Study.

Table 6.2: Provisional Action Plan for Key Stakeholder Engagement and Communication

<table>
<thead>
<tr>
<th>Month</th>
<th>Activity</th>
<th>Stakeholder Group/ Target audience</th>
<th>Method of engagement/ communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Study Initiation Phase (February – July 2012)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>February 2012</td>
<td>Development of stakeholder database</td>
<td>Attached as Appendix A</td>
<td>Consultation meeting (refer to Report 9 for complete list)</td>
</tr>
<tr>
<td></td>
<td>Information gathering</td>
<td>Rand Water</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>TCTA</td>
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<td>Press release (Commissioning of Study)</td>
<td>Wider stakeholder group and general public</td>
<td>Delivered in a statement by Minister Edna Molewa at the AMD media briefing in Randfontein on 22 Mar 2012.</td>
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<td>Information sharing/ gathering and engagement discussions</td>
<td>World Bank</td>
<td>Consultation meetings (refer to Report 9 for complete list)</td>
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<td>Information gathering – Technology Providers and Information on the Vaal River System strategy.</td>
<td>Technology providers: Aveng Water, ERWAT/ VitaOne8, WUC, Eclipse, NWSS, TUT, Other technology providers, Vaal River System (WRP, Golder Associates, DWA)</td>
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<td>May 2012</td>
<td>Study Stakeholder Committee Meeting (To workshop Options Assessment Report)</td>
<td>Refer to Appendix B for a list of SSC members</td>
<td>Two-day workshop on 2 and 3 May 2012</td>
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<td>First draft of Frequently Asked Questions (FAQ) Document</td>
<td>General public</td>
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<td>Stakeholder Group/Target audience</td>
<td>Method of engagement/communication</td>
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<td>Consultation meetings (refer to Report 9 for complete list)</td>
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<td>(Responses to key categories of comments on long-term study raised by stakeholders during TCTA engagement process)</td>
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<td>Prefeasibility (July – October 2012)</td>
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<td>July 2012</td>
<td>Newsletter (to introduce the study and provide feedback on Study progress, provide an overview of the Vaal River Strategy, as well as an insert of information on STIs)</td>
<td>All stakeholders on database and general public</td>
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<td>• Electronically to stakeholder database</td>
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<td>• On AMD webpage on the DWA website.</td>
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<td>• DWA regional offices, and via the Project Executive Committee (PEC), IGTT and Inter-Ministerial Committee (IMC).</td>
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<td>• By DWA Communications at media briefings and DWA AMD-related events.</td>
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<td>FAQ Document (updated with responses to key categories of comments following SSC meeting)</td>
<td>Wider stakeholder group and general public</td>
<td>Posted on AMD webpage on the DWA website.</td>
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<td>September 2012</td>
<td>Technical Focus Group Meetings</td>
<td>Environmental NGOs, conservation groups and tourism/recreation</td>
<td>Two workshops (one for each focus group) on 7 September 2012 (refer to Report 9 for complete list)</td>
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<td>Local and District Government – including affected municipalities</td>
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<td>Feasibility (September – November 2012)</td>
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<td>Study Stakeholder Committee Meeting</td>
<td>Refer to Appendix B for list of SSC members</td>
<td>One-day workshop on 17 October 2012.</td>
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<td>Newsletter (on Study progress and outcomes of the Pre-feasibility phase as well as on the progress of the STIs)</td>
<td>All stakeholders on database and general public</td>
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<td>• Electronically to stakeholder database</td>
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<td>• On AMD webpage on the DWA website.</td>
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<td>• By DWA regional offices.</td>
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<td>Stakeholder Group/Target audience</td>
<td>Method of engagement/communication</td>
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<td>Dec 2012: Registration of Interest and Request for Information (RfI)</td>
<td>Press release (Study progress and key outcomes)</td>
<td>Wider stakeholder group and general public</td>
<td>To be distributed as follows: By DWA Communications at media briefings and DWA AMD-related events</td>
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<td>Press release (Proposed registration of interest for providing services for the LTS for Management of AMD)</td>
<td>Potential service providers, including technology providers</td>
<td>To be distributed as follows: By DWA Communications to their media network. Possible publication in the eWISA electronic newsletter.</td>
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<td>Advertisement (Registration of interest for providing services for the LTS for the Management of AMD)</td>
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<td>Placement in at least 3 newspapers. Consider placement in Engineering News, and SAFCEC. Consider placement in DWA tender bulletin. AMD website.</td>
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<td>Notification (Registration of interest for providing services for the LTS for the Management of AMD)</td>
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<td>Meeting selected providers for further information gathering.</td>
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<td>Meetings with technology providers</td>
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<td>Dec 2012</td>
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<td>Wider stakeholder group and general public</td>
<td>Posted on AMD webpage on the DWA website.</td>
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<td>Nov/ Dec 2012</td>
<td>Presentations by DWA to catchment forums</td>
<td>See Appendix C for suggested forums</td>
<td>Presentation by DWA Study Manager on study approach and progress.</td>
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<td>Information sharing (as necessary)</td>
<td>For example: Agricultural sector Technology providers</td>
<td>Individuals meetings as required. Sector based focus group meeting.</td>
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<td>Information sharing to provincial/local political level</td>
<td>Mayoral Committees of affected municipalities</td>
<td>Presentation by DWA to: Mayoral Committees GDARD Provincial Engagement forum (in the process of being initiated)</td>
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<td>Stakeholder Group/Target audience</td>
<td>Method of engagement/communication</td>
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<td>Study closure (January – February 2013)</td>
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<td>Feb 2013</td>
<td><strong>Study Stakeholder Committee Meeting</strong> <em>(To present outcomes and recommendations of Study)</em></td>
<td>Refer to Appendix B for list of SSC members</td>
<td>One-day meeting expected to be in Feb 2013.</td>
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<td>Feb 2013</td>
<td><strong>Newsletter</strong> <em>(on Study outcomes and recommendations, as well as insert of information on STIs)</em></td>
<td>All stakeholders on database and general public</td>
<td>To be distributed as follows:</td>
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<td>- Electronically to stakeholder database.</td>
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<td>- By DWA Communications at media briefings and DWA AMD-related events.</td>
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<td>- At Focus Group, SSC and other meetings.</td>
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<td><strong>Press release</strong> <em>(Outcomes and recommendations of Feasibility Study)</em></td>
<td>Wider stakeholder group and general public</td>
<td>To be distributed as follows:</td>
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<td>- By DWA Communications to their media network.</td>
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<td>- Possible publication in the eWISA electronic newsletter.</td>
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<tr>
<td></td>
<td><strong>FAQ Document</strong> <em>(updated with responses to key categories of comments following SSC meeting)</em></td>
<td>Wider stakeholder group and general public</td>
<td>- Posted on AMD webpage on the DWA website.</td>
</tr>
</tbody>
</table>
7 COMMUNICATION ROLES AND RESPONSIBILITIES

The Study’s governance structure and the functions and composition of the Study committees are shown in Appendix D.

The Feasibility Study is being undertaken by DWA (Sub-Directorate: Water Quality Planning) wherein the Study Administration Committee (SAC), which comprise of staff from DWA, as well as the Professional Service Provider (PSP), is responsible for the day-to-day management of the Study and ensuring that the Study is done according to the agreed scope and schedule.

The Study Management Committee (SMC), which is responsible for providing strategic guidance, consists of the SAC and members from other Government Departments and parastatals. The Study’s deliverables are also to be reviewed by the SMC members. The SMC is chaired by the Directorate: Water Resource Planning Systems (WRPS), which falls under the Chief Directorate: IWRP.

The SSC includes the members of both the SAC and SMC, as well as Local and Provincial Government, key representatives from IAPs, and NGOs. The role of the SSC members is to provide inputs and comments as the Study progresses and their inputs are seen as crucial for the successful completion of the Study.

The Terms of Reference for the SMC and SSC are attached as Appendix D and Appendix E, respectively.

Giving effect to the communication strategy outlined in this report requires dedicated communications personnel and clear roles and responsibilities between the PSP and the Client (DWA). The key roles and responsibilities for each of these parties, including key stakeholder representatives, are listed in the sections below.

7.1 Consultants

The PSP’s Communication Team is responsible for:

- Implementing this Communication Strategy and Action Plan during the course of the Feasibility Study, in close collaboration with DWA Communication Services;
- Developing draft communication materials, e.g. newsletters, press releases, etc., based on information provided by the SAC and PSP’s Technical Teams, with the understanding that no information may be released publicly without formal DWA approval;
- Colour printing of three newsletters (3 of 10 pages maximum each, 50 copies);
- Distribution (mainly electronically) of communication materials in collaboration with DWA Communication Services;
- Providing regular information obtained from the Feasibility Study Team to DWA for updating the AMD webpage on the DWA website;
Proactively informing DWA Communication Services via the DWA Study Manager of potential risks and strong views and issues raised by stakeholders, during the engagement process and interaction by other Study Team members;

Collating stakeholder comments, feedback, inputs, and suggestions received during engagement meetings and including it into the report on Key Stakeholder Engagement and Communications;

Updating the above mentioned report after each round of consultation and distributing to DWA and the Technical Team for consideration in the relevant technical studies; and

Developing and updating a FAQ Document, for DWA to post on the AMD webpage on the DWA website to provide feedback/ responses to stakeholders’ questions and comments.

7.2 DWA Personnel

Responsibilities related to communications which will be reverted to DWA include:

- DWA Communication Services is responsible for media interactions;
- The Minister of Water Affairs will communicate with the media on AMD;
- Only DWA Communications interacts with the media on AMD (Study Team to forward media queries via the Study Manager);
- Only DWA Communications approves and releases statements to the media on AMD;
- The DWA Study Director/ Deputy Director/ Manager will be responsible for providing the media with information on the Feasibility Study for the LTS where appropriate, as part of stakeholder engagement processes;
- DWA is responsible for updating and maintaining the AMD webpage on the DWA website with information provided by the Study Team; and
- DWA is responsible for the distribution of newsletters to regional offices, at DWA events and printing and distribution of additional copies of newsletters as necessary.

7.3 Key Stakeholder Representatives

Key stakeholder representatives, such as those on the SSC, have a responsibility to:

- Attend meetings and comment timeously on Study reports;
- Distribute information, e.g. newsletters, to the constituencies/ organisations they represent as it is not possible to engage directly with everyone;
- Provide feedback/ regular updates to their organisations and constituencies; and
- Feed back into the Study any inputs and comments from their organisations.
8 CONCLUSIONS AND RECOMMENDATIONS

Current observations suggest that the overall communication around AMD is uncoordinated and fragmented, with stakeholders receiving information from various sources in a piecemeal manner. As mentioned earlier, this information is received via several initiatives, for example, media briefings by the Minister of Water Affairs, the TCTA EIA process, this Feasibility Study, academics/ researchers, environmental NGOs, and the media – all in different formats and with different messages. Hence, stakeholders currently do not see the bigger picture, or the clear-cut way forward in terms of a solution to what they perceive as a national crisis. This not only confuses and frustrates stakeholders, but creates negative perceptions and a lack of confidence in DWA’s efforts and in the co-ordination of the various initiatives to solve the AMD challenge. Stakeholders also do not always understand all the facts about AMD, especially the related complexities and technical issues. Frequently, in situations when there is a lack of proactive sharing of the factual information and a lack of awareness and capacity-building, there is a tendency to create or embellish information. AMD has attracted and will continue to attract high levels of media attention. The reporting is often negative (in the perceived absence of a positive angle) reinforcing a pessimistic and fearful view of the AMD problem among members of the public. Some stakeholders have cited the challenges mentioned above in the engagement process for this Feasibility Study.

Given the above, the approach in this strategy is aimed at providing information and messages in context with the overall AMD approach. In addition, sufficient factual information in different forums and formats (as appropriate) will need to be presented, to facilitate stakeholder understanding and meaningful contribution to the Study.

Going forward beyond the Feasibility Study, it is recommended that (in addition to the stakeholder engagement that takes place as part of the regulatory authorisation process), DWA:

- Develops an overarching communication strategy and channel to ensure that communication activities around AMD related issues from the various initiatives are coordinated through a single entry point within the Department. This is to ensure that the messages received by the public shows DWA and other Government Departments speaking with “one voice” about all AMD related issues; and

- Embarks on a separate dedicated public relations/ awareness raising drive to change current negative perceptions and address the capacity building issues related to communication about AMD. If a PSP is appointed to do this, DWA must ensure that it is not the same PSP involved in the regulatory public consultation processes.
REFERENCES


Appendix A
Stakeholder Database
## Draft Stakeholder Database for the AMD Long-term Solution Feasibility Study

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<thead>
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<td>Peter</td>
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**Catchment Forums**

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<td>Paul</td>
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<td>P S</td>
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Appendix D
Study Management Committee
Terms of Reference
FEASIBILITY STUDY FOR A LONG-TERM SOLUTION TO ADDRESS THE ACID MINE DRAINAGE ASSOCIATED WITH THE EAST, CENTRAL AND WEST RAND UNDERGROUND MINING BASINS

STUDY MANAGEMENT COMMITTEE (SMC)

TERMS OF REFERENCE

1. INTRODUCTION

Acid Mine Drainage (AMD) on the Rand Mining Areas has been a severe environmental challenge for many years. The Inter Ministerial Committee in respect of AMD, provided some direction as toward the way forward. In this regard the implementation of short-term solutions is underway on authority of a directive issued by the Minister of Water Affairs to the Trans Caledon Tunnel Authority (TCTA). Apart from the short-term solutions, long-term solutions need to be investigated and the objective of this study is to determine the most feasible long-term solution to the AMD situation in the West, Central and East Rand underground mining Basins. A feasible solution will be one that is sustainable technically sound, economically viable, institutionally feasible and legally acceptable. As such, this study’s focus is not only on the technical aspects of a long term solution (in terms of treatment options), but also on legal, economic, financial and institutional aspects. In addition, it needs to be understood that the Study is one component of the larger picture and that other parallel actions are in process.

The study goal is to investigate and recommend a feasible long-term solution to the AMD problems emerging in the study area, in order to ensure long-term water supply security and continuous fitness for use of Vaal River water. The study area is restricted to the Eastern, Central and West Rand Mining Basins, to be considered at in the context of the Vaal River water supply area.
2. STUDY GOVERNANCE STRUCTURE

Various stakeholders need to be consulted during study execution, while study progress and outcomes also need to be communicated appropriately. As such, the study requires appropriate governance structures. The governance of the study is explained in the attached diagram.

The Minister and the Department of Water Affairs are the organs of state that take responsibility for the Study.

The Minister and Department is supported in this process by other stakeholders such as other Government, Semi-Government and private institutions. The Inter-Ministerial Committee (IMC), the Intra-Government Task Team (IGTT) and the Project Executive Committee (PEC) all have specific coordination and control roles in this process. The PEC, IGTT and the IMC need to receive reports from DWA regarding the progress, issues, outcomes and recommendations of the Study.

The Chief Directorate: Integrated Water Resources Planning is supported by the members represented on the SSC. In this regard, the representatives from different spheres of Government, parastatals and institutions, together with private sector, representatives from industries and non-governmental organisations represent key stakeholders. They need to assist the DWA by providing broad level inputs on principles, guidance, direction and impacts, etc.

The SMC comprise of Governmental representatives that need to support DWA in the management of the Study and coordination with other parallel actions. Other significant and current parallel actions identified by the IMC that are relevant are for e.g.:

- The STS actions managed by TCTA;
- The ingress study by CGS;
- Environmental key study by DEA;
- Groundwater monitoring lead by DWA.

There are also other initiatives that are important such as:

- The GDARD study on rehabilitation of mine dumps;
- CSIR studies;
- Study regarding the Cradle of Human Kind, etc.
ACID MINE DRAINAGE FEASIBILITY STUDY (AMD)

Governance Structure

Minister of Water Affairs

Inter Ministerial Committee (IMC)

Intra Government Task Team (IGTT)

Project Exec Committee (PEC)

Focus Groups / Existing Forums as and when required

Study Stakeholder Committee (SSC)

Functions:
1. Key Stakeholder Input
2. Provide insight and advice
3. Provide comments and guidance on concepts and principles

Composition
Chair: DWA Chief-Director: IWRP / Study Director
National Departments
Provincial Departments
Local Government
Municipalities; SALGA
Sector representatives i.e. Agriculture, Mining and Industry
Institutions, i.e. SAHRC, TCTA; CGS, Rand Water, NGOs
Stakeholder groups

Study Administration Committee (SAC)

Study Manager
Jurgo van Wyk

Study Support
J Jay

DWA Chief-Directorate: Integrated Water Resource Planning

Members:
S Rademeyer
R Schwab
P Viljoen
P Pyke

Study Leader
Fanie Vogel

Study Management Team:
A Tanner
A Hindley
J Sameuls
J Henrico

Functions:
1. Study Management and Administration
2. Finalise Draft Reports
3. Make decisions on study administration issues
4. Make recommendations to the SMC for their consideration.

Technical Working / Focus Groups as and when required

Directorate: Water Resource Planning Systems

Sub Directorate: Water Quality Planning

Study Management Committee (SMC)
3. **OBJECTIVE OF THE STUDY MANAGEMENT COMMITTEE (SMC)**

The main objective of the SMC is to provide support to the Directorate Water Resource Planning Systems with regard to the direction and outcomes of the Feasibility Study. The official accountability of the Study lies with the DWA Manager who will need the support and advice of the SMC in decision-making.

4. **FUNCTIONS And RESPONSIBILITIES**

Noting that the Study is part of a planning process where different options, perspectives, issues and implications are debated and considered, it will be required that the SMC contribute inputs representing the strategic perspective, in accordance with the Study Terms of Reference (ToR) and the Study Inception Report.

The SMC will:

- Provide strategic guidance and direction to the Study.
- Coordinate the actions from this Study with other parallel actions, activities and studies that may have a bearing on the Study or the overall process.
- Confirm achievement of the deliverables of the Study.
- Make decisions at the appropriate level on the basis of recommendations from the Study Administration Committee (SAC).

In this regard, the SMC will:

- Discuss the technical aspects, including the legal, institutional and financial aspects relating to the Feasibility Study.
- Provide technical advice.
- Prepare technical support information for the Study Stakeholder Committee (SSC).
- Serve as a contact point and coordination mechanism with other related actions that may impact on the Study and vice versa.
5. **COMPOSITION**
   - The SMC consist of representatives from different sections in DWA, as well as key representatives from other Government Departments and parastatals. SMC members are to attend on invitation. The Study Administration Committee (SAC) recommends the composition of the SMC.

6. **CHAIR PERSON AND DEPUTY CHAIR PERSON**
   - Chair Person: DWA Director: Water Resource Planning Systems (WRPS) (Beason Mwaka)
   - Deputy Chair Person: DWA Scientific Manager: Directorate WRPS: Water Quality Planning (Pieter Viljoen)

7. **REPRESENTATION**
   The institutions that should be represented on the SMC are:
   - **DWA Chief Directorate: Integrated Water Resources Planning**
   - **Other relevant DWA Chief Directorates, Directorates, Sub-Directorates and Regional Offices**, as required
   - **National Government Departments:**
     - National Treasury;
     - Department of Mineral Resources
   - **Parastatals and Utilities:**
     - Council for Geo Science;
     - Trans Caledon Tunnel Authority (TCTA)
     - Rand Water

8. **MEETINGS**
   The SMC will meet as required by the programme of the Study and is expected to be not more frequent than once a month.
Appendix E
Study Stakeholder Committee
Terms of Reference
FEASIBILITY STUDY FOR A LONG-TERM SOLUTION TO ADDRESS THE ACID MINE DRAINAGE ASSOCIATED WITH THE EAST, CENTRAL AND WEST RAND UNDERGROUND MINING BASINS

STUDY STAKEHOLDER COMMITTEE (SSC)

TERMS OF REFERENCE

1. INTRODUCTION

Acid Mine Drainage (AMD) on the Rand Mining Areas has been a severe environmental challenge for many years. The Inter Ministerial Committee in respect of AMD, provided some direction as toward the way forward. In this regard the implementation of short-term solutions is underway on authority of a directive issued by the Minister of Water Affairs to the Trans Caledon Tunnel Authority (TCTA). Apart from the short-term interventions, long-term solutions need to be investigated. The objective of this study is to determine the most feasible long-term solution to the AMD situation in the West, Central and East Rand underground mining Basins. A feasible solution will be one that is environmentally sustainable, technically sound, economically viable, institutionally feasible and legally acceptable. As such, this study’s focus is not only on the technical aspects of a long-term solution (in terms of treatment options), but also on legal, economic, financial and institutional aspects. In addition, it needs to be understood that the Study is one component of the larger picture and that other parallel actions are also in process.

The study goal is to investigate and recommend a feasible long-term solution to the AMD problems emerging in the study area, in order to ensure long-term water supply security and continuous fitness for use of Vaal River water. The study area is restricted to the Eastern, Central and West Rand Mining Basins, to be considered in the context of the Vaal River water supply area.
2. STUDY GOVERNANCE STRUCTURE

Various stakeholders need to be consulted during study execution, while study progress and outcomes also need to be communicated appropriately. As such, the study requires appropriate governance structures. The governance of the study is explained in the attached diagram.

The Minister and the Department of Water Affairs are the organs of state that take responsibility for the Study. The Minister and Department are supported in this process by other stakeholders such as other Government, Semi-Government and private institutions. The Inter-Ministerial Committee (IMC), the Intra-Government Task Team (IGTT) and the Project Executive Committee (PEC) all have specific coordination and control roles in this process. The PEC, IGTT and the IMC need to receive reports from DWA regarding the progress, issues, outcomes and recommendations of the Study.

The Chief Directorate: Integrated Water Resources Planning is supported by the members represented on the SSC. In this regard, the Department is supported by the representatives from different spheres of Government, parastatals and institutions, together with private sector, representatives from industries and non-governmental organisations representing key stakeholders. They need to assist the DWA by providing broad level inputs on impacts, principles, guidance, and direction, etc.

The SMC comprise of Governmental representatives that need to support DWA in the management of the Study on coordination with other parallel actions. Other significant and current parallel actions identified by the IMC that are relevant are for e.g.:

- The short-term intervention actions managed by TCTA;
- The ingress study by CGS;
- Environmental key study by DEA;
- Groundwater monitoring lead by DWA.

There are also other initiatives that are important such as:

- The GDARD study on the rehabilitation of mine dumps;
- CSIR studies;
- Study regarding the Cradle of Human Kind;
- CGS study on ingress, etc.
3. **OBJECTIVE OF THE STUDY STAKEHOLDER COMMITTEE (SSC)**

The main objective of the SSC is to provide the DWA Study Manager and the Study team with broad based stakeholder inputs to inform the Study and the Departmental actions.

4. **FUNCTIONS And RESPONSIBILITIES**

Noting that the Study is part of a planning process where different options, perspectives, issues and implications are debated and considered, it will be required that the SSC contribute inputs representing the broader stakeholder perspective, in accordance with the Study Terms of Reference (ToR) and the Study Inception Report.

The SSC will:

- Provide information;
- Contribute broad stakeholder needs and insights regarding all aspects of the Study;
- Provide broad technical insight;
- Provide comments on concepts, principles, and assessments of alternatives from time to time, as may be required by the Study; and
- Participate in focus group discussions.

The SSC will be supported by focus group discussions involving a wider group of representatives.

5. **COMPOSITION**

The SSC consists of key representatives from both government and the private sector. The intention is not to facilitate general public participation through the SSC, but rather to consult key stakeholders during the study execution. SSC members are to attend on invitation. The Study Management Committee (SMC) recommends the composition of the SSC.

6. **CHAIR PERSON AND DEPUTY CHAIR PERSON**

- Chair Person: The Chief Director: Integrated Water Resource Planning of the Department of Water Affairs, Mr Solly Mabuda.
- Deputy Chair Person: DWA Director: Water Resource Planning Systems (WRPS), Mr Beason Mwaka or Mr Pieter Viljoen.
7. REPRESENTATION

The institutions that should be represented on the SSC are:

- **DWA Chief Directorate: Integrated Water Resources Planning**
- **Other relevant DWA Chief Directorates, Directorates, Sub-Directorates and Regional Offices**, as required
- **National Government Departments:**
  - National Treasury;
  - Department of Environment Affairs;
  - Department of Mineral Resources;
  - Department of Science and Technology
- **Provincial Government:**
  - Gauteng Department of Agriculture and Rural Development
  - Gauteng Department of Local Government and Housing – Disaster Management
- **Local and District Government:**
  - South African Local Government Association (SALGA);
  - Affected Municipalities (Johannesburg Metro; Johannesburg Water; Ekurhuleni Metropolitan Municipality; Mogale City Municipality; West Rand District Municipality; Randfontein Municipality) (for inputs on community perspectives; etc.)
  - Ward Councillors and Ward Committees (for inputs on community perspective (Members Mayoral Committee)
- **Parastatals and Utilities:**
  - South African Human Rights Commission;
  - CSIR;
  - Council for Geo Science (CGS);
  - Water Research Commission (WRC);
  - Trans Caledon Tunnel Authority (TCTA)
  - Rand Water
  - World Bank
- **Organised Agriculture:**
  - Agri Gauteng;
  - Agricultural Research Council
- Transvaal Agricultural Union SA
- National African Farmers Union (NAFU)

- **Organised Business and Industry & Mining Sector:**
  - NEDLAC;
  - Chamber of Mines

- **Environmental NGOs and Conservation Groups:**
  - Federation for a Sustainable Environment

- **Community Representation**

- **PSP Advisory Committee** (and Team Leaders as and when required)

8. **MEETINGS**

The SSC will meet about three times during the course of the Study at key milestone dates.