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Greater Mangaung Water Augmentation Project Stakeholder Management Plan Xhariep Pipeline Feasibility Study



ZUTARI
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Stakeholder Management Plan

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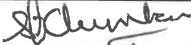
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Report Structure

This report forms part of the following suite for the study:

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4	Data analysis and collection Report	P WMA 06/D00/00/3423/4
5	Pre-feasibility Study Report	P WMA 06/D00/00/3423/5
6	Main Feasibility Study Report	P WMA 06/D00/00/3423/6
7	Geological and Materials Investigations Report	P WMA 06/D00/00/3423/7
8	Topographical Survey and Mapping Report	P WMA 06/D00/00/3423/8
9	Feasibility Design Report	P WMA 06/D00/00/3423/9
10	Socio-Economic Impact Assessment Report	P WMA 06/D00/00/3423/10
11	Legal, Institutional and Financing Arrangements Report	P WMA 06/D00/00/3423/11
12	Land Matters	P WMA 06/D00/00/3423/12
13	Environmental Scoping Report	P WMA 06/D00/00/3423/13
14	Public Participation Report	P WMA 06/D00/00/3423/14
15	EIA Report with specialist studies	P WMA 06/D00/00/3423/15
16	Summary Feasibility Study Report	P WMA 06/D00/00/3423/16

Editor's Note

During the drafting of this report, an important update was released in the Government Gazette 48954 on 13 July 2023, confirming the change of name from "Bloem Water" to "Vaal Central Water Board". Throughout this document, the term "Bloem Water" was used, which should be understood to be synonymous with the new name, "Vaal Central Water Board". Subsequent reports in this study will refer to the entity as Vaal Central Water Board for consistency.

Reference

This report is to be referred to in bibliographies as:

Department of Water and Sanitation, South Africa. 2023. *Greater Mangaung Water Augmentation Project – Xhariep Pipeline Feasibility Study: Stakeholder Management Plan.*

DWS Report Number: P WMA 06/D00/00/3423/3

Prepared by Zutari (Pty) Ltd

Executive Summary

The Greater Mangaung Water Augmentation Project is a critical initiative aimed at ensuring a sustainable water supply for the Greater Bloemfontein Water Supply System (GBWSS) and the surrounding local municipalities. This project arose from the 2012 Reconciliation Strategy Study, which recommended a major surface water augmentation scheme. However, the lengthy timeline and the different identified route options have contributed to discord among key stakeholders.

The Department of Water and Sanitation (DWS) has appointed Zutari as the Professional Service Provider (PSP) to conduct the Xhariep Pipeline Feasibility Study, consolidating previous studies and to determine the optimal solution from a national perspective. Stakeholder engagement is a critical component of this project's success, especially considering the historical tension among key stakeholders.

The primary goal of this Stakeholder Management Plan (SMP) is to identify and map out the engagement strategy for key stakeholders, ensuring their involvement and cooperation from the project's inception. Key internal stakeholders include Vaal Central Water Board (VCWB), DWS National, DWS Free State Regional Office, and Mangaung Metropolitan Municipality (MMM). External stakeholders encompass various government entities, local municipalities, academic institutions, and more. Effective communication and collaboration among these stakeholders are essential for the project's success.

The SMP outlines the objectives, stakeholder identification, engagement levels, stakeholder mapping, and risk mitigation measures. It categorises stakeholders into key internal, key external, and non-key stakeholders. Specific engagement strategies are detailed for each stakeholder group, and a schedule for eight stakeholder engagement meetings is provided, including liaison meetings with key role players. Workshop objectives are outlined for both internal and external stakeholders to ensure effective engagement throughout the project's phases.

The SMP emphasizes the importance of in-person meetings and open communication channels to facilitate collaboration and address concerns. All communication to stakeholders will be approved by DWS to maintain consistency and transparency.

Furthermore, the plan acknowledges the overlap between the stakeholder engagement process and the EIA/WULA regulatory public participation processes, emphasising the need for effective coordination and communication between these two processes.

In conclusion, the success of the Greater Mangaung Water Augmentation Project relies on meaningful engagement with a diverse set of stakeholders, both internal and external. This SMP provides a comprehensive framework to facilitate this engagement, ensuring that the project progresses smoothly and secures the water supply for the GBWSS and the surrounding communities.

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Abbreviations

Acronyms

Acronym	Description
BW	Bloem Water
DWS	Department of Water & Sanitation
EIA	Environmental Impact Assessment
GBWSS	Greater Bloemfontein Water Supply System
MMM	Mangaung Metropolitan Municipality
CD: NWRP	Chief Directorate: National Water Resource Planning
PSC	Project Steering Committee
PSP	Professional Service Provider
SOE	State Owned Entity
SMC	Study Management Committee
WULA	Water Use Licence Application
VCWB	Vaal Central Water Board

1 Introduction

The 2012 Reconciliation Strategy Study for the Large Bulk Water Supply Systems: Greater Bloemfontein Area identified that the Greater Bloemfontein Water Supply System (GBWSS) highlighted the need to secure a sustainable water supply for the future. The Strategy recommended the development a major surface water augmentation scheme, known as the Greater Mangaung Water Augmentation Project. The project and route options from Gariiep Dam were independently investigated by Vaal Central Water Board (VCWB) and Mangaung Metropolitan Municipality (MMM) but reached different conclusions as to the best route. The Department: Water and Sanitation (DWS) appointed Zutari as the Professional Service Provider (PSP) for the Xhariep Pipeline Feasibility Study. This study aims to consolidate previous studies, conduct additional investigations, and determine the optimal solution from a national perspective.

Due to the long history and nature of the project, the success of the pre-feasibility and feasibility studies and future project phases depends on the meaningful communication and engagement with stakeholders. There has been discord among the key (internal) stakeholders who can influence the project progress. Therefore, a primary focus of the stakeholder engagement efforts will be to promote meaningful involvement and collaboration among these stakeholders.

The goal of the project is to secure the water supply for the GBWSS and investigate the potential to supply surrounding local municipalities. While this study encompasses the beginning stages of the project and does not include detailed design and construction, it is imperative that the stakeholders are aligned from the outset to achieve the goal.

This project directly affects four internal stakeholders: DWS National (the Client), DWS Free State Regional, VCWB and MMM. They have been classified as internal as they will either own, maintain, or operate the infrastructure resulting from project implementation and may also be affected by changes to existing infrastructure.

The Stakeholder Management Plan (SMP) will help the project team understand the needs and concerns of these stakeholders, fostering collaboration and a sense of ownership. Additionally, there are stakeholders that will not be affected to the same degree as internal stakeholders and will have different needs and concerns, which have been classified as external stakeholders.

It is important that a shared understanding is developed of when and how communication will take place between stakeholders, and that all stakeholders are involved from the start of the study and kept onboard and informed throughout the study. Given the previous discord between internal stakeholders in the project, focused engagement from the project's inception phase is imperative. If conflicts reemerge or persists, conflict management and communication facilitation will be essential for a successful and sustainable outcome.

Once the route option has been decided, the Environmental Impact Assessment (EIA) process will commence, incorporating the legislated public participation process. This will overlap with internal stakeholder engagement, with both strategies informing each other.

As the EIA, Water Use License Application (WULA) and other approvals progress, certain external stakeholders may transition to the more influential as they become increasingly involved in the project.

Different channels of communication, meeting schedules and workshop management arrangements will be applied, as identified, and required per specific stakeholder group. This SMP highlights the various stakeholder groups and provides a guide as to how engagement will take place between DWS (the Client) and stakeholders.

1.1 Objectives

The plan sets out to:

- ▶ Identify key stakeholders that are impacted by, and/or are able to influence or co-create, the successful development of the project;
- ▶ Identify the most effective methods and structures through which to disseminate project information, and to ensure regular, accessible, transparent and appropriate consultation (including structure, objectives and schedule of meetings/workshops with various stakeholder groups);
- ▶ Assist DWS to build mutually respectful, beneficial and lasting relationships with stakeholders;
- ▶ Develop a stakeholder engagement process that provides stakeholders with an opportunity to feed into, and potentially influence, DWS decisions regarding the development of the project; and,
- ▶ Assist DWS with securing and maintaining a social licence and build goodwill to enable co-creation of a successful project that is beneficial for both stakeholders and DWS in the long term.

2 Stakeholder Identification

Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, or other businesses (IFC, 2007).

Stakeholder engagement aims to:

- ▶ Satisfy stakeholder needs,
- ▶ Gain approval and/or support, and,
- ▶ Minimise opposition and/or address concerns.

To ensure the right message is communicated, to the right stakeholder group, a clear distinction will be made between KEY stakeholders (internal and external) and NON-KEY stakeholders in this study:

▶ KEY Internal Stakeholders:

Individuals or organisations who form part of the project roll-out and its development and can influence the project, i.e., they can make decisions that have a direct impact on the project.

▶ KEY External Stakeholders:

Individuals or organisations who need to be aware of the project as it is being implemented in their region/ community. These individuals will be informed and consulted with during the lifecycle of the project.

▶ NON-KEY Stakeholders:

Individuals or organisations, other than identified Key External Stakeholders, who need to be aware of, and may have an interest in, the project, as it is being implemented in their region / community. These individuals will be informed and consulted with (over and above Key Stakeholders) during the legislated public participation processes required during the EIA, WULA and other approval applications. These will include private individuals, biodiversity organisations, ratepayer associations, religious groups, environmental societies, etc).

The identified key stakeholders for this project are:

▶ Internal stakeholders:

- Vaal Central Water Board
- DWS National (the Client)
- DWS Free State Regional Office
- Mangaung Metropolitan Municipality

▶ External stakeholders:

- Provincial Roads Authority
- Eskom
- Free State Provincial Departments of:
 - Premier’s Office
 - Economic, Small Business Development, Tourism and Environmental Affairs
 - Department of Police, Roads and Transport
 - Public Works and Infrastructure
- Local municipalities through which the pipeline may run:
 - Dihlabeng Local Municipality
 - Kopanong Local Municipality
 - Mantsopa Local Municipality

- Masilonyana Local Municipality
 - Matjhabeng Local Municipality
 - Mohokare Local Municipality
 - Nala Local Municipality
 - Setsoto Local Municipality
 - Tswelopele Local Municipality
 - Xhariep District Municipality
- Department of Cooperative Governance and Traditional Affairs (CoGTA)
 - South African Local Government Association (SALGA)
 - Water User Associations
 - South African Heritage Resources Agency (SAHRA)
 - University of Free State
 - Central University of Technology
 - Other communities

The list is further categorised in the stakeholder mapping for targeted engagement and workshop objectives.

For the legislated public participation processes during the EIA/WULA and other approvals, the stakeholder and Interested and Affected Parties (I&AP) database developed during previous project studies, will be used as a base on which to build and refine as this project develops.

2.1 Engagement Levels

This study must target the engagement level of each stakeholder, as there are varying levels of impact depending on the identified stakeholder. The engagement level corresponds to the category of stakeholder. Figure 2-1 below defines the five stakeholder engagement levels. The stakeholder mapping associates the engagement level to each stakeholder (see Table 2-1 below).

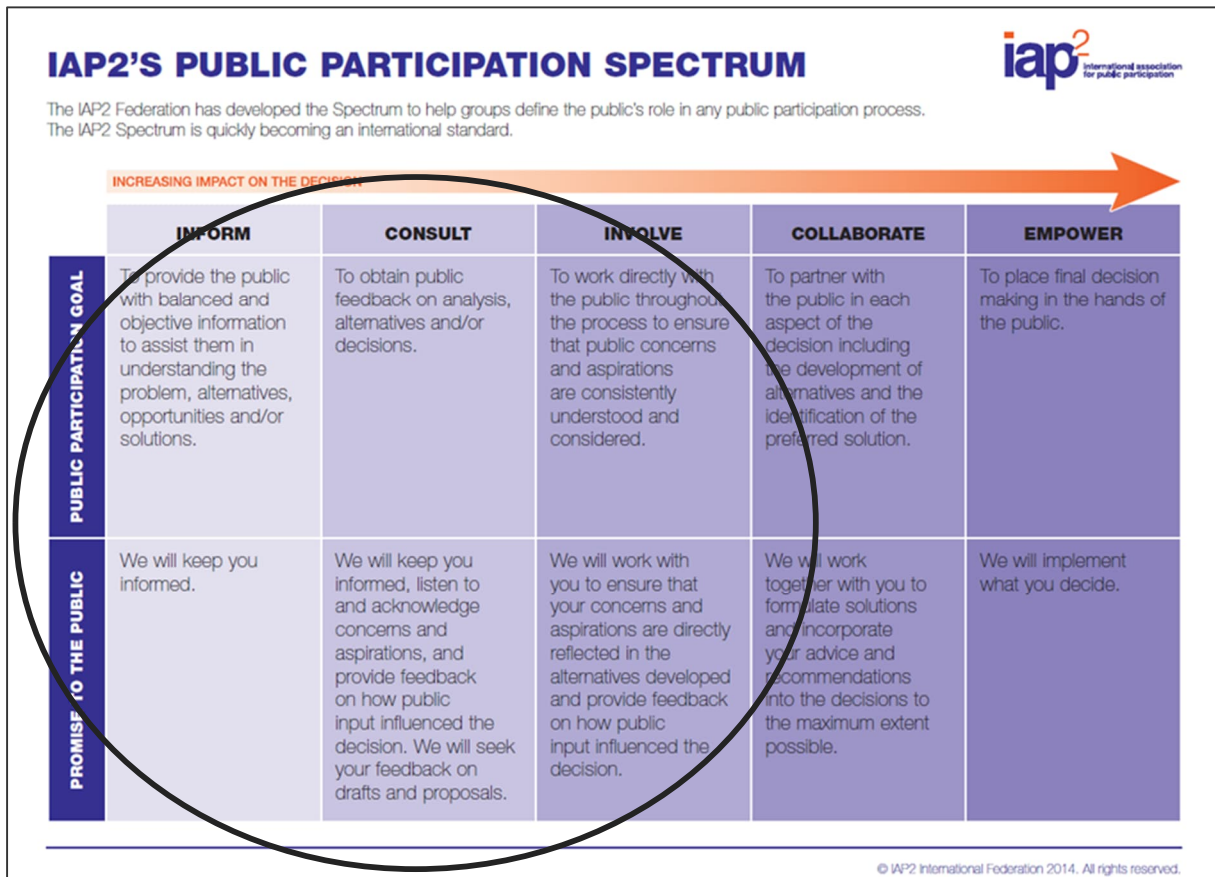


Figure 2-1 Stakeholder engagement levels

2.2 Stakeholder Mapping

The stakeholder map identifies stakeholders and categorises them as KEY internal and KEY external stakeholders. Internal and external stakeholders will have shared platforms and will have a targeted engagement approach.

Internal stakeholders are those who can significantly influence the success of the study and future works or those who are significantly influenced by it. These stakeholders will form the majority of the Project Steering Committee (PSC). As previously mentioned, there is a history of discord among some of the internal stakeholders and it is imperative that a common goal is provided with a commitment to achieve said goal.

The external stakeholders are those who are somewhat influential on the study or affected by the works. As this study does not cover a construction phase, the engagement with these stakeholders will be limited to the Project Steering Committee. These stakeholders may be landowners, State Owned Entities (SOEs) or potential beneficiaries of the project. This engagement is separate to the public participation, which will form part of the EIA / WULA, and will also include Non-Key Stakeholders.

Table 2-1 Stakeholder mapping table showing connections, format and engagement level

Stakeholder	Connection to the Study	Engagement Format	Engagement Level
Internal Stakeholders			
DWS National	<ul style="list-style-type: none"> • Client • Consultation with WUL compliance • Support in accessing relevant studies • Approve deliverables 	<ul style="list-style-type: none"> • Study Management Committee • Project Steering Committee • Technical Design Committee 	Collaborate
DWS Regional	<ul style="list-style-type: none"> • O&M • Support in accessing relevant studies • Secondment of two staff members as part of capacity building programme 	<ul style="list-style-type: none"> • Project Steering Committee • Technical Design Committee 	Collaborate
Zutari	<ul style="list-style-type: none"> • Service Provider • Submit deliverables • Consult stakeholders • Capacity building of DWS staff • Involved in project decisions 	<ul style="list-style-type: none"> • Study Management Committee • Project Steering Committee • Technical Design Committee 	Collaborate
Vaal Central Water Board	<ul style="list-style-type: none"> • O&M • Support in accessing relevant studies • Providing information about status quo 	<ul style="list-style-type: none"> • Project Steering Committee • Technical Design Committee 	Collaborate
Mangaung Metropolitan Municipality	<ul style="list-style-type: none"> • O&M • Support in accessing relevant studies • Providing information about status quo 	<ul style="list-style-type: none"> • Project Steering Committee • Technical Design Committee 	Collaborate
External Stakeholders			
Provincial Roads Authority	<ul style="list-style-type: none"> • Service provider • Affected party 	<ul style="list-style-type: none"> • Project Steering Committee 	Involve
Eskom	<ul style="list-style-type: none"> • Service provider • Affected party 	<ul style="list-style-type: none"> • Project Steering Committee 	Involve
Free State Provincial Departments	<ul style="list-style-type: none"> • Affected party 	<ul style="list-style-type: none"> • Project Steering Committee 	Involve

Stakeholder	Connection to the Study	Engagement Format	Engagement Level
Local Municipalities	<ul style="list-style-type: none"> Route may traverse through municipal boundary Potential beneficiaries 	<ul style="list-style-type: none"> Project Steering Committee 	Involve
Water User Associations	<ul style="list-style-type: none"> Affected party 	<ul style="list-style-type: none"> Project Steering Committee 	Involve
CoGTA	<ul style="list-style-type: none"> Potentially affected party 	<ul style="list-style-type: none"> Project Steering Committee 	Involve
SALGA	<ul style="list-style-type: none"> Affected party 	<ul style="list-style-type: none"> Project Steering Committee 	Involve
SAHRA	<ul style="list-style-type: none"> Affected party 	<ul style="list-style-type: none"> Project Steering Committee 	Involve
University of Free State	<ul style="list-style-type: none"> Tertiary sector representative Involved in standard testing for VCWB 	<ul style="list-style-type: none"> Project Steering Committee 	Consult
Central University of Technology	<ul style="list-style-type: none"> Tertiary sector representative 	<ul style="list-style-type: none"> Project Steering Committee 	Consult
Other Identified (e.g., landowners, beneficiaries)		<ul style="list-style-type: none"> Project Steering Committee 	Consult

2.3 Other Stakeholder Engagement

Further stakeholder engagement, as part of this study, might be required, especially considering previous discord between the internal stakeholders. Targeted engagement is seen as crucial to foster buy-in and co-operation and the involvement of the stakeholder engagement specialists at early project commencement is important. It is proposed that the stakeholder team engage directly and in person with the key role players at the start of the project as allowed for in Table 5.1 and Section 5.1.1 of the project Terms of Reference. Feedback and follow-up engagement will be necessary involving the stakeholder team, and this is additionally foreseen as being online meetings.

If during the initial consultation and engagement meetings, or at any other time during the progression of the project, it becomes clear that dissent between parties poses a risk to the project, additional engagement sessions will be necessary. In which case additional meetings / workshops will be required, to ensure continuous conflict management of, and feedback to these key role players throughout the project (see Chapter 3 below).

2.4 Risks Identified and Mitigation Measures

The most significant risk that the study team may face would be non-co-operation of the Key Internal Stakeholders. This will be mitigated by:

- ▶ DWS sending out a letter introducing Zutari as the appointed PSP;
- ▶ DWS presenting at the PSC Meeting the reasoning behind this project including the additional aspects of the scope as well as the differences from previous work;
- ▶ DWS liaising directly with possible non-co-operating internal stakeholders to encourage and support participation in the study;
- ▶ Zutari providing sound, defensible technical expertise throughout the study, and;
- ▶ DWS and Zutari effectively communicating technical aspects and decisions to all stakeholders.

Other risks that can be explored are as follows:

- ▶ Not meeting expectations of key internal and key external stakeholders.
- ▶ Ineffective stakeholder buy-in from stakeholders.
- ▶ Lack of trust from public and private sector.

These risks and other potential risks will be mitigated by continuous stakeholder engagement, focussed and broad, providing minutes of meetings, consolidating communication material, and providing a meeting pack prior to the meetings taking place and providing feedback from engagements within two weeks of each meeting / workshop.

3 Key Stakeholder Engagement Schedule

As per the contract, there will be a total of eight stakeholder engagement meetings – (**four** key internal PSC/ meetings, and **four** public stakeholder meetings) (refer Table 5.1 of the project terms of reference). These meetings will be scheduled according to the study phases as per below, with one PSC meeting and one public meeting per phase:

- ▶ Initial meeting;
- ▶ Prefeasibility phase;
- ▶ Technical feasibility phase;
- ▶ EIA and other approvals phase.

Furthermore, and most importantly, given the previously expressed discord between the internal stakeholders, the contract makes provision for **six liaison meetings** with roleplayers, which includes local and district municipalities, Vaal Central Water Board, Mangaung Metropolitan Municipality, and members of the Bloemfontein Reconciliation Strategy Steering Committee.

These meetings/workshops are proposed to be direct engagement sessions with targeted individual roleplayers that need to be the first engagement action to be undertaken.

4 Workshop/Meeting Objectives

4.1 Key Internal Stakeholder Role Player Liaison Meetings

The role player liaison interactions are crucial to the success of the project. The meetings allowed for in the contract (Table 5.1 and Section 5.1.1 of the contract) need to be held as soon as possible to gauge the level of co-operation between parties and allow the stakeholder team to tailor further engagements with the aim of fostering interest, involvement, and collaboration between the role players in the project, including potential conflict identification and management should this be evident.

If during the initial consultation and engagement meetings, or at any other time during the progression of the project, it becomes clear that dissent between parties poses a risk to the project, additional engagement sessions will be necessary.

4.2 Key External Public Stakeholder Workshops/Meetings

Each key external stakeholder and public stakeholder workshop will be tailored to the study phase, and the broader aims of each workshop are listed below. These aims and objectives will be refined closer to the time of each workshop to ensure updated, targeted, and effective engagement.

- ▶ Initial meeting (x2 – PSC and public)
 - Introduce the study.
 - Summarise current information.
 - Ask for input into route options.
- ▶ Prefeasibility phase (x2 – PSC and public)
 - Present status quo, water requirements, water quality, desktop geotechnical study, survey information, prefeasibility design, and costing.
 - Ask for input into option assessment criteria.
 - Ask for input into operational requirements.
- ▶ Feasibility phase (x2 – PSC and public)
 - Present geotechnical investigation results, survey results, and feasibility design.
 - Ask for comment regarding satisfying assessment criteria, and operational requirements.
 - *It may be necessary to present the Legal, Institutional, and Financing Report to the Internal Stakeholders alone.*
- ▶ EIA phase (x2 – PSC and public)
 - Present progress and findings from the EIA and specialist studies and the influence, if any, on the design.
 - Ask for comment.

5 Workshop Format

The workshop format will be agreed with DWS prior to the workshop taking place. In general, the workshops will aim to ensure all stakeholders have equal opportunity to contribute to the study. It is preferable that meetings take place in-person, or at least with the internal stakeholders present.

6 Communication Channels

There will be various forms of communication that will be used throughout the study. E-mails will be the main form of online communication. The meetings will be held in a location relevant to the study area and easy to travel to, preferably in Bloemfontein, to encourage in-person discussion and collaboration. Online focus groups are also an option.

Information will also be shared with the DWS web service manager for uploading to the DWS Project website.

7 Sign-off and Approval for Communication

All communication to stakeholders will be approved by DWS before Zutari sends it out. This includes meetings invitations, letters, and meeting packs.

8 EIA/WULA Regulatory Public Participation

The EIA/WULA public participation processes will overlap with the Key Stakeholder Engagement process and information and efforts will be shared between these two engagement strategies. The EIA and WULA processes are legislated processes that are defined in the National Water Act (NWA) for Water Use Licence Applications (60-day public comment period on draft documents), and in the National Environmental Management Act (NEMA) for Environmental Impact Assessments (30-day comment period on draft documents). Each of these allows for an appeal period after the relevant authority has issued a decision. The public participation process that was undertaken during the previous EIA study (expired) will be referred to and the database used as a starting point for refinement and updating during the EIA process for this project. However, given the time since the lapsing of the previous environmental authorisation, the relevance of certain interested and affected parties is likely to have changed and the database would certainly need to be revised.

Zutari intends using the DWS Project website when making documents available to the public and for gathering inputs. The necessary legal notifications will be placed in newspapers and site notices will need to be erected.

8.1 Regulatory and Governance Framework

This section considers the regulatory, policy and strategic framework for stakeholder engagement in South Africa. The South African regulatory environment provides limited guidance for stakeholder engagement per se. Traditionally, it would be associated with the Public Participation Process (PPP) conducted as part of applications for environmental authorisations, permits, and licences. This is because it is the only obvious regulatory process legally requiring proponents to conduct a certain form of stakeholder engagement. For further guidance, consultants often look to international guidelines, most notably the International Finance Corporation's (IFC) Stakeholder Engagement: Good Practice Handbook for Companies Doing Business in Emerging Markets. However, there are local legislation pieces and guidelines that can be employed to strengthen both the regulatory case for stakeholder engagement, such as the Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) (PAIA), and the voluntary, or good practice case, for stakeholder engagement.

This section is therefore two-fold: it considers the legislative requirements of stakeholder engagement, as well as the best practice measures or incentives for doing stakeholder engagement.

8.1.1 Local Legislation and Guidelines

The applicable legislation, policies and guidelines identified as relevant to stakeholder engagement in South Africa is listed in the below table.

Applicable legislation and guidelines	Description
<p>Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)</p>	<p>The following Rights were taken from the Chapter 2: Bill of Rights of the South African Constitution. This list is not exhaustive. Other Rights might become more relevant as new stakeholders are identified or as relationships with stakeholders evolve.</p> <ul style="list-style-type: none"> ▶ Section 24 on Environment: "Everyone has the right— <ul style="list-style-type: none"> a) to an environment that is not harmful to their health or well-being; and b) to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that— <ul style="list-style-type: none"> i. prevent pollution and ecological degradation; ii. promote conservation; and iii. secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development." ▶ Section 32 (1) (b) on Access to information: "Everyone has the right of access to— <ul style="list-style-type: none"> b) any information that is held by another person and that is required for the exercise or protection of any rights."
<p>The Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) (PAIA)</p>	<p>This Act gives effect to Section 32 of the Constitution by providing mechanisms to ensure access to certain information held by a public body as well as to information held by private bodies (in the latter case, as long as this information is required in order to exercise or protect any rights). The act allows for access to records, regardless of when such records came into existence. Part 3 deals with access to records of private bodies.</p> <p>The objectives of PAIA are:</p> <ul style="list-style-type: none"> ▶ To promote transparency, accountability and effective governance of all public and private bodies; ▶ To assist members of the public to effectively scrutinise and participate in decision making by public bodies; ▶ To ensure that the state promotes a human rights culture and social justice; ▶ To encourage openness; and
	<ul style="list-style-type: none"> ▶ To establish voluntary and mandatory mechanisms or procedures which give effect to the right of access to information in a speedy, inexpensive and effortless manner.
<p>Minerals and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002) (MPRDA)</p>	<p>In 2002, the MPRDA was promulgated, requiring comprehensive stakeholder engagement for mining right applications, as implied in five of its objectives.</p> <p>Its objects are, <i>inter alia</i>, to:</p> <p>"(h) give effect to section 24 of the Constitution by ensuring that the nation's mineral and petroleum resources are developed in an orderly and ecologically sustainable manner while promoting justifiable social and economic development;"</p>
<p>Public Participation Guideline in terms of the National Environmental Management Act, 1998 (Act 107 of 1998, NEMA)</p>	<p>Public Participation (PP) in the South African context is a requirement associated with Basic or Environmental Impact Assessment (BA or EIA) processes and Water Use Licence Applications (WULAs). This Guideline provides information and guidance for clients, Competent Authorities and Environmental Assessment Practitioners on the PP requirements of the NEMA. Some benefits of PP are that it:</p> <ul style="list-style-type: none"> ▶ provides an opportunity for clearing up misunderstandings about technical issues, resolving disputes and reconciling conflicting interests; and ▶ secures transparency and accountability in decision making and so contributes toward maintaining a healthy democracy.
<p>National Water Act, 1998 (Act No. 36 of 1998) (NWA)</p>	<p>Section 41 of the NWA describes that Water Use Licence (WUL) applicants should give notice of the intention to lodge the WULA.</p>
<p>Integrated Environmental Management, Information series 3: Stakeholder Engagement (DEAT, 2002)</p>	<p>This document provides an introductory overview of stakeholder engagement as it applies to Integrated Environmental Management (IEM), but nevertheless provides a thorough examination of stakeholder engagement for purposes extending beyond the minimum required measures.</p> <p>It explains that levels of engagement between stakeholders range from stakeholder protest, to informing, consulting, involving, collaborating with, and empowering stakeholders in decision-making processes. It explains how effective and equitable engagement with stakeholders could contribute to the identification of key issues of concern and possible solutions, as well as of relevant local or traditional knowledge.</p>

8.1.2 International Best Practice

International Best Practice guidelines identified as relevant to stakeholder engagement globally is listed in the below table.

Best practice guidance	Description
International Association for Public Participation (IAP2)	The IAP2 describes engagement as a spectrum of increasing levels of public impact on decision-making. This spectrum ranges from the public being informed, consulted, involved, collaborating with decision-makers, or fully empowered through delegated decision-making.
International Finance Corporation's Stakeholder Engagement: Good Practice Handbook for Companies Doing Business in Emerging Markets	Based on the IFC's own learning and experiences, the handbook provides good practice essentials when managing stakeholder relationships in changing circumstances, especially for external stakeholders.
World Bank Environmental and Social Standards ESS10: Stakeholder Engagement and Information Disclosure and the associated Guidance Note for Borrowers	This ESS provides requirements for World Bank lenders but is useful to employ as good practice. It argues that effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation.

Best practice guidance	Description
AccountAbility's AA1000 Stakeholder Engagement Standard (SES) 2015	The standard attempts to establish a benchmark for good-quality engagement by providing different levels of communication and engagements needed based on the relationship between the client and the stakeholder.
King IV Report on Corporate Governance for South Africa 2016	Principle 16 indicates that, "[i]n the execution of its governance role and responsibilities, the governing body should adopt s stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time." It recommends managing stakeholder relationships, stakeholder risks, roles and responsibilities, areas of disclosure, monitoring stakeholder engagement activities, etc.