

STAKEHOLDER ENGAGEMENT

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Premier

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Office of the Premier
PROVINCE OF THE NORTHERN CAPE

DEVELOPMENT OF A PROVINCIAL GROWTH AND DEVELOPMENT PLAN

Submitted by:

MASWANA
JOINT VENTURE

DEVELOPMENT OF A PROVINCIAL GROWTH AND DEVELOPMENT PLAN

for the NORTHERN CAPE PROVINCE

STAKEHOLDER ENGAGEMENT PLAN

Maswana Project Number 7303

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1 STAKEHOLDER ENGAGEMENT AND MANAGEMENT

1.1 OVERVIEW

The Office of the Premier (OTP) appointed **MASWANA JV** as the Service Provider to undertake the project relating to the Provincial Growth and Development Plan as well as the Review of the Provincial Spatial Development Framework for the **NORTHERN CAPE PROVINCE**. This report gives an outline to the process to be followed regarding the Stakeholder Engagement Plan approach.

1.2 PURPOSE

Stakeholder Engagement & Management includes the processes required to identify the people, groups and organisations that could affect or be affected by the project, to analyse stakeholder expectations and their impact on the project, and to develop appropriate strategies and tactics for effectively engaging stakeholders in a manner appropriate to the stakeholders' interest and involvement in the project. The Stakeholder Management Plan ensures that stakeholders are effectively involved in project decisions and execution throughout the lifecycle of the project, to gain support for the project and anticipate resistance, conflict, or competing objectives among the project's stakeholders. The Stakeholder Management Plan includes the following:

- ❖ **Defining Stakeholder Engagement**
- ❖ **Plan Stakeholder Management (Approach)** - identify the strategies and mechanisms that will be used to achieve the greatest support of stakeholders and minimise resistance;
- ❖ **Identify Stakeholders** - identify by name and title the people, groups, and organisations that have significant influence on project direction and its success or who are significantly impacted by the project;
- ❖ **Manage Stakeholder Engagement** - outlines the processes and steps that will be undertaken to carry out the planned strategies; and
- ❖ **Control Stakeholder Engagement** - describes the methods that will be used to monitor stakeholder engagement and alert the project team if problems are surfacing.

1.3 DEFINING STAKEHOLDER ENGAGEMENT

Finding a definitive definition for the term Stakeholder Engagement isn't straight forward. Various definitions are available driven by particular schools of thought or philosophies on organisational performance, change and sustainability. Some definitions see Stakeholder Engagement as a process with the end goal being the success of the initiative/project.

Stakeholder Management is the systematic identification, analysis and planning of actions to communicate with, negotiate with and influence stakeholders. Stakeholders are individuals or groups with an interest in the project or programme because they are involved in the work or affected by the outcomes.

Stakeholder management is a set of techniques that harnesses the positive influences and minimises the effect of the negative influences. It comprises four main steps:

- ❖ identify stakeholders;
- ❖ assess their interest and influence;
- ❖ develop communication management plans;
- ❖ engage and influence stakeholders.

Today, the term "stakeholder engagement" is emerging as a means of describing a broader, more inclusive, and continuous process between a company and those potentially impacted that encompasses a range of activities and approaches, and spans the entire life of a project. Engagement is not an end in itself, but a means to help build better relationships with the societies in which we operate, ultimately resulting in improved business planning and performance. Whether you intend to engage to meet a specific goal or start a long term conversation, all communication methods engage stakeholders in some way and it is only by completing the Stakeholder Analysis that an efficient and cost effective approaches can be chosen.

1.4 APPROACH

The diagram illustrates the relationship between stakeholder influence/power and stakeholder engagement approach.

Specific attention and prioritisation will be given to the Department responsible for each of the identified Themes. The engagement and detail thereof will be conducted. The following diagram provides more detail on the stakeholder methodology approach to be followed:

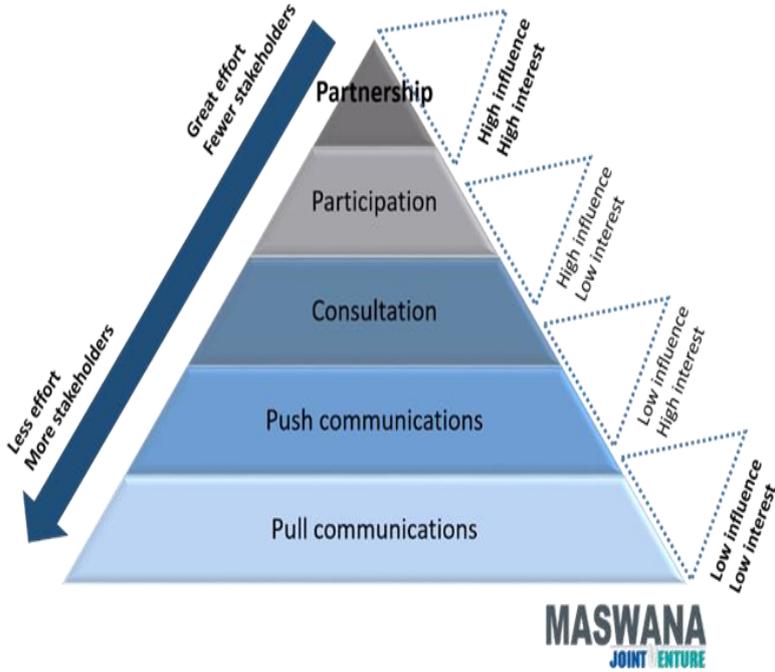


Figure 1: Stakeholder Approach and Influence Priorities

Table 1: Stakeholder Engagement Approach

ENGAGEMENT APPROACH	DESCRIPTION
Partnership	Shared accountability and responsibility. Two-way engagement joint learning, decision making and actions. Dedicated and structured communication to obtain full buy in and integration
Participation	Part of the team, engaged in delivering tasks or with responsibility for a particular area/activity. Two-way engagement within limits of responsibility.
Consultation	Involved, but not responsible and not necessarily able to influence outside of consultation boundaries. Limited two-way engagement: organisation asks questions, stakeholders answer
Push communications	One-way engagement. Organisation may broadcast information to all stakeholders or target particular stakeholder groups using various channels e.g. email, letter, webcasts, leaflets.
Pull communications	One-way engagement. Information is made available, and stakeholders choose whether to engage with it e.g. web-pages, or public notices.

2 STAKEHOLDER COMMUNICATION PROCESS

2.1 STAKEHOLDER ANALYSIS

Analysing of stakeholders' positions and how they are reached will be undertaken early in the communications programme and updated regularly. This involves methodically mapping of key influencers and stakeholder groups and assessing their positions on issues which affect the outcome and implementation of the PGDP & PSDF.

Often the process of identifying stakeholders will result in a long list of individuals and/or groups. For the purpose of this project the stakeholders have been divided in to three groups:

- ⊗ Primary Stakeholders;
- ⊗ Secondary Stakeholders; and
- ⊗ Tertiary Stakeholders.

Levels of involvement/responsibility have also been identified for each of the Stakeholders in order to give weighting to their inputs and to determine cross cutting involvement/responsibilities for Stakeholders.

Proposed themes have been identified in order to categorize the different Stakeholders, and to include the critical areas identified within the terms of reference: it is important to ensure that the themes of the Northern Cape PGDP & PSDF align with the National Spatial Development Framework as well as the 14 Outcomes and sub outcomes of the MTSF.

- ⊗ Protecting and Enhancing the Natural Environment;
- ⊗ Improved Social and Human Development Potential;
- ⊗ Integrated Urban and Rural Development;
- ⊗ Equitable and Sustainable Agriculture Development;
- ⊗ Improved and Transparent Governance;
- ⊗ Viable and Efficient Economic Development; and
- ⊗ Improved and Cost-Effective Infrastructure Development.

2.2 COMMUNICATION ASSESSMENT

The existing state of communications needs to be assessed via the following steps:

- ⊗ Understanding the environment and culture of development and stakeholders, and the effectiveness of current communications initiatives;
- ⊗ Taking stock of your approach and whether the approach is sensitised around provincial growth development, addressing the current status quo, and whether key partners are 'walking the talk' in relation to the growth development plans espoused mission, values and goals. It also helps to identify potential risks, especially the lack of cooperative governance; and
- ⊗ Assessing current communications channels and seeking feedback from your stakeholders if existing communications methods are useful for conveying information about the intentions, outcomes and strategies of the Growth Development Plan to ensure buy in.

2.3 COMMUNICATION PLANNING

It is important to work out key communications goals and messages. These messages should also be aligned with the themes identified of the Growth development plan's core strategy and objectives.

Simple and direct messaging will be used that:

- ⊗ Communicate "need-to-know" rather than "nice-to-know" information;
- ⊗ Map how each message and communication objective is relevant to each stakeholder group; and
- ⊗ Consider what sort of stakeholder response needs to be triggered.

The communications strategy lays out the "why" and "how" you plan to influence each stakeholder group by considering:

- ⊗ Who are the stakeholders linked to influence priority and the intended outcomes required;
- ⊗ What are the 'touch-points' you should leverage to communicate;
- ⊗ Who are the influencers in this process their roles and required responsibilities, this is required to determine the relevant accountability requirements for projects identified in the Implementation Plan; and
- ⊗ What information and the timing required for the information to be obtained and required.

Face-to-face communication through structured formal sessions between key stakeholders would be prioritised for stakeholders with high influence, thus potential or required partners in the successful implementation of the PGDP & PSDF, here a focus will be placed on the Primary & Secondary Stakeholders.

Tertiary stakeholders will not require "one-on-one" sessions and its deemed sufficient to send emails, gather data and have brief unstructured discussions around the impact and outcome of the PGDP & PSDF. The plan is to integrate the projects, strategies and objectives of Province, by guiding the Municipal Integrated Development Plans on District and Local Level, ensuring alignment and integration in the Municipal space.

2.4 STAKEHOLDER MONITORING AND FEEDBACK

Monitoring how perceptions among stakeholders are changing can determine the effectiveness of the communications initiatives. It will allow **MASWANA JV** to:

- ⊗ Learn about evolving stakeholder expectations;
- ⊗ Adjust your stakeholder management and engagement plans as perceptions change;

- ⊗ Identify potential issues earlier; and
- ⊗ Escalate issues for pre-emptive action.

While planning communications, it is also useful to consider what feedback channels one plan to have in place. The stakeholders may use these channels to provide feedback, seek clarification, provide reactions or ask for more information. **MASWANA JV** will make sure that our feedback channels are easy to access, facilitate a timely response, and are confidential and anonymous when appropriate.

The Consultation framework will target the following key areas through dialogue session and workshops to accurately gain the necessary information required:

- ⊗ Existing projects in the Northern Cape;
- ⊗ Planning Norms and Standards;
- ⊗ High Impact Projects potential;
- ⊗ Existing and future projects, programmes per locality where possible;
- ⊗ Existing support programmes, grants etc.;
- ⊗ Areas for cooperation between Departments;
- ⊗ Cross Border projects;
- ⊗ National Projects; and
- ⊗ Key deliverables; etc.

2.5 STAKEHOLDER WORKSHOPS

2.5.1 Responsibilities

In order to ensure involvement by all Stakeholders, throughout the process of developing the PGDP & PSDF, “champions” within each department and sector have been identified. The champions will be divided into two sections:

1. A Champion; being the Driver of the end product within the Department or Sector; and
2. A Champion; being responsible for information and data sharing.

MASWANA JV will in conjunction with the **OTP** identify the champions within the Departments and Sectors.

Consultation with these Departments and Stakeholders will take place within the planning Forum and Dialogue sessions. **MASWANA JV** will however liaise and/or visit the Stakeholders not accommodated within the planned sessions. Reference is here made to the National Departments and Private sector.

2.5.2 Feedback towards Stakeholder Inputs and proposals

- ⊗ Feedback to be provided through the Planning Forum and Planning Secretariat platform only.
- ⊗ List of Stakeholders interviewed to be circulated to OTP which can be invited to the Planning Forum, Planning Secretariat or workshops for further Inputs and deliberation; and
- ⊗ Issues and Inputs to be presented per theme identified.

ANNEXURES:

ANNEXURE A: Stakeholder Engagement List