Water Resource Planning

Systems Series

Water Quality Planning

WATER QUALITY MANAGEMENT POLICIES AND STRATEGIES FOR SOUTH AFRICA

Report Number 1.5

STAKEHOLDER CONSULTATION AND COMMUNICATION STRATEGY

MARCH 2016

EDITION 1

water & sanitation

Department:
Water and Sanitation
REPUBLIC OF SOUTH AFRICA

Water Resource Planning Systems Series

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DWS Report No.: P RSA 000/00/21715/7

Water Quality Management Policies and Strategies for South Africa
Report No.1.5: Stakeholder Consultation and Communication Strategy

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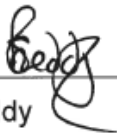| WATER QUALITY MANAGEMENT POLICIES AND STRATEGIES FOR SOUTH AFRICA		
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Report No.1.5: Stakeholder Consultation and Communication Strategy

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EXECUTIVE SUMMARY

Background

Water Quality Management (WQM) in South Africa has evolved over time from a pollution control approach that focussed on the enforcement of uniform effluent standards towards greater emphasis on the receiving water environment. The current approach of resource directed planning and management is complemented with appropriate source management controls and remedial efforts, within the context of Integrated Water Resource Management (IWRM).

Given the importance of stakeholder inputs for the assessment of the status of the country's water resources and the development and implementation of strategies and plans that aim to ensure that the water qualities of these resources meet the requirements of water users, it becomes imperative for the WQM process to engage with a large range of stakeholders.

The stakeholder consultation and communication strategy therefore forms an integral part of the project execution and implementation targeting stakeholder engagement as an outcome. The aim of this report is to serve both as a strategic document and as a reference tool. As a strategic document, it sets the overall direction, objectives and scope of stakeholder consultation and communication strategy under the project. As a reference tool, it provides a general conceptual and operational framework for stakeholder consultation and communication, including the focal areas, strategic processes and steps that may be taken.

Moreover, this document is necessary given how important it is to be inclusive given the high national level focus on WQM. This is strategic in the sense that WQM impacts water resources as impacted by various sectors. To this end, in order to create ownership of this process and the attendant outcomes at various levels, it is essential that the project engages sufficiently and this document outlines how the project aims to achieve this.

Objectives of the Stakeholder Consultation and Communication Strategy

The purpose of the stakeholder consultation and communication strategy is to inform, consult, involve, collaborate and where possible empower the relevant key players in the IWQM project, by providing a strategic framework in order to:-

- ***Engage in policy and strategy development processes*** of the key issues, priorities, guiding principles, and approaches regarding the WQM Policy and the IWQM Strategy. This might entail problem identification, definition and conceptualisation of WQM tools (policy and strategy) to address problems;

- ***Enhance the product*** through inputs from stakeholders, through this contribution, the ultimate product will be greatly improved;

- ***Ownership and buy-in*** of both the process and outcomes will ensure that stakeholders can relate and identify with the WQM policy and IWQM Strategy;

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- ▪ *Implementation plan and facilitation:* a key result under this objective is the implementation of the WQM Policy and IWQM Strategy. This will involve iterative process of learning-by-doing approach so that the implementation of the WQM Policy and Strategy can serve as both a refining process and a learning curve;

- ▪ *Capacity development* and support through strategic collaborative efforts ensures that the necessary skills and capacities are shared between and among stakeholders;

- ▪ **Create awareness** and enhance the level of understanding on issues about WQM Policy and WQM Strategy, in order to improve and strengthen active stakeholders participation in Water Quality Management (WQM);

- ▪ **Consider appropriate mechanisms** for communication and publicising of WQM policy and strategy development.

Our Approach to Stakeholder Consultation

Based on the fact that the WQM project has environmental and social impacts, among others, it is imperative that consultation not be a single conversation but a series of opportunities to create an understanding about the project amongst those it will likely affect or interest, and to learn how these internal and external parties view the project and its attendant risks, impacts, opportunities, and mitigation measures (CBA, 2004; AIPP, 2013). Listening to and incorporating stakeholder concerns and feedback is highly considered as a valuable source of information that can improve project design and outcomes and help identify and control external risks. When properly and appropriately done, consultation can form the basis for future collaboration and partnerships.

The stakeholder consultation and communication strategy has two focus areas, namely internal DWS staff and external DWS stakeholders.

Internal to DWS - The purpose of targeting members within the Department and its institutions (CMAs, Water Boards etc) is to ensure that there is holistic preparation of staff at both National Office and Provincial or catchment levels. These staff have a range of interests that function at differing strategic levels within the Department and as such have different capacity building requirements.

External to DWS - There are a range of stakeholders that are interested and affected by the WQM policy, strategy and implementation plan. These include the private sector, research and academia, civil society including NGOs, other national and provincial government departments, umbrella organisations such as the South African Local Government Association (SALGA), the South African Cities Network (SACN), the Chemical and Allied Industries Association (CAIA), Business Unity South Africa (BUSA), AgriSA, the Chamber of Mines, among others. The purpose of targeting these stakeholders is to solicit their input, create awareness and guide external stakeholders on WQM issues, strengthen the understanding of the policy, and strategy and their implications, and strengthen collaborative systems. Moreover, it is important for the successful implementation of the policy and strategy that

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external stakeholders become more engaged in both developing the policy and strategy as well as through the implementation of the policy and strategy.

Stakeholder Consultation Interventions

Specific avenues for engagement will be used in this project. These comprise of project management structures, the provincial road shows, the national WQM workshop and symposium as well as focus group or one-to-one meetings and are outlined below:

Project Governance Structures - In terms of project management and governance, the Project Steering Committee (PSC) and the Project Management Committee (PMC) are the main project governance structures. Various members from DWS National Office and Provincial DWS staff and CMAs constitute the PMC. Representatives from each respective institution have been selected from line functions that are responsible for WQM.

Apart from the structures outlined above, there are broader structures that include the top management committees in DWS, and Cabinet clusters and various task groups. These structures are critical in terms of providing direction, guidance and ultimate decisions regarding the policy and strategy.

Focus Group or One-to-One Sessions - This mode of engagement includes issue-driven or sector-specific focus groups or targeted one-to-one engagement with specific focus on getting required inputs/details. These will be need-based. Targeted DWS staff are key role players in this regard. This might also take the form of coordinated group seminars on specific project deliverables. The overall expected result is general engagement, consultation and awareness of the WQM Policy and Strategy and its implementation. Focus groups will be utilised as and when the need arises.

Provincial Roadshows - Nine events at provincial level (one in each province) are planned and provide a platform for reaching a large and diverse audience., Both DWS (national and regional office) staff as well as external Stakeholders will be encouraged to participate. This provides an opportunity for engagement with more localised stakeholders such as Catchment Management Forums, sector departments (DMR, DEA, DoH, DAFF, NT etc), Non-Governmental Organisations, Community Based Organisations, and Ward Committees. The PSP will arrange the provincial roadshows with logistical support from the provincial operating offices. Given that the CMA's and Proto CMAs have a database of all water users and stakeholders that can be used to identify representatives for each stakeholder category. The PSP will liaise with the provincial offices to ensure proper coordination.

Stakeholder Workshops - Stakeholder workshops will be held with key stakeholders that are instrumental in aiding the development and implementation of WQM. The workshop are meant to appraise, sensitise and obtain feedback on key policy and strategy challenges from the targeted stakeholders.

National WQM Workshop - A one-day National WQM workshop is planned and is aimed at involving other national government departments that are linked to the implementation of the

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WQM policy and strategy in order to obtain buy-in and solicit inputs and comments. The National workshop will act as a ground-truthing confirmatory process to triangulate the inputs captured through other avenues as outlined above. The workshop will also serve as an opportunity to provide feedback from the water sector focusing on policy, strategy and implementation.

National WQM Symposium - The National WQM Symposium will largely be convened to discuss and provide key lessons and implications for policy and strategy rollout. This will broadly be a session for stakeholders to convene and discuss the key policy and strategy outcomes with the view of synthesizing implications for implementation.

Other avenues - Engagement with stakeholders will also be realised through other opportunistic avenues. Some of these platforms include WISA, WRC water dialogues, umbrella organisation meetings (such as SWPN), and Catchment Management Forums among others. This will also include other internal platforms available.

Communication Strategy

The successful implementation of the WQM Policy and WQM Strategy will be achieved when they are well understood and supported by stakeholders. Usually, such processes and projects are often placed at risk when the institution steering the changes does not put in place adequate mechanisms to secure political and social support amongst stakeholders. Such mechanisms include adopting a strategic approach to communicating with key stakeholder and interest groups.To ensure relevant coverage for the project, the following communication mechanisms are envisaged: Ministerial launch; direct communication; print media; electronic media; outreach; and provincial workshops.

Ministerial Launch - The Launch should be scheduled to take place as a key event, where the Minister will make an announcement to the Nation in the presence of the Water Sector Departments and other stakeholders. The theme for the launch will be on IWQM. It is desirable that such an event is done when the WQM Policy and IWQM Strategy are being launched, towards the end of the project at the WQM symposium.

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

Print Media - Print media will be utilised through both national and local newspapers, to develop awareness to a wider range of stakeholders. The adverts will provide the dates and the venue for the workshops and be printed in English and local languages. The following print media will be employed:

- An information fact sheet about the WQM project will be printed and made available to all delegates attending the various forums

- Information articles will be written for various DWS publications that include Shotha, DWS Speaks and Hlathi Manzi

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- There will be 4 newsletters and their themes will be: WQM challenges; policy; strategy, and converting policy into practice. The newsletters will be available in hard copy (50 copies) but mostly distributed as electronic media.

Electronic Media - The following electronic media will be employed:

- Notices and information about the project will be posted on the DWS Intranet via the DWS Project Manager

- Notices and information about the project will be posted on the DWS: WQM project webpage;

- Notices and reminders about project meetings and workshops will also be shared via webmail using a consolidated mailing address for those who have access to internet.

Water Quality Management Project Website - The WQM website, which sits on the Departmental website, will be uploaded with information and updated so that it serves as both an information repository for awareness creation as well as an engagement tool for updates on project progress. It is envisaged that the website will be updated on a continuous and timely basis to reflect the overall progress of the project.

Provincial Roadshows - The provincial roadshows during the engagement process will provide the platform for information sharing and awareness creation where stakeholders which represent the various affected and interested sectors will be invited to discuss the policy and strategy with the Department. Such roadshows will be held nationally at a provincial level.

Steps towards implementation of the communication and engagement strategy

An action plan for the implementation of the above, summarised communication and engagement strategy has been developed and has separate actions into three key themes, namely:

1. Actions aimed at creating awareness on WQM and the project (this includes the newsletters and the DWS WQM project website),

2. Actions aimed at communicating and soliciting inputs during the development of the policy and strategy, and

3. Actions aimed at communicating the Edition 2 policy and strategy, and soliciting inputs to the implementation plan.

On the other hand, the stakeholder engagement plan is structured as outlined in the figure below.

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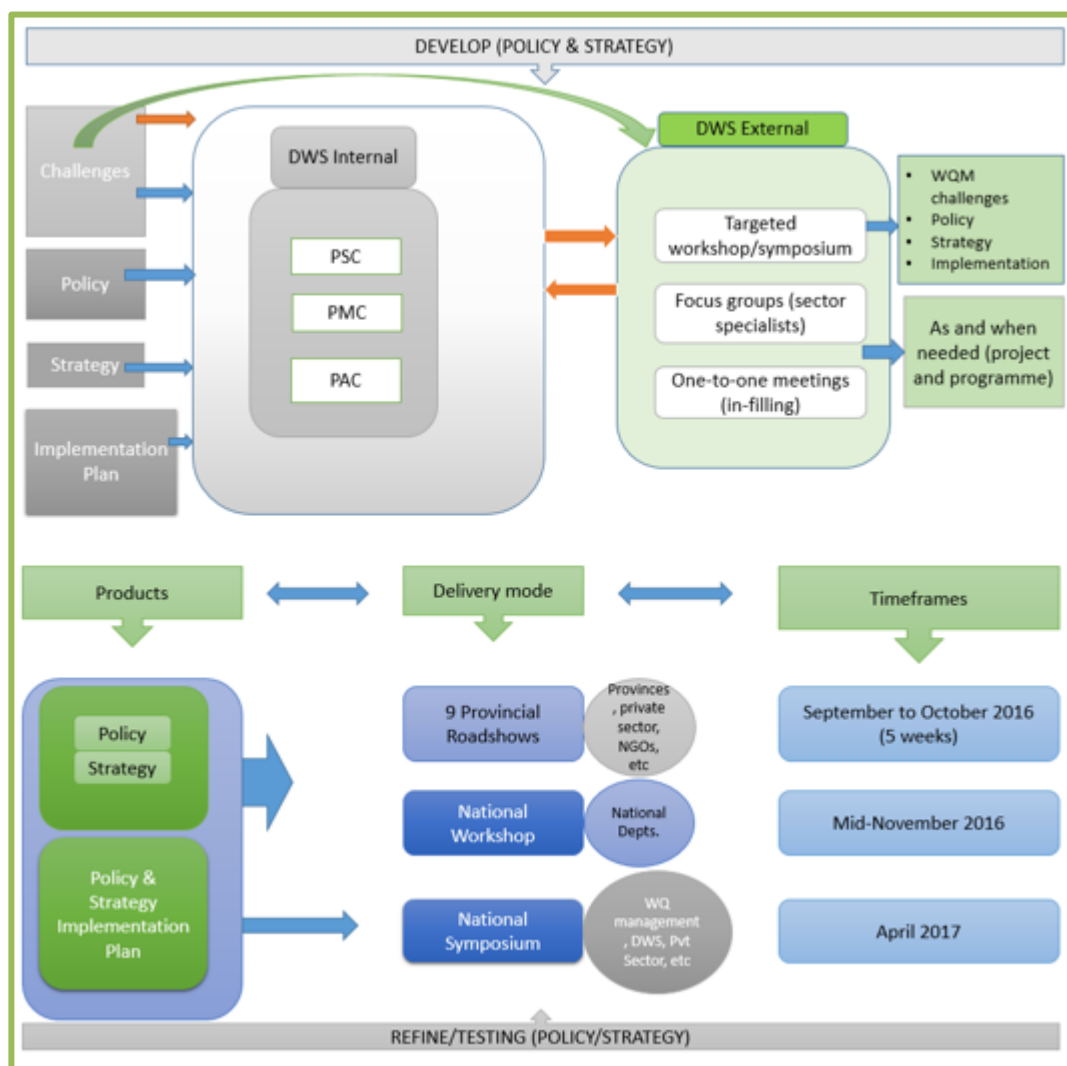
E-1: Development processes for the project products

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LIST OF ACRONYMS

Abbreviation	Meaning
BUSA	Business Unity South Africa
CMA	Catchment Management Agency
CAIA	Chemical and Allied Industries Association
CBO	Community Based Organisations
CDA	CDA Collaborative Learning Projects
CMF	Catchment Management Forums
DoA	Department of Agriculture
DoH	Department of Health
DWS	Department of Water and Sanitation
FBO	Faith Based Organisations
IAPP	InternationalAssociation for Public Participation
IWQM	Integrated Water Quality Management
IWRM	Integrated Water Resources Management
NGO	Non-governmental Organisation
NWA	National Water Act (Act 36 of 1998)
NWRS	National Water Resource Strategy
PAC	Project Administration Committee
PCT	Professional Counterpart Team
PMC	Project Management Committee
PSC	Project Steering Committee
SACN	South African Cities Network
SALGA	South African local Government Association
UNDP	United Nations Development Programme
WQM	Water Quality Management
WSA	Water Services Act (Act 108 of 1997)

1.   INTRODUCTION

In South Africa, Water Quality Management (WQM) has evolved over time from a pollution control approach that focussed on the enforcement of uniform effluent standards towards greater emphasis on the receiving water environment. The current approach of resource planning and management is complemented with appropriate source management controls and remedial efforts, within the context of Integrated Water Resource Management (IWRM). The water law review in 1998, for the first time, introduced the legal means to implement modern-day Integrated Water Quality Management (IWQM) imperatives. Through the 1991 Water Quality Management Policy (DWAF, 1991), water quality management shifted towards being people-centred by adopting quality of life and the receiving water quality objective approach as the central focus of water quality management. This provided the basis for the coherent integration of water user needs and expectations into the water quality management effort. Furthermore, with the proclamation of the National Water Act (Act 36 of 1998), water quality management became more closely linked to overall water resource management where it relates to the entire water cycle which combines institutional, managerial, social, economic and gender aspects with technical analysis and problem solving at national, regional and local levels. The implementation of water quality management in South Africa is however, in many respects, hampered by the lack of suitable supporting strategic and operational direction. The focus of this project is to develop Water Quality Management Policies, Strategies, and implementation actions that are relevant to addressing water quality deterioration, that are pragmatic, implementable and appropriate to the future institutional and governance landscape in South Africa.

Water quality management primarily relates to the assessment of the status of the country's water resources and devising and implementing strategies and plans of various types and at various levels to ensure that the water qualities of these resources meet the requirements of water users. Stakeholder engagement in the WQM process is imperative given the importance of ownership and buy-in of both the process and outcomes from the stakeholders. Furthermore, stakeholder engagement aims to enhance the main outcomes of the project and assist in building capacity of the stakeholders in the process.

Recognising the broader goals and intent of water quality management and the implications for various stakeholders, the project is divided into two key complimentary components. The first component is the stakeholder consultation aspect whilst the communication strategy forms the second part. The success of the project lies with the buy-in from stakeholders at all levels as well as keeping communication loops open and accessible. This requires a well thought out stakeholder engagement and consultation process embedded with an attendant communication strategy. Thus far, the project has identified both the affected and interested stakeholders within the broad spectrum of stakeholders ranging from the internal DWS and its institutions, and external stakeholders including other government departments instrumental in WQM implementation and support, and the private sector to civil society, academia and research institutions, and the media. To this end, the stakeholder consultation

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and strategy for communication around the project is informed by the different phases of the project as can be seen from Figure 1 below

1.1   Purpose of the document

This stakeholder consultation and communication strategy forms an integral part of the project execution and implementation, targeting comprehensive and effective stakeholder engagement as an outcome. Stakeholder consultation and engagement in this context is focused upon enabling the participation of stakeholders through the provision ofinformation, consultations, involvement, collaboration and empowermentwhilst at the same time strengthening DWS as an institution on the key elements of WQM Policy and Strategy towards supporting the implementation of the policy and strategy, refer to the Capacity Building Strategy of this project (Report No. 1.7).

The aim of this document is to serve both as a strategic document and as a reference tool. As a strategic document, it sets the overall direction, objectives and scope of the stakeholder consultation and communication strategy under the project. As a reference tool, it provides a general conceptual and operational framework for stakeholder consultation and communication, including the focal areas, strategic processes and steps that may be taken.

The stakeholder engagement strategy is needed in order to obtain inputs from a wide range of stakeholders at specific points in the project in order to achieve project outcomes. To this end, in order to create ownership of this process and the attendant outcomes at various levels, it is instructive that the project engages sufficiently and this document outlines how we propose to do that. It should be noted, that whilst this document provides a much needed framework for the engagement and communication to stakeholders, there is a certain level of flexibility that is required, as some elements will only be informed during the process.

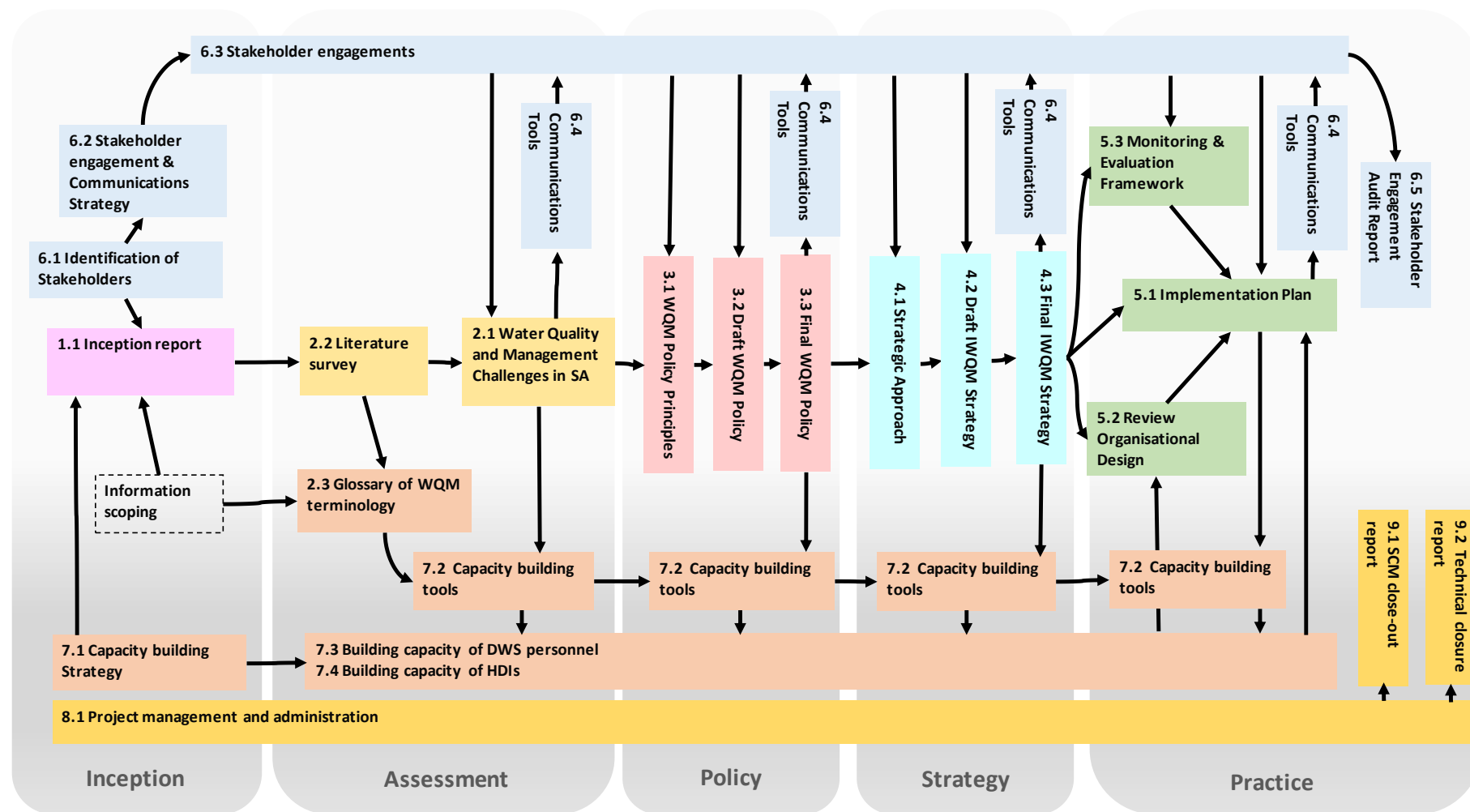*Water Resource Planning Systems Series*
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Figure 1: Project Phases

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1.2   Stakeholder Consultation Principles and Objectives

Before the engagement process begins, it is important to have a good understanding, and indeed consider what level of participation is required and desired. Several initiatives have been undertaken and various documents are available on investigations undertaken and recommendations made in terms of stakeholder participation that can inform engagement in integrated water quality management (for example CDA 2004; IAPP, 2013). This section describes three dimensions of participation:

- **Scope**: Indicates the management level at which participation occurs, e.g. project, programme, or policy. In terms of **scope**, there is no 'one size fits all' solution to the scope of a WQM stakeholder participation process. Stakeholder participation in WQM core business has benefits in that it can secure support for strategic national level decisions by facilitating stakeholder input into decision making and planning associated with provincial and local (as well as sector) level issues. This enhances stakeholders' sense of ownership and buy-in into outcomes, and helps them to understand that they can make a real difference. It can also help to facilitate understanding and acceptance of decisions or plans that may initially be unpopular with some sectors of stakeholders. Notably, stakeholder participation for the WQM will have specific requirements for stakeholder input at different levels. These participation processes would therefore be designed and conducted at a project specific level, and are essential to developing effective recommendations around WQM.

- **Scale:** Describes the spatial level / geographic scale of the participation process ranging from local to international given that some of the Rivers are shared with other countries.International guidelines indicate that a nation-wide stakeholder participation platform is ideal and provides the best opportunities for transparency and support for decision making and planning in WQM. The national platform will be an integrated process where all the three levels (national, provincial and local) stakeholders will be engaged and consulted for their inputs into the WQM policy and strategy development process. The national level stakeholder platforms also allow for interaction between provincial and local stakeholders. Such a scaled and integrated process will assist to encourage consensus and compromises between the stakeholders from different levels. However, adequate input from stakeholders can also be facilitated at national level within each Province if feedback mechanisms are effective. The most critical aspect of this approach of participation (national, provincial and local) is however ensuring that the real felt needs of stakeholders are correctly represented and documented. It is essential that national level stakeholder participation processes are effective and incorporate feedback processes to ensure that the contributions of stakeholders are accurately and consistently communicated at all levels.

- **Form**: Describes public participation spectrum developed by the International Association for Public Participation (IAPP). The spectrum includes five levels of

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participation indicating the flow and use of information, escalating the level of public impact, i.e. inform - consult – involve - collaborate - empower. These categories are explained in further detail in Table 1.It is ideally and practically desirable to have a progressive approach to stakeholder participation, progressing to collaboration and co-management in the long term as capacities are developed and power relations between stakeholder groups and across levels become balanced. The form of stakeholder participation in the WQM project will range from inform to empower.

Public participation, through engagement, can be broadly categorised into five form elements as illustrated in Table 1 below.

Table 1: Key elements of stakeholder engagement

LEVELS OF PUBLIC PARTICIPATION	
Inform	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.
Consult	To obtain public feedback for decision-makers on analysis, alternatives and/or decisions.
Involve	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered in decision making processes.
Collaborate	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.
Empower	To place final decision-making in the hands of the public.

Whilst each type of participation has its place, processes of more active involvement (or collaboration) with key stakeholder groups provide for more sustainable and more productive projects. By informing and consulting, there are limited opportunities to identify public values and priorities, let alone opportunities to solicit and incorporate stakeholder expertise and local knowledge. When stakeholders are more actively involved they begin to develop ownership over decisions, and are more likely to support and implement final decisions outcomes.

The IAPP spectrum provides a format for progressive development of engagement over time, with developing capacity and improved levels of trust. This structure has been applied as a layer to the strategic actions, detailed in this plan above, to provide a sense of the types of engagement that are required for each action. These are obviously indicative and provide

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some form of guidance, however, it is clear that the more engaged the stakeholders become the tendency will be to maintain that relationship with a more collaborative approach.

A full stakeholder engagement process for this project, would at a minimum, seek "involvement" from the public/stakeholder groups in which it operates, and depending on the agreed purpose of the project, may seek to transfer full 'empowerment' to the PMC and PSC in terms of final decision-making responsibilities.

1.2.1   Objectives

Consistent with the need to improve water quality management in South Africa, the broad objective of the stakeholder consultation and communication strategy is to engage with key stakeholders and communicate with them before, during and after the process. This entails engaging different levels within DWS staff to implement the WQM Policy and the Integrated Water Quality Management (IWQM) Strategy, as well as create awareness amongst the greater water sector. The purpose of the stakeholder consultation and communication strategy is to inform, consult, involve, collaborate and where possible empower the relevant key actors that have a role to play in the development and implementation of the WQM Policy and IWQM Strategy, by providing a strategic framework in order to:-

- ▪ ***Engage in the policy and strategy development process –*** This entails participating in the identification of the key issues, priorities, guiding principles, and approaches regarding the WQM Policy and the IWQM Strategy. This might also entail problem identification, definition and conceptualisation of WQM tools (policy and strategy) to address problems.

- ▪ ***Enhancement of the product*** through inputs from stakeholders. The ultimate product will be greatly improved by obtaining inputs from a wide range of stakeholders.

- ▪ ***Ownership and buy-in*** of both the process and outcomes will ensure that stakeholders can relate and identify with the WQM policy and strategy.

- ▪ ***Participation in the development of the Implementation plan and facilitation*** of implementation is a key result under this objective. This will involve iterative process of learning-by-doing approach so that the implementation of the WQM Policy and Strategy can serve as both a refining process and a learning curve.

- ▪ ***Capacity development*** and support through strategic collaborative efforts ensures that the necessary skills and capacities are shared between and among stakeholders.

The above will be achieved through a collaborative and participatory process. With this in mind, it is worth mentioning that collaborative work sessions, work stream meetings and the project's governance structures such as the Project Administration Committee (PAC), the Project Management Committee (PMC) and the Project Steering Committee (PSC) are also effective vehicles to provide insights and guide the consultation process.

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2. THE IMPORTANCE OF STAKEHOLDER ENGAGEMENT

The development of Water Quality Management instruments (such as policies and strategies) requires stakeholder buy-in to the process to encourage support and endorsement from the out set (CDA, 2004; Involve, 2005; IIED, 2013). Obtaining stakeholder buy-in to the stakeholder engagement process, is equally as important as obtaining institutional backing. There are many compelling arguments for why stakeholder consultation and engagement processes should be sought as early as possible. These arguments include 'added value' and greater sustainability for related projects and agendas; better co-ordinated consultations; establishing a clear audit trail of engagement to support the project; and there is a higher risk of project failure if engagement is not done (CDA; 2004). Box 1 provides a detailed outline of some of the compelling reasons why stakeholder consultations and participation is important in Water Quality Management.

Box 1: Why stakeholder consultation and participation is important

Why stakeholder consultation and participation?

- Improved project design by drawing on local knowledge and expertise to ensure that designs accurately reflects stakeholder priorities and needs;

- Means of verifying the relevance and appropriateness of proposed interventions;

- Strengthened stakeholder commitment to, and ownership of, policies and projects--leading to increased uptake of project services and greater willingness to share costs and benefits;

- Enhanced sustainability as a result of increased stakeholder ownership;

- Opportunity to foresee and/or resolve potential obstacles, constraints and conflicts;

- Means to identify and address potential negative social and environmental impacts;

- Opportunity to generate social learning and innovations based on field experience;

- Capacity-building of stakeholders and local institutions (including their capacity to analyze problems and initiate other development activities);

- Means of ensuring that project benefits are distributed equitably, and;

- Strengthened working relations between and among stakeholders (government, private sector and civil society).

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Apart from the above reasons, stakeholder consultation is equally important given the strategic links between this piece of work and that being done under the**'Capacity-building'** component (Refer to Report 1.7). Practically, these two processes should work in an iterative manner, where one informs the other and *vice versa*.It is anticipated that when used at the right time and in conjunction with other tools such as capacity building and social impact assessments, Stakeholder Consultation can inform task team strategies to overcome opposition, build coalitions, and channel information and resources to promote and sustain awareness and implementation of the WQM policy and strategy.Ultimately, failure to consult and engage stakeholders is expensive eventually and should be avoided.

2.1   Essential elements of stakeholder engagement

It will be crucial to identify who and how the various stakeholders, and interested and affected parties will be engaged through the project to ensure that there is robust debate and a balance incorporated within the WQM Policy and the IWQM Strategy. At the inception stage, the team identified differing levels of engagement ranging from information sharing and awareness; data gathering and inputs; consultation for consensus; and capacity building; to achieving buy-in and support; identify issues and gaps; and consider issues of cooperative governance. With this in mind, it becomes necessary to outline the key elements that are essential for the planning and delivery of a successful stakeholder consultation and communication strategy. The essential elements include budget, timeline, methods, organisational logistics and communication strategy as outlined below.

Stakeholder engagement and consultation should include and consider five key issues as shown in figure 2 below.

Figure 2: The 5elements of engagement

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The first consideration should be a **budget**, where an adequate budget is essential, including setting aside time for staff who need to be involved. The allocated budget for this project covers everything besides the costs of stakeholders' travel to meetings.

The second consideration relates to **timeline.** There is a need to be realistic about how long planning activities and events take and always allow more rather than less time for planning and for relevant people to get involved. Importantly, time is needed between events for work to be completed and to be taken to the next stage. The timeline is also about key dates and actions including when final decisions need to be taken, and by whom.

The third aspect relates to **methods** of engagement. There are various participatory/engagement techniques which can be adopted. To this end, a range of methods are useful at different stages of the consultation process (Wates, 2000). Notably, careful planning is required to ensure that the various methodologies adopted are complementary and work together to make the overall process successful.To this end, the engagements for this project will take place in the following ways (these mechanisms are described in more detail in Section 4):

- Project Governance structures such as the Project Administrative Committee (PAC), Project Management Committee (PMC) and the Project Steering Committee (PSC);

- Meetings and interviews with identified stakeholders as scheduled;

- Focus groups (the key other national departments, sectors such as civil society (NGOs), Research and academia and the business sector, provincial departments, catchment management agencies, local government, etc);

- Workshops (broader consultations);

- 9 Provincial roadshows;

- 1 National WQM workshop; and

- 1 National WQM Symposium.

The fourth aspect relates to **organisational logistics**. By their nature, participatory processes require many practical arrangements, especially in terms of user-friendly briefing materials and suitable venues. In additional to logistical practicalities, consideration should be given to the choice of venue with respect to the positive and negative potential effects that this may have on the process and its consequent outcomes.

The final key aspect to consider in the engagement process is the **communication strategy**. It is undeniable that communication is important throughout the engagement process. Communication is needed at the outset to get people interested, during the process so they are kept abreast of what is happening, at the end and by way of follow-up, to ensure that people are aware of what difference the process has made. Communication will be

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targeted to a wider audience than just key role-players and will include the public through mechanisms such as publishing information on the DWS website.

Stakeholder consultation and communication strategy becomes more imperative given that WQM does not sit only at national level but provincial and other sectors that affect water quality but rely on good water quality to do what they do. Given this background, it becomes essential to create awareness to get the level of cooperation required to produce good policy and good strategy. Clearly, something seem not to be working within WQM, hence, this project ensures that participation and engagements is done properly.

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3. LEVELS OF STAKEHOLDER ENGAGEMENT

The iterative nature of the consultation process is essential. Regardless of what stage of the project consultation is taking place, the basic steps in the process will essentially remain the same and can be repeated as needed over the life of the project. There are five basic steps that entail stakeholder consultation and engagement processes. These include identifying stakeholders, consulting using basic principles, incorporating feedback, documenting the process, and reporting back. These steps are critical and there should be consistency in how they are applied in this project. Figure 3 below depicts the necessary steps required for strategic consultations with stakeholders.
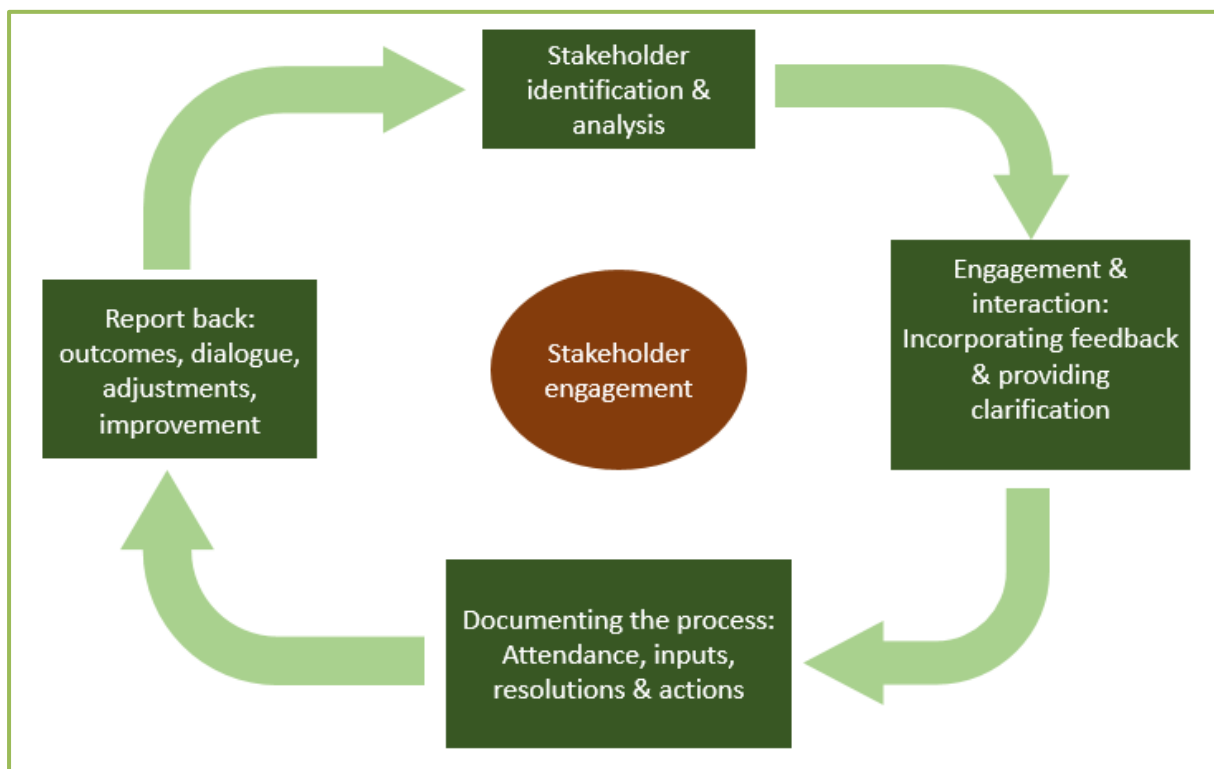
Figure 3: Critical steps for stakeholder consultation

3.1 Identifying stakeholders

The first step entails the identification of stakeholders. This is critical given that before beginning a stakeholder consultation process, it is useful to think about who to consult, over what topics, and for what purpose. Getting clear responses for these questions up front can save time, reduce costs, and help keep expectations in check. For projects with multiple stakeholder groups and issues such as the Water Quality Management Project, preparing a more formal Stakeholder Engagement/Consultation plan in advance is advisable. To this end, this stakeholder consultation and communication strategy is a direct response to fulfil that expectation and the PMC should be commended for the foresight in this regard. Some

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of the key stakeholders already identified and earmarked for consultations are presented in Table 2 below.

Table 2: Stakeholder categories

Stakeholder Category	Stakeholders
Department of Water and Sanitation (DWS)	Staff members of DWS and its institutions including CMAs, Regional Utilities and WUAs. (DWS as a national department is important given their role in developing policies and strategies related to WQM. They are seen as the key drivers for WQM schedules in SA)
Implementing partners/ Sector Departments	DMR, DEA, DoA, DoH, SALGA, DAFF, COM, NT, water sector partners (SWPN, SANBI etc) (Sector departments are key enablers as key implementing partners of policies and strategies related to WQM)
Private Sector	Professional, resident and business associations (BUSA, AgriSA, NAFU, CAIA, SACMA) (These are key partners who are both affected and interested in WQM)
Civil Society (International and national NGOs, and CBOs)	Civil society including CBOs, FBOs, CMFs, NGOs (WWF, IUCN, GWP, SACN) (Civil society and interest groups provide a local platform for interests of stakeholders and the environment)
Media	Media gatekeepers (Journalists, editors, executives, and program directors). (They assist as information and knowledge distribution moderators and platforms)
Academia and Research Centres	CSIR, WRC, academic institutions (They provide much needed critical thoughts and innovative ideas as knowledge creators and repositories)

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3.2   Consulting using good practice

There is no one right way of undertaking consultation. Given its nature, the process will always be context-specific. This means that techniques, methods, approaches and timetables will need to be tailored for the local situation and the various types of stakeholders being consulted.

Table 3: Principles of good practice for consultations

A good consultation process will be:	
targeted at those most likely to be affected by the project	**early enough** to scope key issues and have an effect on the project decisions to which they relate
informed as a result of relevant information being disseminated in advance	**meaningful** to those consulted because the content is presented in a readily understandable format and the techniques used are culturally appropriate
two-way so that both sides have the opportunity to exchange views and information, to listen, and to have their issues addressed.	**gender-inclusive** through awareness that men and women often have differing views and needs
localized to reflect appropriate timeframes, context, and local languages free from manipulation or coercion	**documented** to keep track of who has been consulted and the key issues raised
reported back in a timely way to those consulted, with clarification of next steps	**ongoing** as required during the life of the project

3.3   Incorporating feedback

It is our understanding that consulting people entails an implicit "promise" that, at a minimum, their views will be considered during the decision-making process. This does not mean that every issue or request must be acted upon, but it does mean being clear with stakeholders about which aspects of the project are still open to modification based on their input, and which are not (see IAPP, 2013; CBA, 2004). Wherever possible, it also means taking feedback received during the consultation process seriously and making best efforts to address issues raised through changes to project design, proposed mitigation measures,

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or development benefits and opportunities. Inevitably, there will be limitations in the degree to which stakeholder demands can be met owing to issues of the practicality of doing so. Where possible, making modifications because of stakeholder feedback will make good business sense and contribute to local development. The modification can be done as a gesture of good faith and relationship-building with stakeholders in order to create ownership of both the process and outcomes.

3.4   Documenting the process and results of consultation

Documenting consultation activities and their outcomes is critical to effectively managing the stakeholder engagement process. This entails a full account of when and where meetings, focus groups and workshops take place? With whom? Around what topics and themes? And with what results? Where, and if commitments to stakeholders have been made during or as a result of these consultations, these too need to be documented. It is our understanding that the project team is keeping a comment register ensuring that the comments are captured and considered. Moreover, the project has governance structures to ensure inputs are considered. There are several benefits of keeping such a record or "log" of stakeholder consultations. To begin with, it may be part of the DWS' regulatory requirements or valuable later on in satisfying the due diligence inquiries of other partners, especially those who might come into a project at a late stage. Secondly, it can be a useful tool in demonstrating that the views of affected people and influential stakeholders have been incorporated into the project's environmental and social mitigation strategies. More importantly, such documentation also provides the basis for reporting-back to stakeholders on how their views have been addressed.

3.5   Reporting back

It is not unusual that communities sometimes express frustration that government departments and private companies show upon their doorstep to consult on an issue and then are not heard from again – or at least not until the next time they come, and that too about a totally different matter (AIPP, 2013) . On the contrary, it is both good practice and common courtesy to follow up with stakeholders whom you consulted, to let them know what has happened and what the next steps in the process will be. Apart from this, there are also practical benefits of follow-up, such as double checking information, and testing or refining proposed approaches and mitigation measures before implementing them. In addition, the process of reporting back to stakeholders on which of their concerns will be addressed and how, as well as explaining what suggestions were not taken on board and the reasons why, can help establish credibility, manage expectations, and reduce consultation fatigue or cynicism (CBA, 2004). All of these are important when taking a long-term view of stakeholder engagement.

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4. OUR APPROACH TO STAKEHOLDER ENGAGEMENT

4.1 Key Entry Points for Stakeholder Consultation

As noted earlier, the fact that the WQM project has environmental and social impacts, among others, it is imperative that consultation will not be a single conversation but a series of opportunities to create understanding about the project among those it will likely affect or interest, and to learn how these internal and external parties view the project and its attendant risks, impacts, opportunities, and mitigation measures (CBA, 2004; AIPP, 2013). Listening to stakeholder concerns and feedback is highly considered as a valuable source of information that can improve project design and outcomes and help identify and control external risks. When properly and appropriately done, consultation can form the basis for future collaboration and partnerships.

4.2 Target Audience for Stakeholder Consultation

The stakeholder consultation and communication strategy has two focus areas, namely internal DWS staff and external DWS stakeholders.

4.2.1 Internal to the DWS

The purpose of targeting members within the Department is to ensure that there is holistic preparation of DWS staff and its institutions at National Office and Provincial or catchment (CMAs, Regional Water Utilities) levels. These staff have a range of interests that function at differing strategic levels within the Department and as such have different capacity building requirements.

There are staff that have a broad interest in the policy, strategy and its implementation impacts and whose line functions may (or may not) be impacted upon by the policy and strategy. For these staff it is important to understand the broad implications of the policy and strategy, as well as any matters that may influence their line functions as well as possible interfaces with the implementation of the WQM policy and strategy. Consultation with staff members in this category will include engagement through the project governance structures, sharing information and participating at various meetings, focus groups, workshops and roadshows as scheduled.

The senior management of the Department do need to understand the policy and strategic implications and as such need to be appraised as the policy, strategy and implementation plan is developed. They need to inform as much as they also get informed about the process. To this end, the management cohort will need to develop their understanding and this is to be undertaken through the various engagement processes outlined above. More

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importantly, the management cohort would require presentations and discussions to help them understand issues and to debate the various implications.

The personnel that effectively will be the implementers of the WQM policy, strategy, and will be responsible for the monitoring and reporting on processes and progress will have the need to have a more intimate understanding of the policy, strategy and implementation plan. Due to the more technical nature of this work there will be a need to improve skills, resources required (technical, financial, personnel) and to provide institutional clarity as to roles and responsibilities of the various actors from Head-Office to provincial offices. These criteria are also supported by the IWQMS Capacity Building Strategy.

4.2.2   External to DWS

There is a range of stakeholders that are interested and affected by the WQM policy, strategy and implementation plan. These include private sector, research and academia, civil society including NGOs, other national and provincial departments, umbrella organisations like South African Local Government Association (SALGA), the South African Cities Network (SACN), the Chemical and Allied Industries Association (CAIA), Business Unity South Africa (BUSA), AgriSA, the Chamber of Mines, to name a few. It is important to note the important role that catchment management forums play in managing water resources and in terms of playing a watchdog role. The need to engage and consult with them regarding policy and strategy development process will be important to these sectors.

The purpose of targeting these stakeholders is to solicit their input, create awareness and guide external stakeholders on WQM issues, strengthen the understanding of the policy, strategy and strategic implications of WQM, and strengthen collaborative systems. The importance of drawing on externals will aid WQM given the role these stakeholders play in addressing WQ issues. It is important to the successful implementation of the policy and strategy that external stakeholders become more engaged in both developing the policy and strategy as well as through the implementation of the policy and strategy.

As with the DWS staff, these stakeholders have varying capacity building requirements that range from just broad awareness, to understanding strategic implications through to the technical details and implications of the policy, strategy and implementation plan.

4.3   Stakeholder engagement strategy

There are specific avenues for engagement including project management structures, the provincial road shows, the national WQM workshop and symposium as well as focus group or one-to-one meetings. Each of the engagement avenue is explained in detail below.

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4.3.1 Project Governance Structures

In terms of project management and governance, the Project Steering Committee (PSC) and the Project Management Committee (PMC) are the main project governance structures. Various members from Head Office and Provincial DWS staff, Water Boards and CMAs constitute the PMC. Representatives from each respective institution have been selected from line functions that are responsible for WQM. It is anticipated that most of the staff participating in these structures constitute the targeted staff. The key structures and their broad functions include:

- The PAC – will meet monthly and is largely responsible for the day-to-day management of the project.

- The PMC – meets quarterly and is responsible for functional, technical and operational guidance and input.

- The PSC –meets at key inflection points and is largely responsible for WQM challenges, policy and strategy implementation. Generally, they provide strategic alignment and direction. It is instructive to note that the PSC only goes as higher up as the Chief Director level, hence, it also needs to reflect and include the DG, DDG and CFO.

It is the intention that the Policy be gazetted for public comment and the necessary government process for the gazetting of the WQM Policy will be followed and to which this stakeholder engagement strategy will be aligned.

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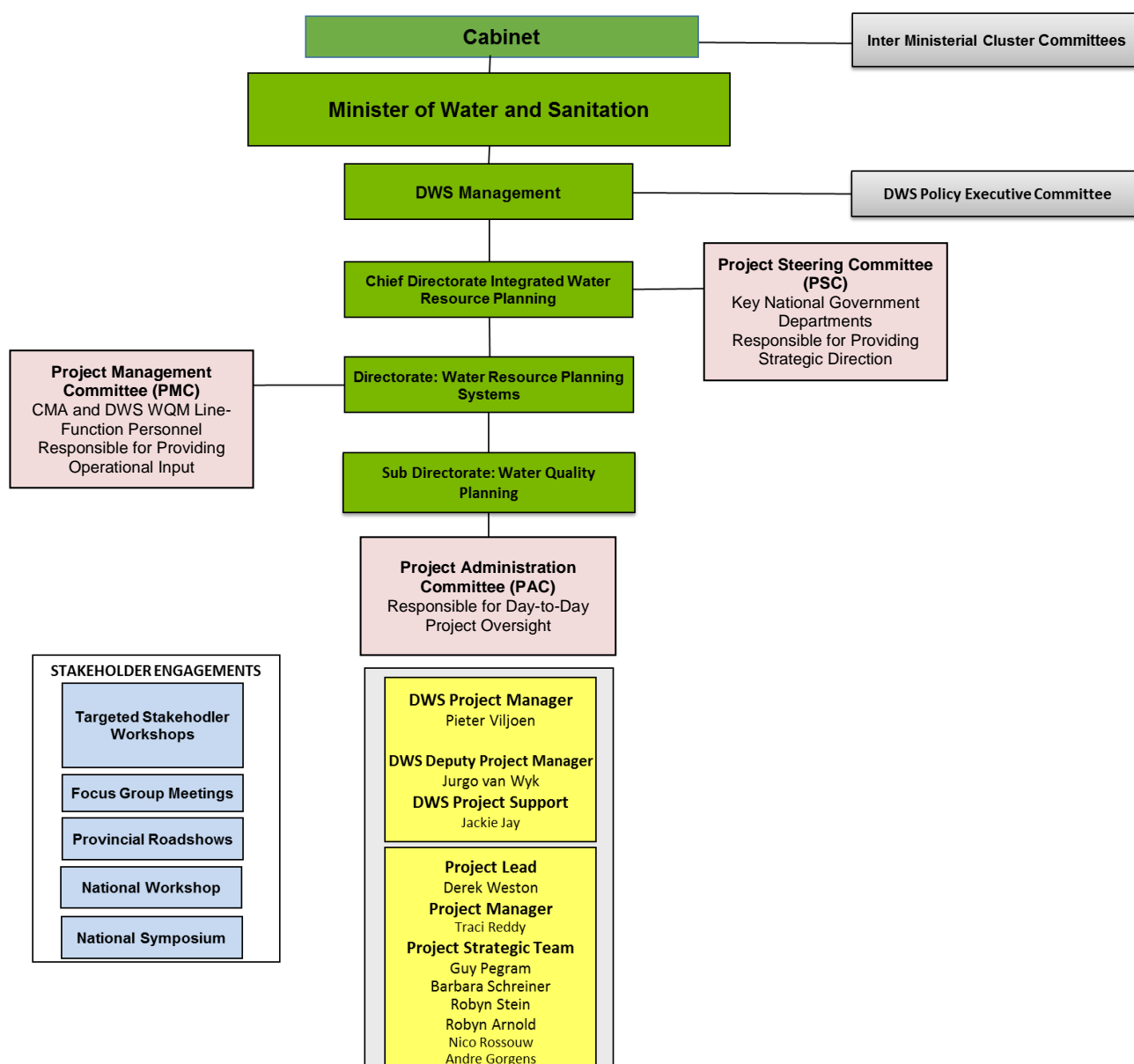
Figure 4: Project Governance Structure

It should be noted that in addition to the above structures, other existing DWS stakeholder coordination structures (e.g. Catchment Management Forums, the Water Sector Leadership Group, and other intergovernmental bodies) may also be used for stakeholder consultation on this project.

4.3.2 Focus Groups or One-to-One Sessions

The necessity for focus group meetings would likely only become evident for each project phase once other platforms have first been used (such as targeted workshops and PSC

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meetings). This mode of engagement includes issue-driven or sector-specific focus groups or targeted one-to-one engagement with specific focus on getting required inputs/details. These will be need-based. Targeted DWS staff are key role players in this regard. This might also take the form of coordinated group seminars on specific project deliverables. The overall expected result is general engagement, consultation and awareness of the WQM Policy and Strategy and its implementation. Focus groups will be utilised as and when the need arises.

4.3.3   Provincial Road Shows,

These nine events at provincial level (one in each province) provide a platform for reaching a large and diverse audience, as both DWS (head office and provincial) staff as well as external stakeholders will be encouraged to participate. At these sessions, the engagement with more localised stakeholders such as Catchment Management Forums, sector departments (DMR, DEA, DoH, DAFF, NT etc), Non-Governmental Organisations, Community Based Organisations, Research institutions, Academia and Ward Committees will play a crucial role. It is important to note that these events will create the necessary platform for stakeholders to share, inform and comment on the WQM policy and IWQM strategy in terms of implementation. As highlighted elsewhere in this report, although all inputs and ideas will be recorded, these inputs will be consolidated and the project team will use its discretion in reflecting these inputs in the final documentation. These will largely focus on the impact of WQM policies and strategies and implications for implementation.

4.3.4   Targeted Stakeholder Workshops

This targeted engagement will be held with key stakeholders that are instrumental in aiding the development and implementation of WQM. The workshops are primarily meant to appraise, sensitise, obtain feedback and give direction on key policy, strategy and implementation challenges from a selected range of stakeholders. It is envisaged that there will be 4 such workshops at key pints in eh project programme, viz. the identification of the WQM challenges, the development of the WQM policy, the development of the IWQM Strategy and the Implementation plan. These workshops will be aligned to the project programme.

4.3.5   National WQM Workshop and National WQM Symposium

National WQM Workshop - The one-day National WQM workshop aimed at other government departments linked to broader WQM policy and strategy in order to solicit inputs and comments. The workshop will act as a ground-truthing confirmatory process to triangulate the inputs captured through other avenues as outlined above. The conference will also serve as a feedback from industry focusing on policy, strategy and implementation.

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National WQM Symposium- The National WQM Symposium will largely be convened to discuss and provide key lessons and implications for policy and strategy rollout. This will broadly be a session for stakeholders to convene and discuss the key policy and strategy outcomes with the view of synthesizing implications for implementation. Opportunities to collaborate with other entities such as Research Institutions, WRC, and DST will be explored here.

4.3.6   Other avenues

Engagement with stakeholders will also be realised through other opportunistic avenues. Some of these platforms include WISA, WRC water dialogues, umbrella organisation meetings, and Catchment Management Forums among others. This will also include other internal platforms available.

4.3.7   Stakeholder Engagement Plan

The stakeholder engagement will allow for a 3-phase approach (Figure 5) to develop the final products associated with the policy, strategy and converting policy to practice.
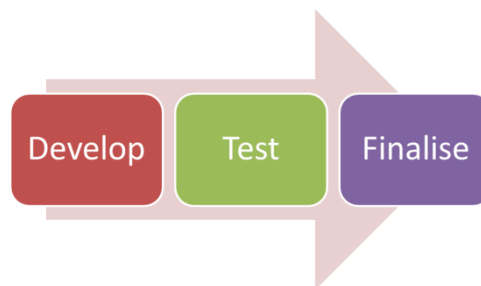
Figure 5: Development process for products

It should be noted that whilst every effort will be made to stick to the proposed dates, the complexity and diversity of the engagement required for this project might result in slight amendments. These changes will be communicated with the targeted stakeholders.

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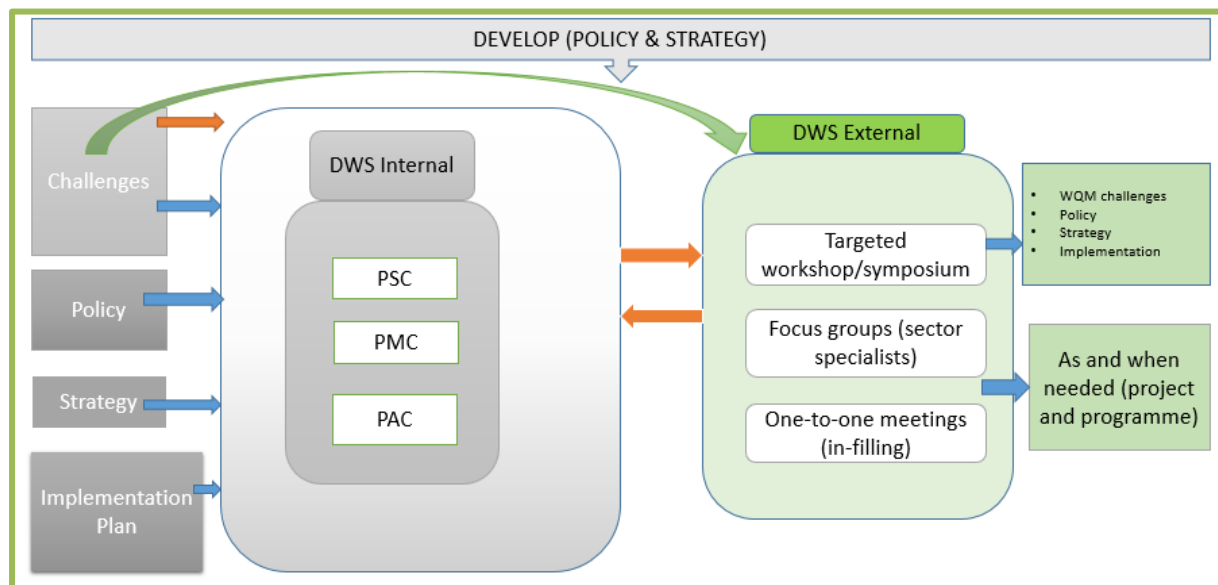
Figure 6: Development of the WQM policy and IWQM strategy processes
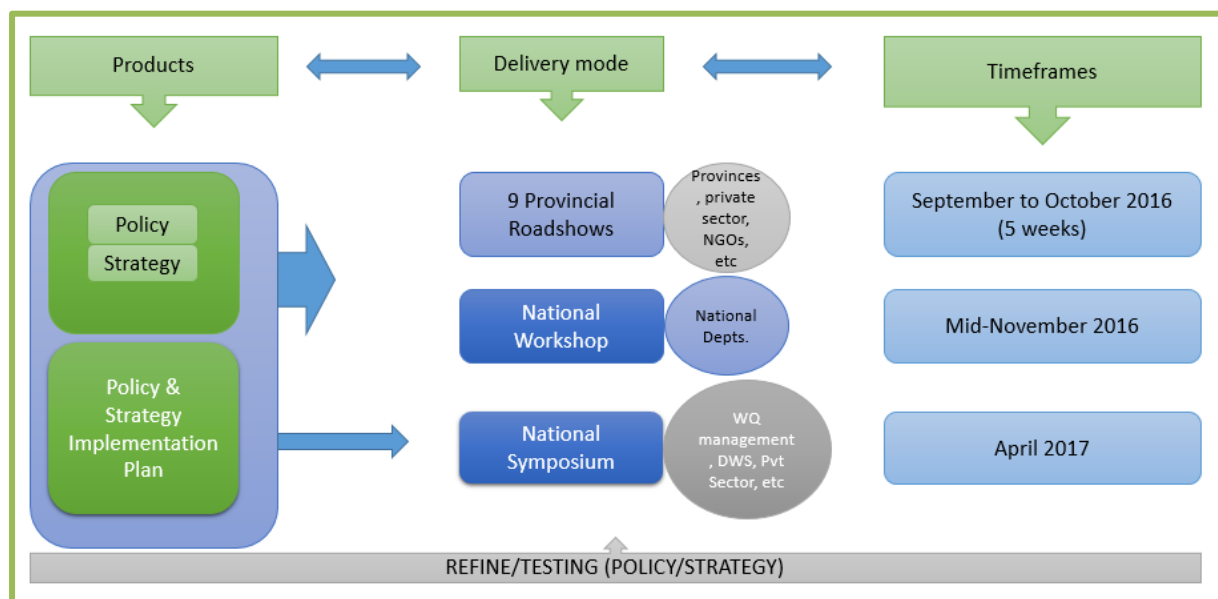
Figure 7: Testing/truthing the WQM policy, strategy and implementation

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Table 4: Roadmap for Component 2: Situation Assessment and Gaps Analysis

Deliverable	PAC	PMC	PSC	Targeted Stakeholder Group	Focus Groups/1-to-1 meetings
Note on the Water Quality and Water Quality Management Challenges	05/02/16	17/02/16	17/02/16	17/02/16	
Water Quality and Water Quality Management Challenges		15/03/16	12/04/16		4/03/16 to 18/03/16
Literature Review	05/02/16	15/03/16	12/04/16		
WQM Glossary	02/03/16	15/03/16			

Table 5: Roadmap for Component 3: WQM Policy

Deliverable	PAC	PMC	PSC	Targeted Stakeholder Group	Focus Groups / 1-to-1 meetings
WQM Policy Principles	26/02/16	15/03/16	12/04/16		26/02/16
Edition 1: WQM Policy	01/06/16	21/06/16	21/07/16	May 2016	May/June 2016
Edition 2: WQM Policy*	Jan 2016	Jan 2016	Feb 2016		

*the policy has been earmarked for Cabinet Approval, finalisation of the Policy is thus dependent on comments received during the gazetting period and subsequent approval by Cabinet.

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Table 6: Roadmap for Component 4: IWQM Strategy

Deliverable	PAC	PMC	PSC	Targeted Stakeholder Group	Focus Groups / 1-to-1 meetings
Strategic Note	01/06/16	21/06/16	21/07/16		
Edition 1: IWQMS Strategy	02/09/16	07/09/16	19/09/16	July 2016	August 2016
Edition 2: IWQMS Strategy	Jan 2016	Jan 2016	Feb 2016		

Table 7: Roadmap for Component 5: Converting Policy into Practice

Deliverable	PAC	PMC	PSC	Targeted Stakeholder Group	Focus Groups / 1-to-1 meetings
Edition 1 - Development of the Implementation Plan	Feb 2017	Feb 2017			November 2016 – March 2017
Edition 2 - Development of the Implementation Plan	April 2017	April/May 2017	May/June 2017	May 2017	
Note on the Monitoring and Evaluation Framework	April 2017	April/May 2017			November 2016 – March 2017
Monitoring and Evaluation Framework	May 2017	April/May 2017	May/June 2017	May 2017	
Note on the WQM Organisational Design	02/11/16	16/11/16			November 2016 – March 2017
WQM Organisational Design	May 2017	May 2017	May/June 2017	May 2017	

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5. COMMUNICATION STRATEGY

5.1 Introduction

The Department of Water and Sanitation (DWS) is implementing policy and strategy reforms aimed at better WQM. The process entails consultations with key stakeholders on WQM Policy and WQM Strategy in order to guide the smooth implementation of WQM in partnership and with buy-in from stakeholders. In order to maximise efficiencies of establishing and operationalising the WQM Policy and WQM Strategy, it is essential to develop an integrated stakeholder communication strategy that effectively help DWS to create awareness and build credibility for the project among sector partners and government. Given the importance of the process and envisaged outcomes, it is imperative that communication before, during and after the initiation of the process is kept at its best between and among project managers and stakeholders.

5.2 Communication Strategy Rationale

The successful implementation of the WQM Policy and WQM Strategy will be achieved when they are well understood and supported by stakeholders. Usually, such processes and projects are often placed at risk when the institution steering the changes does not put in place adequate mechanisms to secure political and social support amongst stakeholders. Such mechanisms include adopting a strategic approach to communicating with key stakeholder and interest groups.

The implementation of the WQM Policy and WQM Strategy as provided for in the Water Act and National Water Resources Strategy will involve major changes in water quality management practices and provision of water services. These changes have the potential risk to generate resistance from politicians and the general public. It is against this background that communication is required to build understanding and support for both the WQM Policy and WQM Strategy given that resistance to such processes is expensive. Therefore communication has to be strategic, intensive and consultative in nature to build understanding and minimize resistance, as technical solutions alone cannot build the consensus that is required for the success of WQM in South Africa.

Without the proper context for understanding why WQM is important ,both misconceptions and support for the WQM Policy and WQM Strategy will remain low. The general lack of awareness and uncertainty on the implications of the changes therefore necessitates the use of strategic communication to:

- Raise the profile of WQM Policy and WQM Strategy as important component in the socio-economic development of the country.

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- Develop the most appropriate and cost- effective means of building understanding and generating support for WQM among stakeholders.

The Communication Strategy addresses people's concerns, perceptions and motivations. It suggests ways to communicate the WQM policy and strategy, and sustain this throughout the implementation process.

Finally, it should be noted that communication is a process that requires sustained efforts, and that results take time to show. Expectations about the role of communication must be balanced, and based on the understanding that communication is a facilitator that is tied to management decisions and actions.

5.3   Document Purpose

The Stakeholder Communication Strategy to support the WQM project has been developed as a pragmatic approach that is specifically tailored to meet the demands for information and engagement on the project (DWS, 2016). The programme recognises that the requirements of the project and work streams in relation to stakeholder management are incredibly complex and require innovative approaches for engaging stakeholders. The Strategy is a working document where various stakeholders will be identified as DWS moves forward with the project. It is this premise that the strategy seeks to involve broader stakeholders from various levels, therefore broad communication goals would be set, with messages that would be shared by all involved, so that there would be conformity in the messages that are going out from all activities of the project (DWA, 2012). This way information presented would be tailored to specific goals of the project and specific goals of the communications strategy. A common message being disseminated at all levels of the project need to inspire a sense of purpose, ownership and oneness in spite of the diversity of stakeholder views and opinions on WQM.

The Strategy is based on the need to create awareness, dialogue, and advocacy and build credibility around the WQM project at national, provincial and local levels, while also maintaining a sustained interest among DWS partners to continue to support its implementation. As with other DWS (DWA, 2012) communication strategies, the purpose of this strategy document is to provide a clear, simple and dynamic but practical approach to stakeholder engagement to support the project of WQM.

5.4   The Communication Strategy

The approach of the stakeholder communication strategy departs from a premise of four key principles or characteristics (see DWA, 2012), which involve:

- a systems approach which recognises the individual components as well as the linkages between them, and addresses the needs of both the human and technical systems;

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- an integrated approach, rather than a comprehensive approach, in which attention is directed towards key issues of concern identified by all stakeholders in the process;

- a partnership approach which promotes the search for common objectives, and defines the roles, responsibilities and accountabilities of each agency and individuals who participate in the process of decision-making; and

- a balanced approach where close attention is given to decisions designed to achieve a sustainable blend of economic development and protection of resource integrity, whilst meeting social norms and expectations.

5.4.1 Objectives of the Strategy

The focus of this stakeholder communication strategy on WQM is to describe a standard approach in which the stakeholder engagement process will unfold; how, when and who needs to be involved for the success of the establishment and operationalisation of the WQM in South Africa. Therefore, the key objectives of the stakeholder communication strategy are to achieve the following:

- Develop effective 2-way communication, both internal and external

- Consider appropriate mechanisms for communication and publicising of WQM policy and strategy development;

- Create awareness and enhance the level of understanding on issues about WQM Policy and WQM Strategy, in order to improve and strengthen active stakeholders participation in WQM;

- The engagement must inform and educate stakeholders about the Department's function and responsibilities in relation to WQM sector institutions; and

- To put in place mechanisms to regularly monitor and evaluate communications, awareness levels and perceptions about WQM institutions and the Department.

5.4.2 Expected outcomes

The expected outcomes are:

- Increased awareness of WQM Policy and WQM Strategy and their roles or objectives

- WQM institutions are visible, credible and financial sustainable to carry the work of water quality management in all nine water management areas

- Increased consultation and dialogue between DWS and sector partners

- Institutionalised culture and practice of 2-way communication

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5.4.3 Specific Strategies

To ensure relevant coverage for the project, the following communication mechanisms are envisaged: Ministerial launch; direct communication; print media; electronic media; outreach; and provincial workshops.

Ministerial Launch - The Launch should be scheduled to take place as a key event, where the Minister will make an announcement to the Nation in the presence of the Water Sector Departments and other stakeholders. The theme for the launch will be on WQM.

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

DWS IWQMS Project Website- The IWQMS Project website, which sits on the Departmental website, is a public platform to share the project progress and finalised products. The website will be updated on a continuous basis so that it serves as both an information repository for awareness creation as well as an engagement tool for updates on project progress.

Print Media - Print media will be utilised through both national and local newspapers, to develop awareness to a wider range of stakeholders. The adverts will provide the dates and the venue for the workshops and be printed in English and local languages. The following print media will be employed:

- An information fact sheet about the WQM project will be printed and made available to all delegates attending the various forums

- Information articles will be written for various DWS publications that include Shotha and Hlathi Manzi

Electronic Media - The following electronic media will be employed:

- Notices and information about the project will be posted on the DWS Intranet via the DWS Project Manager

- Notices and information about the project will be posted on the DWS: WQM webpage;

- Notices and reminders about project meetings and workshops will also be shared via webmail using a consolidated mailing address for those who have access to internet.

Provincial Workshops - The workshops will provide the platform for formal engagement where all stakeholders will be represented to discuss with the Department. Such workshops will be held nationally at a WMA level through the Water Management Forums. Other existing structures will be considered as well and the Provincial DWS Offices will provide guidance.

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Critically, the logistics for these workshops will be arranged by the Provincial Coordinating Team, which will include the following Directorates:

- Communication

- Water Quality Management

- Institutional Establishment / Development

5.4.4   Audience segments

Target audiences have been selected based on the overall objectives and specific strategies of the Communication Strategy.

Table 8: Key audience segments and rationale

Audience segment	Sub segments	Rationale
Department of Water and Sanitation (DWS)	Staff members of DWS, including provincial and district water officers.	DWS staff (national and provincial) are primary implementers of WQM, and are frontline ambassadors in articulating the vision of the WQM process. They need to be fully informed and supportive of the WQM Policy and WQM Strategy process to be effective advocates.
Implementing partners/ Sector Departments	DMR, DEA, DoA, DoH, SALGA, DAFF, COM, NT, water sector partners (SWPN, SANBI etc)	The WQM Policy and WQM Strategy will not be successful without the help organizations who play direct or indirect roles in the sector generally and as communicators to key audiences in particular. Partnering with these organizations will help leverage outreach, particularly if they are mobilized to add key elements of the WQM process and positive behaviour change to thier agendas.

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Audience segment	Sub segments	Rationale
Private Sector	Professional, resident and business associations (BUSA, AgriSA, NAFU, CAIA)	Each of these groups have been chosen because they have particular perceptions and needs that need to be addressed through tailored messages and through the most appropriate channels.
Civil Society (International and national NGOs, and CBOs)	Civil society including CBOs, FBOs, CMFs, NGOs (WWF, IUCN, GWP, SACN)	Each of these groups have been chosen because they have particular perceptions and needs that need to be addressed through tailored messages and through the most appropriate channels.
Media	Media gatekeepers (editors, executives, and program directors). Journalists.	Media gatekeepers will be valuable partners in helping reframe the way the WQM issues are covered and increase public knowledge, understanding and support of the process. Media bodies will also be important partners in disseminating information on the WQM and helping building a supportive environment among priority audiences.
Academia and Research Centres	CSIR, WRC, academic institutions	Academia are a good critical repository and sounding boards for critical analysis and much needed perspectives.

5.4.5 Communication Strategy Action Plan

The Communication Strategy Action Plan is split into three key themes including awareness, communication in supporting processes, and the key products of the processes. The communication strategy therefore has to be focused, appropriate and simple.

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Table 9: Awareness creation

Key Action	Tools and Channels	Target audience	Timeframe
Awareness (foundational stage to create awareness about the project and key processes)	**IWQMS Website**	All	On-going
	Newsletters	DWS & Water Sector	At the 4 key steps in the project: WQM Challenges, Policy, Strategy and Converting policy into practice
	SHOTHA, DWS Speaks	Internal to DWS	As and when required
	CMF announcements/ Presentations	Catchment stakeholders	As and when possible (there are approximately 71 active CMFs across SA)

Table 10: Processes to develop policy and strategy

Key Action	Tools and Channels	Target audience	Timeframe
Communication in support of processes to develop policies and strategies (Policy and strategy development)	**Newsletters**	DWS & Water Sector	At the 4 key steps in the project: WQM Challenges, Policy, Strategy and Converting policy into practice
	SHOTHA, DWS Speaks	Internal to DWS	As and when required
	Project Governance Structures	PMC, PSC,PAC	At key stages in the project
	One-to-one meetings	Sector Experts	As and when required during the course of the project
	Focus Group Meetings	Sector Groups	As and when required during the course of the project
	Stakeholder Workshops	Key interested and affected parties	At the 4 key steps in the project: WQM Challenges, Policy, Strategy and Converting policy into practice
	Provincial	Key interested and	September – October 2016

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Key Action	Tools and Channels	Target audience	Timeframe
	Road shows	affected parties	
	National WQM Workshop	National Government Departments	November 2016
	WQM Symposium	Key interested and affected parties	April 2017

Table 11: Products for implementation support

Key Action	Products	Target audience	Timeframe
Products (implementation support)	**IWQMS Website**	All	August 2017
	Final Reports, box sets	All	September 2017
	Training Tools	DWS & Water Sector	September 2017
	Posters and Banners	All	June 2016

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