



# CUVKUN

Enhanced Water Security and Community Resilience in the Adjacent  
Cuvetla and Kunene Transboundary River Basins Project



## CUVKUN Stakeholder Engagement Strategy & Stakeholder Engagement Plan (SEP)

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## ACRONYMS and DEFINITIONS

| Key Terms                               | Definitions   |
|---|---|
| Stakeholder(s)                          | Stakeholders are persons, groups, or institutions with an interest in the project or the ability to influence the project outcomes, either positively or negatively. Stakeholders may be directly or indirectly affected by the project.  |
| Stakeholder Analysis                    | Stakeholder analysis is the process of identifying a project's key stakeholders and assessing their interests in the project and the ways in which these stakeholders may influence the project's outcomes.   |
| Stakeholder Engagement                  | Stakeholder engagement is an overarching term that encompasses a range of activities and interactions with stakeholders throughout the project cycle.   |
| Information Disclosure                  | Information disclosure refers to the provision of timely, accessible information regarding the project and its potential social and environmental impacts to stakeholders in order to facilitate their meaningful, effective and informed participation in project design and implementation.   |
| Free, Prior and Informed Consent (FPIC) | Mechanisms that must be identified and implemented to guarantee the meaningful, effective and informed participation of indigenous peoples on all matters from the earliest stage of project conceptualization to the design, and iteratively throughout implementation and closure.  |
| Vulnerable Social Groups                | Vulnerable or at-risk groups include people, who by virtue of gender, ethnicity, age, physical or mental disability, economic disadvantage or social status may be more adversely affected by potential adverse impacts from a project than others and who may be limited in their ability to claim or take advantage of the project's intended development benefits and engagement mechanisms. |

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## 1 INTRODUCTION

The Stakeholder Engagement Plan (SEP) for the Enhanced Water Security and Community Resilience project in the Cuvelai and Kunene transboundary river basins shared by Angola and Namibia serves as a vital roadmap to foster meaningful, inclusive, and sustained collaboration among all stakeholders. This plan reflects our commitment to transparency, mutual respect, and shared responsibility in managing these critical water resources for the benefit of present and future generations.

At the heart of the SEP is a comprehensive stakeholder mapping process that identifies key actors across multiple sectors and governance levels, including government ministries, river basin organizations, local authorities, community representatives, non-governmental organizations, and private sector partners in both countries. Recognizing the unique interests and capacities of these groups, the plan defines tailored engagement approaches—from providing timely information to facilitating active participation and joint decision-making.

To ensure effective and accessible communication, the SEP outlines diverse engagement tools such as interactive workshops, focus group discussions, surveys, and strategic media outreach. It builds upon existing transboundary and national coordination frameworks while introducing innovative platforms, including a Basin-wide Stakeholder Forum, designed to strengthen dialogue, trust, and cooperation across borders.

Transparency and accountability are cornerstones of this plan. It specifies the types of project information to be shared, the formats and languages best suited to different audiences, and the communication channels that will be employed throughout each phase of the project. A clear and responsive grievance mechanism is also established to address concerns promptly and fairly, reinforcing stakeholder confidence.

The SEP further delineates roles, responsibilities, and resource commitments, supported by a dedicated budget to ensure effective implementation. Continuous monitoring and adaptive management will guide the engagement process, with regular reporting fostering openness and enabling ongoing improvements. Ultimately, this Stakeholder Engagement Plan aims to create a collaborative environment where all voices are heard, trust is built, and collective action drives the shared vision of enhanced water security and resilient communities in the Cuvelai and Kunene basins. Its flexible design allows for evolution in response to stakeholder feedback and changing project dynamics, ensuring relevance and impact throughout the project's duration. Importantly, this SEP will also guide and inform the development of pilot project site specific stakeholder engagement plans.

## 2 Project overview

On May 16, 2024, the governments of Angola and Namibia, represented by the Ministry of Energy and Water (Angola) and the Ministry of Agriculture, Water, and Land Reform (Namibia), together with UNDP Namibia and UNDP Angola, officially endorsed the "Enhanced Water Security and Community Resilience in the Adjacent Cuvelai and Kunene Transboundary River Basins (CUVKUN)" project. This initiative, funded by the Global Environment Facility (GEF) and implemented by UNDP with the Global Water Partnership Southern Africa (GWPSA) as the Executing Agency, has a total budget of USD 11,167,890 and a duration of 66 months (May 2024 – November 2029).

The project seeks to address increasing water scarcity and hydrological variability—challenges exacerbated by climate change—across the contrasting Cuvelai and Kunene basins. By strengthening joint management and planning capacities, CUVKUN aims to enhance water security and build resilient communities in both countries.

### 2.1 Project Objectives

The primary objective of the CUVKUN Project is to improve water security and strengthen community resilience in the Cuvelai and Kunene River basins through enhanced transboundary and conjunctive water resources management. The project is structured around six interrelated components, each targeting specific facets of water resource governance, institutional capacity, community engagement, and knowledge management.

### 2.2 Project Components and Expected Results

**Component 1:** Focuses on strengthening transboundary and conjunctive water resources management in the Cuvelai River. The expected outcome is a commitment from both countries to jointly manage the basin, with an emphasis on improving resilient community livelihoods. This will be achieved through filling critical knowledge gaps, including assessing and mapping transboundary groundwater, identifying opportunities for conjunctive use, and implementing flood and drought risk mapping and early warning systems.

**Component 2:** Aims to strengthen transboundary water resources management in the Kunene River basin through future development scenario analysis. The expected outcome is a commitment from both countries for joint management and sustainable development of the basin. This will involve filling knowledge gaps related to ecological water requirements, sediment transport, future water resources development, and hydropower development.

**Component 3:** Focuses on strengthening the governance of both river basins to foster joint management by the two countries in a cost-effective manner. The expected outcome is the establishment of an intergovernmental institutional structure, including a fully operational CUVECOM and Kunene Commission joint secretariat. This component also aims to develop data sharing protocols and establish stakeholder coordination committees.

**Component 4:** Aims to strengthen institutional, technical, and operational capacity in Angola to sustainably manage the sub-region's water tower in Central Angola. The expected outcome is enhanced capacity in water resources and environmental management, including filling critical knowledge gaps related to hydrology, climate, water quality, land use changes, and economic activities in the source areas.

**Component 5:** Focuses on enhancing community participation in Integrated Water Resources Management (IWRM) to build resilience in livelihoods. The expected outcome is improved livelihoods and community resilience through community-driven activities. This includes increasing women's participation in sustainable land management activities and improving conditions on farms through the adoption of sustainable practices.

**Component 6:** Addresses outreach and knowledge management for replication, upscaling, and stakeholder engagement. The expected outcomes include strengthened stakeholder engagement through targeted communication and support for replication and upscaling through knowledge exchange. This component involves formal exchange visits, participation in regional and global events, and the production and dissemination of knowledge products.

Throughout the project, there is a strong emphasis on gender equality and women's empowerment, with targets set for women's participation in various activities and decision-making processes. The project also aims to integrate gender considerations into policies and practices of the river basin organizations.

A detailed table of expected results, including specific indicators, baselines, mid-term targets, and end-of-project targets for each component, is contained in the Project results framework.

### **2.3 Project's Institutional Arrangements**

The CUVKUN Project's organizational framework consists of several interconnected entities, each with distinct functions and responsibilities. At the helm is the Project Steering Committee (PSC) which convenes biannually to provide strategic direction and high-level oversight and strategic guidance, meeting at least twice a year. It reviews project performance, makes consensus-based decisions, oversees project execution, addresses high-level issues, manages risks, approves major project documents, and ensures coordination between various stakeholders and government agencies. The

PSC's purview includes performance evaluation, risk management, and fostering inter-stakeholder collaboration.

CUVECOM and the PJTC serve as project executives, offering guidance and support as members of the Project Steering Committee. They may establish new governance bodies, such as the proposed Joint Secretariat, and they may also oversee specific tasks through a grant arrangement with GWP-SA.

UNDP is accountable to the GEF for project implementation, overseeing project execution to ensure compliance with UNDP and GEF policies. It performs the Project Assurance function and provides oversight and monitoring, including compliance with risk management and social and environmental standards. The project governance structure is shown in the below organogram:

As the Implementing Partner, Global Water Partnership Southern Africa (GWP-SA) is responsible for project planning, coordination, management, monitoring, evaluation, and reporting. It oversees project risk management, procurement of goods and services, financial management, and develops multi-year work plans and combined delivery reports for approval and sign-off.

The Project Coordination Unit (PCU), headed by the Project Coordinator/IWRM Expert, manages day-to-day project operations. To enhance CUVECOM secretariat's capacity, experts from GWPSA support the PCU and work closely with the Project Coordinator. Key PCU staff are being integrated into the CUVECOM secretariat, with additional technical officers based in Angola to support Component 4 implementation commencing during the last quarter of 2024 or January of the following year, 2025.

CUVECOM takes on the role of a responsible party for specific project elements, representing both GABHIC in Angola and MAWLR in Namibia. A grant mechanism is currently being established between GWPSA and CUVECOM to facilitate this arrangement. To ensure comprehensive stakeholder engagement, the project will establish National Stakeholder Coordination Committees (NASCs) and a Basin-wide Stakeholder Committee (BASC) to ensure structured stakeholder participation at local and basin-wide levels. Additionally, technical working groups or Task Teams will be formed to review project deliverables and provide technical guidance on the application of project outcomes in water resources management. Importantly, the project will also develop site-specific SEP for all the pilot projects that will be identified and implemented.

### **3. Purpose of the stakeholder engagement strategy**

The Stakeholder Engagement Plan (SEP) is designed to guide inclusive, transparent, and

effective participation of all stakeholders throughout the project lifecycle. Its primary purpose is to ensure that the voices, interests, and concerns of diverse groups including indigenous communities, local authorities, civil society, and the private sector are meaningfully integrated into project planning, implementation, and monitoring.

The SEP recognizes the complex social and environmental landscape of the Cuvelai and Kunene River basins, where respect for cultural heritage, protection of vulnerable groups, and community empowerment are essential for sustainable outcomes. The SEP acknowledges the project's Substantial Risk classification, as identified through the UNDP Social and Environmental Screening Procedure (SESP) during the initial design phase. This assessment considered the full range of planned activities and highlighted several key factors influencing the risk profile:

- The presence of diverse indigenous communities within the project transboundary basin area requires thoughtful engagement to respect their rights, safeguard cultural heritage, and ensure their meaningful participation. This is important noting that the EISIA and SES baseline assessments for the proposed pilot projects indicate that the risk profile for the proposed pilot projects is low and that there are no indigenous people nor cultural heritage sites of significance within or near the proposed pilot project sites.
- The occurrence of child labour and potential for Sexual Harassment, Exploitation and Abuse (SHEA) in both Angola and Namibia presents potential challenges for project implementation, underscoring the need for robust measures to prevent exploitation and protect children's rights. The project EISIA, SESP and ESMP provides clear risk profiling and safeguards needed to ensure the risk of these happening is either prevented or minimised.

To strengthen risk management, a comprehensive Social and Environmental Screening (SES) will be conducted within the first six months of implementation to identify any additional safeguard gaps and enable timely mitigation measures.

The Project Document (ProDoc) also highlights a moderate risk related to insufficient inter-sectoral coordination and consultation at local, sub-national, and national levels, which could hinder effective Integrated Water Resources Management (IWRM). The SEP, implemented alongside the Communication Plan, addresses this by fostering inclusive stakeholder participation and multi-sectoral collaboration, thereby supporting coordinated and effective IWRM across all governance levels.

### **3.1 Objectives of the Stakeholder Engagement Strategy**

The Stakeholder Engagement Plan (SEP) seeks to ensure that Project stakeholders are informed and involved in all the stages of the Project. Stakeholder engagement plans revolve around the involvement of a range of key population groups and that includes the

involvement of local communities and different levels of government.

The stakeholder engagement strategy aims to accomplish several key objectives:

- a. Comprehensively map out all project stakeholders, understanding their main concerns and priorities, and establish mechanisms to incorporate these into the project framework.
- b. Develop effective strategies for disseminating information and communicating with stakeholders. This includes sharing project details related to social impacts and risks, as well as ensuring meaningful and accessible consultation methods throughout the project's lifecycle.
- c. Outline specific procedures and methodologies for conducting stakeholder consultations, documenting these interactions, and implementing strategies for providing feedback.
- d. Establish a user-friendly and responsive system for addressing grievances.
- e. Create a framework for actively involving stakeholders in the ongoing monitoring of project impacts.
- f. Provide opportunities for stakeholders in the adjacent Cuvelai and Kunene River Basins to meaningfully support the project whilst increasing ownership of the project by the Basin stakeholders.
- g. Guide and inform the development and implementation of pilot project site specific stakeholder engagement plans.

Our approach is driven by stakeholder engagement and ownership of both the processes and outcomes within the Cuvelai and Kunene River basins. This therefore centres our methodology on stakeholder-driven consultations and validation in developing and finalising this stakeholder engagement plan.

This approach is essential because the stakeholder mapping process aims to identify which stakeholders need to be engaged, in order to achieve the highest impact for the project. The stakeholder's selection is and will continue to be based on the content, the expected results and the impacts of the project, as well as the available resources,

the objectives of the engagement, and the willingness or the ability of the stakeholders to engage and to be involved to the project.

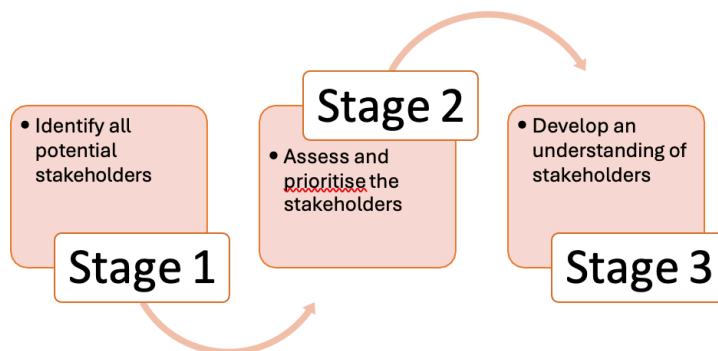
Importantly, participant selection strongly determines the results of an engagement process. In addition, under the framework of an effective representation, this can enhance the ability of better learning and trust between participants and that unrepresentative or restrictive participant selection may lead to less favourable project results and may even lead to increased conflict.

## 4. Stakeholder mapping

### 4.1 Introduction

Stakeholder mapping is a collaborative process of research, debate, and discussion that draws from multiple perspectives to determine a key list of stakeholders across the entire stakeholder spectrum. Creating an institutional and governance structure for the meaningful engagement of stakeholders in the Cuvelai and Kunene River basins requires a phased approach. This phased approach started with the initial engagements that were conducted and finalised during the Project Preparation Grant (PPG) and were further validated and improved during the project Inception period where key gaps were identified and proposed strategies included. Notwithstanding these early engagements and initiatives, the project team further engaged the stakeholders during the IWRM planning workshops that were conducted in both Angola and Namibia. The results from these latest engagements, whilst building and reinforcing the earlier engagement processes, provide a clearer and more updated picture of the key stakeholders, their anticipated roles, levels of engagement and channels of engagements.

In summary, all the engagement processes followed three key phased categories represented as follows:



The results from the above-mentioned stages and phases were considered by the project team in order to establish what level of engagement is required, the timing and role of the engagement, and ultimately which methods of engagement are to be adopted for each stakeholder category for maximum impact and benefit to the project and beneficiaries.

The stakeholder mapping process is essential for identifying which stakeholders need to be engaged to achieve the highest impact for a project. This process ensures that the right individuals or groups are involved, maximizing the project's success and effectiveness.

### **Selection Criteria**

The selection of stakeholders is based on several key factors:

- **Content:** Understanding the specific content or subject matter of the project helps identify relevant stakeholders.
- **Expected Results:** Considering what the project aims to achieve guides which stakeholders can contribute most effectively.
- **Impacts of the Project:** Assessing how different stakeholders might be affected by or can affect the project's outcomes.
- **Available Resources:** Evaluating what resources are available, including time, budget, and personnel, to engage stakeholders.
- **Objectives of the Engagement:** Clear objectives help determine the purpose and scope of stakeholder involvement.
- **Willingness or Ability:** The readiness and capability of stakeholders to engage and contribute meaningfully to the project.

### **4.2 Identifying all potential stakeholders**

During this phase and building on the engagement processes conducted during the PPG, Inception period and the recent IWRM engagement workshops in both Angola and Namibia, the project team identified stakeholders which may be able not only to contribute to the project but also to review and update the engagements processes, from PPG to date, so as to be inclusive and intentional about targeting the broadest spectrum of stakeholder typologies. To this end, deliberate effort was made on reaching out to all people, or group of people who may affect or/and can affect, or/and may have an interest in the project. Stakeholder's involvements in the project identification process (PPG) through to Inception until the recent IWRM workshop engagements, also sought to define and refine the scope of the issues being considered and provides more-comprehensive information about who might have a stake in those issues.

The stakeholders were initially selected following the augmented according to which stakeholders are identified in advance (from the earlier PPG engagement processes) in relation to likely stakeholder categories, taking into consideration particular sectors or groups of relevance and specific roles or functions of different actors (e.g. data users, policy makers, local communities). The stakeholder list was revised/augmented following field visits to pilot project sites. Other methods that have been and will continue to be used to augment identifying key stakeholders include:

- Brainstorming and consulting with project partners and with other organisations that have been involved in similar activities
- Initiating self-selection by promoting the engagement process and encouraging individuals with an interest to come forward
- Using 'snowball sampling' techniques, whereby one stakeholder identifies further stakeholders until no additional new stakeholders are identified
- Utilising existing stakeholder lists and databases of the project partners in order to identify other groups, networks and agencies.

The following stakeholder groups were first identified during the PPG phase and revised during the Inception Phase as being relevant to the project:

| Stakeholder Groups           | Examples of Stakeholders   | Role     | Influence        |
|------------------------------|--|----------|------------------|
| Policy and regulatory Actors | <p><b>Angola</b></p> <ul style="list-style-type: none"> <li>• Ministry of Energy and Waters (MINEA)</li> <li>• Ministry of Agriculture and Fisheries</li> <li>• Ministry of Women, Social Action and Family (MASFAMU)</li> <li>• Ministry of Environment, Culture and Tourism</li> <li>• Cabinet for Hydric Administration of Cunene, Cubango and Cuvelai Rivers (GABHIC)</li> </ul> <p><b>Namibia</b></p> <p>Government Line Ministries</p> <ul style="list-style-type: none"> <li>• Ministry of Agriculture, Water and Land Reform               <ul style="list-style-type: none"> <li>○ Directorate of Resource Management (DRM)</li> <li>○ Directorate of Agricultural Extension and Engineering Services (DAPEES)</li> <li>○ Directorate of Water Supply and Sanitation and Coordination (DWSSC)</li> <li>○ Directorate of Land Reform</li> </ul> </li> <li>• Ministry of Environment, Forestry and Tourism (MEFT)               <ul style="list-style-type: none"> <li>○ Directorate of Environmental Affairs</li> </ul> </li> <li>• Office of the Prime Minister               <ul style="list-style-type: none"> <li>○ Disaster Risk Management Unit                   <ul style="list-style-type: none"> <li>• Ministry of Urban and Rural Development</li> </ul> </li> </ul> </li> <li>• Ministry of Mines and Energy</li> <li>• Ministry of</li> </ul> <p>Finance Government</p> <p>Offices</p> <ul style="list-style-type: none"> <li>• Office of the Attorney General</li> <li>• National Planning Commission</li> <li>• Namibia Meteorological</li> </ul> <p>Services Parastatals</p> <ul style="list-style-type: none"> <li>• Namibia Water Cooperation (NamWater)</li> <li>• NamPower</li> </ul> <p>State Owned Enterprises</p> | Critical | Very Influential |

|                  |   |          |                  |
|------------------|---|----------|------------------|
|                  | <ul style="list-style-type: none"> <li>• AgriBusDev</li> <li>• <b>Agro-Marketing &amp; Trade Agency (AMTA)</b></li> </ul>   |          |                  |
| Local Government | <p><b>Angola</b><br/>Decentralized provincial administrations:</p> <ul style="list-style-type: none"> <li>• Provincial Government Cunene</li> <li>• Provincial Government Huila</li> <li>• Provincial Cabinets for the environment and solid waste in Cunene and Huila</li> </ul> | Critical | Very Influential |

| Stakeholder Groups | Examples of Stakeholders  | Role | Influence |
|--------------------|---|------|-----------|
|                    | <ul style="list-style-type: none"> <li>• Provincial Cabinets for fisheries and Agriculture in Cunene and Huila</li> <li>• Municipality of Namacunde (Cuvelai basin)</li> <li>• Municipality of Ombadja (Kunene basin)</li> </ul> <p>Sobado in Huila and Cunene provinces<br/>Civil Protection Huila and Cunene provinces<br/>Consultative Community Councils (CACs)</p> <p><b>Namibia</b></p> <ul style="list-style-type: none"> <li>• Ohangwena Regional Council: Eenhana Town Council, Helao Nafidi Town Council, AND Okongo Village Council</li> <li>• Oshikoto: Omuthiya Town Council, Municipality of Tsumeb, Oneepa Town Council</li> <li>• Oshana: Ondangwa Town Council, Oshakati Town Council, Ongwediva Town Council</li> <li>• Omusati: Oshikuku Village Council, Outapi Town Council, Ruacana Town Council, Okahawu Town Council, Tandi Village Council</li> <li>• Kunene Region: Opuwo Town Council</li> </ul> |      |           |

|                        |  |                 |                  |
|------------------------|--|-----------------|------------------|
| International Partners | <p><b>Angola</b></p> <ul style="list-style-type: none"> <li>• Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)</li> <li>• The United Nations Educational, Scientific and Cultural Organization (UNESCO)</li> <li>• The Southern African Science Service Centre for Climate Change and Adaptive Land Management (SASSCAL)</li> <li>• United Nations Development Programme (UNDP)</li> <li>• African Development Bank</li> <li>• World Bank</li> <li>• Food and Agriculture Organization (FAO)</li> <li>• World Food Programme (WFP)</li> <li>• SADC Transboundary Water Management Programme</li> <li>• United Nations Development Programme (UNDP)</li> <li>• African Development Bank</li> <li>• World Bank</li> <li>• Food and Agriculture Organization (FAO)</li> <li>• World Food Programme (WFP)</li> <li>• SADC Transboundary Water Management Programme</li> </ul> <p><b>Namibia</b></p> <ul style="list-style-type: none"> <li>• Environmental Investment Fund (EIF)</li> <li>• Bundesanstalt für Geowissenschaften und Rohstoffe (BGR)</li> <li>• KfW Bank</li> <li>• Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)</li> <li>• The United Nations Educational, Scientific and Cultural Organization (UNESCO)</li> <li>• The Southern African Science Service Centre for Climate Change and Adaptive Land Management (SASSCAL)</li> </ul> | High Importance | Very Influential |
|------------------------|--|-----------------|------------------|

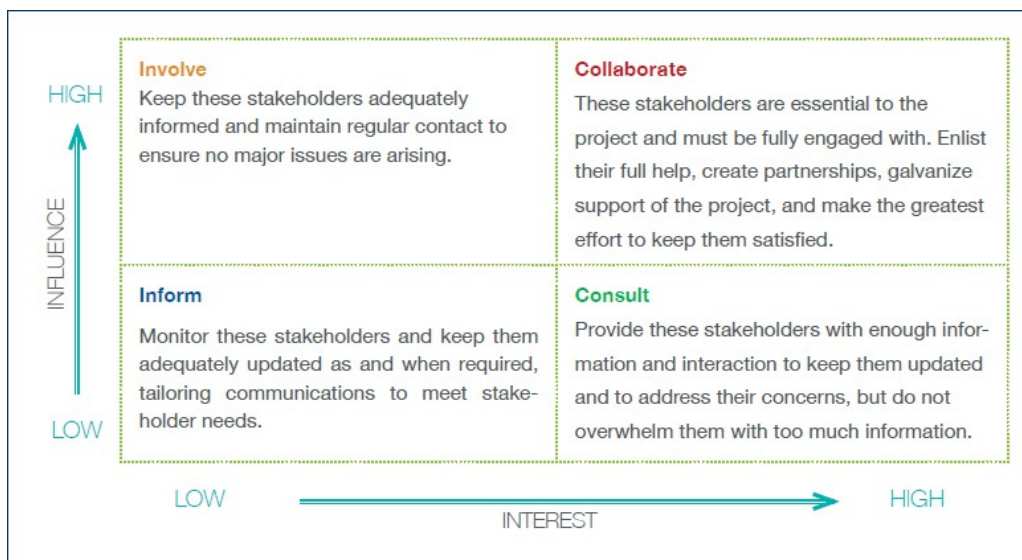
| Stakeholder Groups | Examples of Stakeholders  | Role            | Influence      |
|--------------------|---|-----------------|----------------|
|                    | <ul style="list-style-type: none"> <li>• United Nations Development Programme (UNDP)</li> <li>• UNICEF</li> <li>• African Development Bank</li> <li>• World Bank</li> <li>• Food and Agriculture Organization (FAO)</li> <li>• World Food Programme (WFP)</li> <li>• SADC Transboundary Water Management Programme</li> </ul> |                 |                |
| Community Leaders  | <ul style="list-style-type: none"> <li>• Traditional and local authorities (village heads, headmen/women, Chiefs/Queens)</li> <li>• Elected officials such as Councillors</li> <li>• Water Point Committee Chairpersons</li> </ul>  | High importance | Some influence |

|   |   |                     |                |
|---|---|---------------------|----------------|
|   | <ul style="list-style-type: none"> <li>• Extension services and other allied agencies</li> </ul>  |                     |                |
| Civil Society   | <ul style="list-style-type: none"> <li>• Fundo Apoio Social (FAS)</li> <li>• Ajuda Desenvolvimento de Povo para Povo (ADPP)</li> <li>• Federação Luterana Mundial (FLM)</li> <li>• Development Workshop</li> <li>• Acção Comunitária de Alerta contra os Desastres (ACADIR)</li> <li>• Ajuda de Desenvolvimento de Povo para Povo (ADPP)</li> <li>• Acção para o Desenvolvimento Rural e Ambiente (ADRA)</li> </ul>   | High Importance     | Some Influence |
| Research and Academia   | <p><b>Angola</b></p> <ul style="list-style-type: none"> <li>• Universidade Agostinho Neto</li> <li>• Instituto Politecnico Huila</li> <li>• Universidade Mandume ya Ndemufayo ( Instituto Politecnico Ondjiva)</li> <li>• Institute Politecnico da Tundavala</li> </ul> <p><b>Namibia</b></p> <ul style="list-style-type: none"> <li>• Namibia University of Science and Technology,</li> <li>• University of Namibia (UNAM),</li> <li>• International University of Management (IUM).</li> </ul> | Moderate Importance | Some Influence |
| Private Sector and Industry (also including community cooperatives and ventures). | <p><b>Angola</b></p> <ul style="list-style-type: none"> <li>• Farmers</li> <li>• Mines</li> <li>• Irrigation Schemes</li> </ul> <p><b>Namibia</b></p> <ul style="list-style-type: none"> <li>• Farmers</li> <li>• Mines</li> <li>• Irrigation Schemes</li> </ul>  | Moderate Importance | Some Influence |

### 3.1 Assess, analyse and prioritise stakeholders

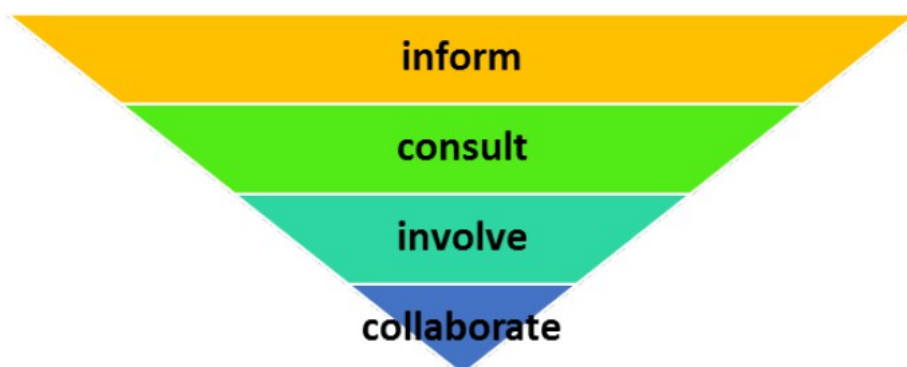
The second stage of the stakeholder mapping process includes the assessment and analysis of stakeholders to prioritise them in relation to the necessity for their engagement. It has been noted that it is not unusual for each stakeholder or group of stakeholders to engage in the same level, or at the same time of the project, while the same stakeholder may be engaged through different ways at the various stages of the project implementation. To determine which stakeholders are best to contribute and which will be affected by the project, and therefore critical to involve, it is important to take into account the relevance of stakeholders. To this end, the identification of stakeholders resulted in a complex list of people and organisations that the project team may have capacity to engage fully with the understanding that levels and depth of engagement will vary as discussed and agreed from PPG through to Inception Phase and IWRM workshop engagement planning. Given this understanding, it is considered necessary to identify the stakeholder interests and roles in relation to the project and to prioritise them according to their importance to, and influence over, the project.

The stakeholders influence presented in the Figure below. (i.e. whether they can make useful contributions and positively influence the project or if they may pose obstacles to the project success, and whether they will be affected by the project outcomes), against the stakeholder interest in the project. Stakeholders are plotted based on whether they have a high/low interest in, and high/low influence on, the project.



**Figure 1. Plotting stakeholder influence against interest**

Each of the four boxes represent a ‘level’ of engagement, ranging from the lowest level (‘inform’), through the middle levels (‘consult’ and ‘involve’) to the highest level (‘collaborate’) based on Figure 2 below.



**Figure 2: Levels of stakeholder engagement**

The concepts and levels of stakeholder engagement summarised in Figure 2 are further described and defined in Table 1.

**Table 1: Various engagement activities and the description of levels and degrees of engagement required**

| Engagement activity | Description  |
|---------------------|--|
| <b>Inform</b>       | Stakeholders in this box should be adequately updated with information on the project scope, problem addressed, objectives and outcomes to help them recognise the problem, assess the available alternatives, recognise opportunities and discover potential solutions. Information must always be tailored to the specific needs of each stakeholder group.  |
| <b>Consult</b>      | Stakeholders in this category should provide feedback, as well as, be informed and consulted on several project issues such as the design of the tools, the parameters used for projection, the methodologies applied for the assessment, the assessment of the alternative measures and the decision making for the development of the local strategies for Member States and Cuvelai/Kunene stakeholders. Care will be taken to not overwhelm stakeholders with information outside of their area of expertise/interest. |
| <b>Involve</b>      | Stakeholders in this box should work directly with the project team throughout the project duration to ensure that their concerns and requirements are well understood, taken into consideration and, where appropriate, are satisfied through the project actions.  |
| <b>Collaborate</b>  | Stakeholders in this box should work in partnership with the project team, in relevant aspects of the decision-making process. This includes inter alia any actions necessary for ensuring that these stakeholders remain fully satisfied, such as the development of alternative methods and the identification of preferred solutions or outcomes.   |

### 3.1.1 Recommended Level of Engagement Per Stakeholder Group in Angola

| Stakeholder Groups                      | Examples of Stakeholders  | COMMUNICATION | CONSULTATION | PARTICIPATION | CO-DECISION MAKING |
|---|---|---------------|--------------|---------------|--------------------|
| Policy and regulatory Actors            | Ministry of Energy and Water (MINEA),   |               |              |               |                    |
|   | Ministry of Women, Social Action and Family (MASFAMU)                         |               |              |               |                    |
|   | Cabinet for the administration of Cunene, Cubango and Cuvelai basins (GABHIC) |               |              |               |                    |
|   | Ministry of Agriculture and rural development                                 |               |              |               |                    |
| Parastatals and State-Owned Enterprises | Institute of Agricultural Development   |               |              |               |                    |
|   | ProDel  |               |              |               |                    |
|   | National Institute for Water Resources  |               |              |               |                    |
| Local Government                        | Water Utility Company   |               |              |               |                    |
|   | Provincial Government Cunene  |               |              |               |                    |
|   | Provincial Government Huila   |               |              |               |                    |
|   | Provincial Cabinets for the environment and solid waste in Cunene and Huila   |               |              |               |                    |
|   | Provincial Cabinets for fisheries and Agriculture in Cunene and Huila         |               |              |               |                    |
|   | Municipality of Namacunde (Cuvelai basin)                                     |               |              |               |                    |
|   | Municipality of Ombadja (Kunene basin) Civil Protection Cunene and Huila      |               |              |               |                    |
| International and Regional Partners     | FRESAN  |               |              |               |                    |
|   | Deutsche Gesellschaft fur Internationale Zusammenarbeit                       |               |              |               |                    |
|   | The United Nations Educational, Scientific and Cultural Organization          |               |              |               |                    |



|                             |  |  |  |  |  |
|-----------------------------|--|--|--|--|--|
| Civil Society               | Deutsche Gesellschaft fur Internationale Zusammenarbeit            |  |  |  |  |
|                             | Fundo Apoio Social (FAS)   |  |  |  |  |
|                             | Ajuda Desenvolvimento de Povo para Povo (ADPP)                     |  |  |  |  |
|                             | Federação Luterana Mundial (FLM)                                   |  |  |  |  |
|                             | Development Workshop   |  |  |  |  |
|                             | Acção Comunitária de Alerta contra os Desastres (ACADIR)           |  |  |  |  |
|                             | Ajuda de Desenvolvimento de Povo para Povo (ADPP)                  |  |  |  |  |
|                             | Acção para o Desenvolvimento Rural e Ambiente (ADRA)               |  |  |  |  |
| Research and Academia       | Universidade Agostinho Neto  |  |  |  |  |
|                             | Instituto Politecnico Huila  |  |  |  |  |
|                             |  |  |  |  |  |
|                             | Universidade Mandume ya Ndemufayo ( Instituto Politecnico Ondjiva) |  |  |  |  |
|                             | Institute Politecnico da Tundavala                                 |  |  |  |  |
| Private Sector and Industry | Smallholder Farmers  |  |  |  |  |
|                             | Farmers Unions   |  |  |  |  |
|                             | Irrigation Schemes   |  |  |  |  |
|                             | Private sector   |  |  |  |  |

### 3.1.2 Recommended Level of Engagement Per Stakeholder Group in Namibia

| Stakeholder Groups           |   | COMMUNICATION                        | CONSULTATION | PARTICIPATION | CO-DECISION MAKING |  |
|------------------------------|---|--------------------------------------|--------------|---------------|--------------------|--|
| Policy and regulatory Actors | Ministry of Agriculture, Water and Land Reform (MAWLR) - Directorate of Resource Management (DRM)                         |                                      |              |               |                    |  |
|                              | MAWLR - Directorate of Agricultural Extension and Engineering Services (DAPEES)   |                                      |              |               |                    |  |
|                              | MAWLR - Directorate of Water Supply and Sanitation and Coordination (DWSSC)   |                                      |              |               |                    |  |
|                              | MAWLR - Directorate of Land Reform  |                                      |              |               |                    |  |
|                              | Ministry of Environment, Forestry and Tourism (MEFT) - Directorate of Environmental Affair                                |                                      |              |               |                    |  |
|                              | Office of the Prime Minister - Disaster Risk Management Unit  |                                      |              |               |                    |  |
|                              | Ministry of Urban and Rural Development   |                                      |              |               |                    |  |
|                              | Ministry of Mines and Energy  |                                      |              |               |                    |  |
|                              | Ministry of Finance   |                                      |              |               |                    |  |
|                              | Office of the Attorney General  |                                      |              |               |                    |  |
|                              | National Planning Commission  |                                      |              |               |                    |  |
|                              | Namibia Meteorological Services   |                                      |              |               |                    |  |
|                              | Parastatals and State-Owned Enterprises   | Namibia Water Cooperation (NamWater) |              |               |                    |  |
|                              |   | NamPower                             |              |               |                    |  |
| AgriBusDev                   |   |                                      |              |               |                    |  |
| AMTA                         |   |                                      |              |               |                    |  |
| Local Government             | Kunene Region: Opuwo Town Council   |                                      |              |               |                    |  |
|                              | Ohangwena Regional Council: Eenhana Town Council, Helao Nafidi Town Council, and Okongo Village Council                   |                                      |              |               |                    |  |
|                              | Omusati: Oshikuku Village Council, Outapi Town Council, Ruacana Town Council, Okahawu Town Council, Tandi Village Council |                                      |              |               |                    |  |
|                              | Oshana: Ondangwa Town Council, Oshakati Town Council, Ongwediva Town Council  |                                      |              |               |                    |  |



|                             |  |  |  |  |  |  |  |  |
|-----------------------------|--|--|--|--|--|--|--|--|
| Civil Society               | Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)  |  |  |  |  |  |  |  |
|                             | The United Nations Educational, Scientific and Cultural Organization (UNESCO)  |  |  |  |  |  |  |  |
|                             | The Southern African Science Service Centre for Climate Change and Adaptive Land Management (SASSCAL)  |  |  |  |  |  |  |  |
|                             | United Nations Development Programme (UNDP)  |  |  |  |  |  |  |  |
|                             | African Development Bank   |  |  |  |  |  |  |  |
|                             | World Bank   |  |  |  |  |  |  |  |
|                             | Food and Agriculture Organization (FAO)  |  |  |  |  |  |  |  |
|                             | World Food Programme (WFP)   |  |  |  |  |  |  |  |
|                             | SADC Transboundary Water Management Programme  |  |  |  |  |  |  |  |
|                             | Basin Management Committees: Tsumeb sub-basin, Niipele sub-basin, Olushandja sub-basin, and Iishana sub-basin  |  |  |  |  |  |  |  |
|                             | Conservancies: Nehale LyaMpingana, Okongo, Uukwaluudhi, Sheya Shuushona, Iipumbu ya Shilongo, Kunene Conservancy Association   |  |  |  |  |  |  |  |
|                             | Non-Governmental Organisations: Namibia Redcross Society, Namibia Association of CBNRM Support Organisation, Integrated Rural Development and Nature Conservation (IRDNC), and Institute of Ecological Research, Namibia Nature Foundation (NNF) |  |  |  |  |  |  |  |
|                             | Namibia Development Trust (NDT)  |  |  |  |  |  |  |  |
|                             | User Associations: Namibian National Farmers Union, Karst Water Management Body, Water Point Committees  |  |  |  |  |  |  |  |
|                             | Namibia University of Science and Technology   |  |  |  |  |  |  |  |
|                             | University of Namibia  |  |  |  |  |  |  |  |
|                             | International University of Management   |  |  |  |  |  |  |  |
| Private Sector and Industry | Smallholder Farmers  |  |  |  |  |  |  |  |
| Mines                       |  |  |  |  |  |  |  |  |
| Irrigation Schemes          |  |  |  |  |  |  |  |  |
| Namibia Chamber of Mines    |  |  |  |  |  |  |  |  |
| Team Namibia                |  |  |  |  |  |  |  |  |

### 3.2 Understanding stakeholders

When prioritizing stakeholders and planning how and when to engage with them, it is essential to develop a deep understanding of their motivations, interests, expertise, and capacity to participate effectively. Drawing from insights gathered during the Project Preparation Grant (PPG), project inception phase, and recent Integrated Water Resources Management (IWRM) planning workshops, the project team considered the following key factors:

- Existing relationships between the project and the stakeholders
- Knowledge that the different stakeholders possess and that may be relevant to the project
- Potential positive or negative views of the stakeholders on the project and its outcomes. Potential for any conflict arising amongst stakeholders or between stakeholders and the project
- Appropriate means of communication and need to be adapted in order to reach certain groups or individuals
- Willingness to engage; if not, reasons and means for overcoming them.
- Barriers to participation and/or engagement.

During the previous and on-going engagement processes, the project team has done its utmost best to try understanding relationships between stakeholders and their dynamics. Clearly, the stakeholders will continue to be consulted for their views on the stakeholder mapping process (as an on-going process and when deemed appropriate) to ensure they agree with the view of the project outcomes. This has proved to be an effective method for establishing an open and transparent relationship leading to creation and sustainability of institutional structures.

Based on the in-country stakeholder consultations during the first year of implementation, the following main points are to be considered for understanding stakeholders in Angola for the project implementation.

The stakeholders in Angola's IWRM implementation represent a wide range of sectors and interests:

- **Government and Regulatory Bodies:** Ministries and offices play a crucial role in aligning policies with IWRM principles.
- **Local Government:** Local authorities are vital for overseeing project progress and adapting strategies to local contexts.
- **International Partners:** These stakeholders show high willingness to engage and have existing strong relationships.
- **Research and Academic Institutions:** Universities and research centers provide evidence-based insights and conduct relevant studies.

- Civil Society Organizations: They represent community interests and facilitate grassroots participation.
- Private Sector and Industry: Potential partners for investment and support in sustainable development initiatives.
- Farmers: Crucial for agricultural water use, particularly smallholders.
- Traditional Leaders: Play a critical role in project implementation due to their influence in grassroots communities.

### 3.2 Engagement Levels and Strategies

**Table 2: Stakeholder Engagement Methods to be Used in the SEP**

| <b>Engagement Method</b>                          | <b>Appropriate Application of the Method</b>  |
|---|---|
| Correspondences<br>(Phone, Emails, text messages) | Distribute information to Government officials in ministries and agencies, Local Governments, NGOs, and private sector/professional, organizations, invite stakeholders to meetings and follow up   |
| One-to -one meetings                              | Seeking views and opinions; ensure women and youth are targeted too. Enable stakeholder to speak freely about sensitive issues; Build personal relationships Record meetings.   |
| Formal meetings                                   | Present the Project information to a group of stakeholders; To ensure group is inclusive of women, men, youth and marginalised groups. Allow groups to comment – opinions and views; Build impersonal relation with high level stakeholders. Disseminate technical information; Record discussions  |
| Public meetings                                   | Present Project information to a large group of stakeholders, especially communities; Establish quota system to ensure women and other people who are normally marginalised are included. Choose meeting times and locations that make it easy for women to attend. Allow the group to provide their views and opinions; Build relationship with the communities, especially those impacted and vulnerable/disadvantaged; Distribute non-technical gender responsive information; Facilitate meetings with presentations, PowerPoint, posters etc.; Record discussions, comments, questions. Use vernacular language if necessary |
| Focus group meetings                              | Present project information to a group of stakeholders; Conduct separate focus group discussions for men and women to ensure that women feel comfortable expressing their views and concerns. Allow stakeholders  |

|                                     |  |
|-------------------------------------|--|
|                                     | to provide their views on targeted baseline information; Build relationships with communities; Record responses  |
| Print media and radio announcements | Before subprojects construction initiates an announcement in the radio and national newspaper will be published in local language. Disseminate project information to large audiences, and illiterate stakeholders (Use gender sensitive materials that is culturally appropriate and inclusive); Inform stakeholders about consultation meetings; |
| Social media                        | Facebook page, WhatsApp groups, X etc  |
| Workshops                           | Present project information to a group of stakeholders;<br>- Allow the group of stakeholders to provide their views and opinions;<br>- Use participatory exercises to facilitate group discussions, brainstorm issues, analyse information, and develop recommendations and strategies; Recording of responses                                     |
| Surveys                             | Gather opinions and views from individual stakeholders ensuring questions are designed to capture gender- specific information.<br>- Gather baseline data<br>- Record data<br>- Develop a baseline database with gender specific indicators for monitoring impacts   |
| Website                             | Present project information and progress updates;<br>- Disclose SEP M&E reports and other relevant reports   |
|                                     |  |

The stakeholders exhibit varying levels of engagement and require different approaches:

- i. High Engagement Potential: Government bodies, research institutions, and farmers show high willingness to engage.
- ii. Moderate Engagement: Civil society organizations and private sector have moderate willingness but may require increased efforts.
- iii. Targeted Strategies: Specific engagement strategies are outlined for different projects, such as infrastructure rehabilitation, water resource monitoring, and watershed conservation.

## **Key Projects and Focus Areas**

Three main projects were identified for IWRM implementation:

1. Rehabilitation and Expansion of Water Infrastructure
2. Monitoring and Management of Water Resources
3. Conservation of Watersheds

## **Key Considerations for Angola**

Understanding these key points provides a comprehensive view of the stakeholder landscape in Angola, emphasizing the need for tailored engagement strategies and inclusive participation across various sectors:

- a) Importance of Inclusivity- There is a recognized need to enhance mechanisms for inclusive participation of women, youth, persons with disabilities, and other marginalized groups in IWRM planning and implementation.
- b) Academic and Research Integration- The inclusion of universities, specific academic programs, and research centers (e.g., SANTAC in Huambo) is emphasized to provide scientific and ecological expertise to the projects.
- c) Customary Laws and Traditional Leadership- The role of traditional leaders is highlighted, particularly in relation to land ownership and community representation, which can significantly impact project implementation.

## **Key Considerations for Angola**

Understanding stakeholders in Namibia is crucial for effective project implementation and sustainable development. Based on the group work feedback, here are the key points to consider:

- (a) Local Government Differentiation- When considering local government stakeholders, it's crucial to distinguish between regional councils (generally, show higher willingness to engage) and local authorities/municipalities (may have lower willingness to engage). This differentiation allows for more targeted engagement strategies tailored to each group's specific needs and characteristics.
- (b) Stakeholder Specificity- Identifying and engaging with specific stakeholder groups is essential for comprehensive project implementation. Key additions to consider include:
  - Conservancies in specific regions (e.g., Kunene River Basin)
  - A broader range of academic institutions beyond UNAM
  - Specific directorates within ministries rather than broad ministerial representation

- (c) Farmer Categorization- When analyzing stakeholder engagement in the agricultural sector, it's important to differentiate between Commercial farmers and Smallholder farmers as these groups may have varying levels of interest, influence, and capacity to engage, necessitating tailored approaches.
- (d) Religious Groups- Religious groups are considered stakeholders with medium ratings for both willingness to engage and need to increase effort. While their contribution is valuable, it may not be as critical as other stakeholder groups in certain project contexts.

### **3.3 Tailored Engagement Approaches and Pilot Project Site Specific Stakeholder Engagement Plans**

The importance of customizing engagement strategies for different stakeholder groups is emphasized. Even within broad categories like "farmers," subgroups may require distinct engagement methods based on their specific characteristics and needs.

Following this overall project SEP, the project team has initiated processes to develop pilot project site specific SEPs after the baseline design field missions. The development of comprehensive site specific SEPs entail:

- Stakeholder identification, mapping and validation (primary, secondary, and vulnerable groups including women, youth and people living with disabilities),
- Tailored engagement methods (e.g. public meetings, informal channels),
- Timelines aligned with pilot project phases,
- Clear and defined roles and responsibilities for all actors,
- Strategy for continuous engagement across the project lifecycle.
- Documentation of Free and Prior Informed Consent (FPIC) where applicable (marginalised groups) and given the prevalence of indigenous communities in the basin.
- Documentation of grievance redress mechanisms (GRM) including procedures and attendant processes.

The processes, outputs and outcomes from the pilot project site specific SEPs feeds into this overall SEP and will be linked through the use of tracking and reporting tools such as the stakeholder engagement plan implementation journal. The stakeholder engagement implementation journal tool is used to track, record and report all stakeholder engagement activities across the overall project and for each pilot project site. The tool links the different activities, outputs and outcomes to the relevant stakeholders who participate or are required to participate given their interests. The consolidated tracking journal reports will therefore assist the project team to

systematically identify any gaps or stakeholders that might not be actively participating or missing so that corrective action can be implemented to achieve inclusivity.

### **3.4 Basin-Specific Stakeholder Analysis**

A basin-specific approach ensures that relevant stakeholders are engaged in targeted project actions. By considering these key points, project implementers can develop a more comprehensive and effective stakeholder engagement strategy in Namibia, leading to improved project outcomes and sustainable development initiatives. For specific basins like the Cuvelai, key stakeholders have been identified, including:

- Meteorological Services of Namibia
- Ministry of Environment, Tourism and Forestry
- Ministry of Agriculture, Water and Land Reform
- Regional Councils
- Ministry of Gender

## **4. IMPLEMENTATION PLAN: STAKEHOLDER ENGAGEMENT STRATEGY**

The following section presents the priority actions identified for CUVKUN, organized to guide implementation and ensure that stakeholder involvement is purposeful, timely, and impactful throughout the project lifecycle.

**PART II: TEMPLATE IMPLEMENTATION PLAN: STAKEHOLDER ENGAGEMENT STRATEGY**

**Table 3: Stakeholder involvement and means of involvement per project action and stakeholder group**

| Objective /Component   | Outcome  | Output/Activity   | Stakeholder groups  | Names of stakeholders  | Description of involvement  | Means   |
|--|--|---|---|--|---|---|
| <b>C1. Strengthening the transboundary and conjunctive water resources management in the Cuvelai River</b> | <b>Outcome 1.1: Two countries committed to the joint management of the transboundary Cuvelai River basin with a focus on the improved resilient community livelihoods, based on the best available science and knowledge</b> | <p>1.1.1 Groundwater quality and availability assessed in both countries</p> <p>1.1.2 Operational water resources model for quantity and flood routing/mapping covering the entire basin</p> <p>1.1.3 Revised TDA (existing rapid assessments (equivalent to preliminary TDA)) updated, including the Causal Chain analyses (CCA), and emphasis on conjunctive ground/surface water management)</p> <p>1.1.4 Operational (development and testing complete) real-time transboundary flood early warning system in place</p> <p>1.1.5 The long-term Cuvelai IWRM Plan (2020-2039) endorsed at the ministerial level; National Action Plans (NAPs), the 2nd 5-year IWRM Plan and Investment Plan (2025-2029) developed (updated (including an investment plan). Roundtable with potential investors and partners organized</p> <p>1.1.6 Drought hotspots mapped, and capacity developed on drought planning and response measures</p> | <p>Policy and regulatory Actors</p> <p>Parastatals and State-Owned Enterprises</p> <p>Local Government</p> <p>International and Regional Partners</p> <p>Civil Society</p> <p>Research and Academia</p> <p>Private Sector and Industry</p> <p><b>Civil Protection Committees</b></p> <p><b>Disaster risk management</b></p> <p><b>WASA Project</b></p> <p><b>Communitie</b></p> | <p>Cuvelai Ground Water Task Force</p> <p><b>Angola:</b> Ministry of Energy and Waters (MINEA), Ministry of Agriculture and Fisheries, Ministry of Women, Social Action and Family (MASFAMU) Ministry of Environment, Culture and Tourism, Provincial Government Cunene, Provincial Government Huila, Provincial Cabinets for the environment and solid waste in Cunene and Huila Provincial Cabinets for fisheries and Agriculture in Cunene and Huila ,Civil Protection Huila and Cunene provinces, Smallholder Farmers, Non-Governmental Organisations (FRESAN, CODESPA, People In Need (PIN), Development Workshop Angola, ADRA, ADPP, RMA, - CUVECOM (Cuvelai Watercourse Commission) members, PJTC members or its organs (Calueque Task force members) PMA, Provincial governments, particularly from Cunene and</p> | <p><b>Consultation, buy-in,</b></p> <p><b>Capacity building</b></p> | <p><b>Minutes, workshop reports, participant list, Training material, PPT</b></p> |

**s/ civil  
society**

Huíla, National Directorate of Agricultural Hydraulics and Rural Engineering (DNHAER), private sector was also present, with companies like Águas do Lubango, Odebrecht and parastatals: Sonangol, Angola Telecom and the National Water Supply and Sanitation Company (ENASS), University Agostinho Neto and the Higher Institute of Educational Sciences of Huíla (ISCED- Huíla), Catholic University of Angola (UCAN) and the Higher Polytechnic Institute of Huambo

**Namibia:** Ministry of Agriculture, Water and Land Reform, Ministry of Environment, Forestry and Tourism (MEFT), Ministry of Mines and Energy , Namibia Water Cooperation (NamWater), Namibia Power Cooperation (NamPower) , Local Government and provincial government, Civil Society Organisation, NGOs and Community Based Organization, Academic institutions (IUM, UNAM and NUST), Farmers Association / Unions or representatives

| Objective /Component  | Outcome   | Output/Activity   | Stakeholder groups                     | Names of stakeholders       | Description of involvement  | Means  |
|---|---|---|--|-----------------------------|---|--|
| <b>C2: Strengthening the transboundary water resources management with future development scenario analysis in the Kunene River basin</b> | <b>Outcome 2.1: Two countries committed for the joint management and sustainable development of the transboundary Kunene river basin, based on the best available science and knowledge</b> | 2.1.1 Ecological water requirements at +/- 10 key locations along the river system are investigated and established<br><br>2.1.2 Future water resources development scenario analyses for planning and establishment of DSS (including linked hydromet) for operations management   | <b>Policy &amp; Regulatory Actors:</b> | Calueque Task force members | Sharing of data, info & reports on groundwater assessment between SADC GMI, BGR Project & PMU | Emails, Meeting records, Shared reports, participant list<br><br><i>Consultation</i><br><br><i>minutes</i> |
|   |   | completed<br>2.1.3 TDA produced (including the future development scenario analysis and causal chain analysis).<br>2.1.4 A long-term IWRM Plan (2025-2040) and 2 NAPs negotiated and endorsed at the ministerial level<br>2.1.5 5-year investment plan developed and a roundtable with potential investors and partners (aimed at resource mobilization for implementation of the IWRM Plan) organized<br>2.1.6. Hydrological analysis for the Kunene Watercourse conducted (linked to 2.1.2) |  |                             |   |  |

|   |   |   |  |   |          |                           |
|---|---|---|--|---|----------|---------------------------|
| <p><b>C3: Strengthening the governance of the Cuvelai and Kunene River Basins to foster joint management by the two countries in the most cost-effective manner</b></p> | <p><b>Outcome 3.1 Intergovernmental institutional structure set up in a financially sustainable manner to foster joint management of the Cuvelai and Kunene basins by the two countries</b></p> | <p>3.1.1 Transboundary governance structures developed and functioning<br/>3.1.2 Joint Secretariat for the CUVECOM and Kunene Commission formed and strengthened with the establishment of the Operational and Financial Management Structure (Accounting Systems, Procurement Systems, Financial Management Systems, HR Policies &amp; Manuals, Host Country Agreement, etc).<br/>3.1.3 Assessment of national legislation, policies, strategies and plans and assessment of transboundary harmonization needs<br/>3.1.4 Information Management Systems established<br/>3.1.5 Effective and productive cooperation between universities and with CUVECOM and PJTC/Kunene Commission<br/>3.1.6 Gender equality and women empowerment efforts mainstreamed into all CUVECOM and Kunene Commission policies and practices through the development and implementation of the Gender Strategy</p> | <p>Policy and regulatory Actors<br/>Parastatals and State-Owned Enterprises<br/>Local Government<br/>International and Regional Partners<br/>Civil Society<br/>Research and Academia<br/>Private Sector and Industry</p> | <p>CUVECOM, Kunene PJTC, Waternet, UNDP,<br/><b>Angola:</b> Universidade Agostinho Neto, Instituto Politecnico Huila , Universidade Mandume ya Ndemufayo ( Instituto Politecnico Ondjiva ) , Institute Politecnico da Tundavala <b>Namibia:</b> Namibia University of Science and Technology, University of Namibia (UNAM), and the International University of Management (IUM).</p> | <p>-</p> | <p>emails, datasheets</p> |
| <p><b>C4: Strengthening institutional, technical and</b></p>  |   | <p>4.1.1 Ecosystem-based approach to protect water towers in Central Angola (through</p>  | <p>Relevant national, regional, local authorities</p>  | <p>CETAC, IGEO, CUVECOM, Kunene PJTC,</p>   |          |                           |

| Objective /Component   | Outcome   | Output/Activity<br>Stakeholder  | Names of stakeholders<br>groups   | Description of involvement   | Means                             |              |         |             |         |              |              |        |            |              |        |          |              |        |             |  |                                   |
|--|---|---|---|--|-----------------------------------|--------------|---------|-------------|---------|--------------|--------------|--------|------------|--------------|--------|----------|--------------|--------|-------------|--|-----------------------------------|
| operational capacity in Angola to sustainably develop and manage the sub- region's water tower located in Central Angola | <b>Outcome 4.1: Capacity in water resources and environmental management in Angola strengthened</b>             | awareness raising & strengthened institutional capacity) successfully promoted<br>4.1.2. Technical capacity in GIS, water resources modelling, and E-Flow assessment strengthened<br>4.1.3 Data collection and analysis capacity strengthened<br>4.1.4 Economic Valuation of the ecosystem goods and services provided by the Angolan Highlands ecosystem   | Competent government departments<br>Professional groups<br>Scientists and researchers in relevant fields<br>Non-Governmental Organizations (NGO) and Civil Society Organizations (CSO)<br>Insurance companies and credit institutions | Evaluation of the adaptation options<br>Vulnerability and risk assessment<br>Sharing technical expertise   | Meetings, questionnaires, reports |              |         |             |         |              |              |        |            |              |        |          |              |        |             |  |                                   |
| <b>C5: Enhancing the community participation in IWRM to build resilience in their livelihoods</b>                        | <b>Outcome 5.1: Livelihoods enhanced, and community resilience improved through community-driven activities</b> | 5.1.1 Gender-responsive Community-driven interventions to improve their resilience and livelihoods (especially those of women) identified and implemented<br>5.1.2 - Capacity strengthened in the Secretariat to ensure the sustainability of basin community engagement and community-driven activities to implement the IWRM Plan<br>5.1.3 - Piloting of gender-responsive and inclusive flood early warning system for communities in selected hotspot settlements with the system | Relevant national, regional, local authorities<br>Competent government departments<br>Scientists and researchers in relevant fields<br>Professional groups<br>Companies engaged in  | CUVECOM, Kunene PJTC, FPIC & ESIA experts for Angola & Namibia<br><br>Namibia Traditional leaders and constituencies of the following in <b>Namibia</b><br><table border="1"> <thead> <tr> <th>Region/Pronvice</th> <th>Constituency</th> <th>Village</th> </tr> </thead> <tbody> <tr> <td>1. Oshikoto</td> <td>Eengodi</td> <td>Onamakulikwa</td> </tr> <tr> <td>2. Ohangwena</td> <td>Okongo</td> <td>Okanyanona</td> </tr> <tr> <td>3. Ohangwena</td> <td>Okongo</td> <td>Omboloka</td> </tr> <tr> <td>4. Ohangwena</td> <td>Engela</td> <td>Shanalumono</td> </tr> </tbody> </table> | Region/Pronvice                   | Constituency | Village | 1. Oshikoto | Eengodi | Onamakulikwa | 2. Ohangwena | Okongo | Okanyanona | 3. Ohangwena | Okongo | Omboloka | 4. Ohangwena | Engela | Shanalumono | Evaluation of the adaptation options<br>Vulnerability and risk assessment<br>- Sharing technical expertise | Meetings, questionnaires, reports |
| Region/Pronvice  | Constituency  | Village   |   |  |                                   |              |         |             |         |              |              |        |            |              |        |          |              |        |             |  |                                   |
| 1. Oshikoto  | Eengodi   | Onamakulikwa  |   |  |                                   |              |         |             |         |              |              |        |            |              |        |          |              |        |             |  |                                   |
| 2. Ohangwena   | Okongo  | Okanyanona  |   |  |                                   |              |         |             |         |              |              |        |            |              |        |          |              |        |             |  |                                   |
| 3. Ohangwena   | Okongo  | Omboloka  |   |  |                                   |              |         |             |         |              |              |        |            |              |        |          |              |        |             |  |                                   |
| 4. Ohangwena   | Engela  | Shanalumono   |   |  |                                   |              |         |             |         |              |              |        |            |              |        |          |              |        |             |  |                                   |

|  |  |   |  |   |            |             |  |  |
|--|--|---|--|---|------------|-------------|--|--|
|  |  | operational for at least 4 hotspots basin wide. | environmental technology and consulting companies Insurance companies and credit institutions Non-Governmental Organizations (NGO) | 5. Omusati                                      | Anamulenge | Shapoko     |  |  |
|  |  |   |  | 6. Omusati                                      | Anamulenge | Ombundamuti |  |  |
|  |  |   |  | 7. Omusati                                      | Oshikuku   | Olupumbu    |  |  |
|  |  |   |  | <b>Angola traditional &amp; Village leaders</b> |            |             |  |  |

| Objective /Component   | Outcome  | Output/Activity Stakeholder groups   | Names of stakeholders  |  |   | Description of involvement               | Means |  |
|--|--|--|--|--|---|--|-------|--|
|  |  |  | Region/Pronv<br>e  | Municipality   | Village   |  |       |  |
|  |  |  |  |  |   |  |       |  |
|  |  |  |  | 1. Huambo  | Gove  | Cuima 1                                  |       |  |
|  |  |  |  | 2. Huambo  | Gove  | Cuima 1                                  |       |  |
|  |  |  |  | 3. Huila   | Matala  | Matala                                   |       |  |
|  |  |  |  | 4. Cunene  | Ombandja  | Xangongo Village                         |       |  |
|  |  |  |  | 5. Cunene  | Cuvelai   | Evale                                    |       |  |
|  |  |  |  | 6. Cunene  | Cuvelai   | Mukolongondjo                            |       |  |
|  |  |  |  | 7. Cunene  | Cuanhama  | Nehone                                   |       |  |
|  |  |  |  | 8. Cunene  | Namacude  | Uukango (Shiedi East)                    |       |  |
|  |  |  |  |  |   |  |       |  |
| <b>C6: Outreach and Knowledge Management for replication, upscaling and stakeholder engagement</b> | <b>Outcome 6.1: Stakeholder engagement strengthened through targeted communication and Replication and upscaling supported through exchange of knowledge, best practices and lessons learned</b> | <p>6.1.1 Stakeholder Engagement Strategy and Communication Strategy developed (based on the Stakeholder Engagement Plan and Gender Action Plan developed during PPG), with participation of women and gender experts; SESP strengthened.</p> <p>6.1.2. Targeted policy briefs and communication products produced.</p> <p>6.1.3 Exchanges with other RBOs and relevant regional institutions, in particular with RBOs in SADC region, SADC Groundwater Institute, and other TB river basins with headwaters in Angola. Communications with all parties up and running.</p> <p>6.1.4 Active contribution to the learning and knowledge sharing activities and events organized by the GEF IW: LEARN, including the GEF IWC (at least 1% of the project budget)</p> <p>6.1.5 Timely Project M&amp;E to inform adaptive management for successful</p> | <p>Relevant national, regional, local authorities</p> <p>Competent government departments</p> <p>Professional groups</p> <p>Scientists and researchers in relevant fields</p> <p>Non-Governmental Organizations (NGO) and Civil Society Organizations (CSO)</p> <p>Insurance companies</p> | <p>GEF IW: Learn</p> <p>BUUSACOM</p> <p>OKACOM</p> <p>ZAMCOM</p> <p>World Water Week</p> <p>SADC Multistakeholder Dialogues</p> <p>Angola Ministry for Women &amp; Water</p> <p>Namibia Ministries for Women &amp; Water</p> <p>Basin Level informants</p> | <p>Evaluation of the adaptation options</p> <p>Vulnerability and risk assessment</p> <p>Sharing technical expertise</p> | <p>Meetings, questionnaires, reports</p> |       |  |

|  |  |  |                         |  |  |
|--|--|--|-------------------------|--|--|
|  |  | delivery of project results, including MTR and TE. Monthly Project results and knowledge products developed and disseminated nationally, regionally and globally | and credit institutions |  |  |
|--|--|--|-------------------------|--|--|

## 5. GRIEVANCE REDRESS MECHANISM

To ensure all stakeholders, particularly vulnerable and marginalized groups, have access to fair and timely resolution of concerns, to provide a transparent process for reporting, resolving, and tracking complaints related to project activities, strengthen accountability, trust, and community ownership of the project and reduce potential for conflict or resistance due to misunderstandings or unaddressed harms, a five-tier grievance mechanism will be implemented. To meet UNDP Social and Environmental Standards (SES) requirements and the Stakeholder Response Mechanism (SRM) provisions, the Grievance Redress Mechanism (GRM) provides upward reporting and accountability mechanisms to the UNDP itself, particularly for unresolved, serious, or systemic complaints. The salient features at the five different levels include:

| Tier          | Focal Points                      | Description   | Contact Details of Focal Person/s |
|---------------|-----------------------------------|---|-----------------------------------|
| <b>Tier 1</b> | Village/Community Level Committee | Community members raise concerns with committee representatives or village leadership. Gender-sensitive, or victim- friendly focal points will be appointed. Focal persons based at clinics, local NGOs (e.g., those handling GBV), or village/community development committee members. |                                   |

|               |   |   |  |
|---------------|---|---|--|
| <b>Tier 2</b> | District Level  | The committee, (or aggrieved individual, depending on the nature of grievance) will escalate to the District-level focal points e.g. Councillor, responsible District Officers, traditional authority representatives or Project Team liaison officer for the District. |  |
| <b>Tier 3</b> | CUVKUN Project Technical Officers & Programme Coordinator | As local key project implementing partners hired under the project, the technical officers consolidates and escalates issues to the Programme Coordinator.  |  |
| <b>Tier 4</b> | GWPSA   | The individual can directly, or the ward or village level representative, escalate the grievance to the GEF Project Executing Agency. GWPSA provides oversight, resolution support, and accountability for cases involving sub-partners.                                |  |

|        |      |  |  |
|--------|------|--|--|
| Tier 5 | UNDP | As the GEF Agency, UNDP may receive complaints directly, especially if the grievance concerns GWPSA or remains unresolved. |  |
|--------|------|--|--|

Channels at these 5 levels include suggestion boxes, verbal complaints during meetings, WhatsApp or SMS to the contact details provided (for those with phones), and monthly grievance registers that will be kept at community or ward centers. All grievances must be acknowledged within 5 days and resolved within 30 working days.

## 6. PROTOCOL FOR PREVENTION OF SEXUAL EXPLOITATION AND ABUSE (PSEA)

This section provides clear and confidential mechanism for reporting Sexual Exploitation, Abuse, and Harassment (SEAH) occurring in connection with GWPSA-supported activities, including cases where the alleged perpetrator may be a sub-grantee, contractor, implementing partner, or GWPSA staff member.

### The Following PSEA Core Principles apply

- **Zero Tolerance:** GWPSA maintains a zero-tolerance approach to SEAH.
- **Do No Harm:** The survivor’s safety, confidentiality, and well-being take priority.
- **Independent Reporting:** Survivors must have at least one reporting option that does not involve the alleged perpetrator.

### Who Can Report Cases or Incidences of Sexual Exploitation and Abuse?

- Community members
- Project beneficiaries
- Sub-grantee staff or volunteers
- GWPSA or partner personnel
- Any witness to misconduct

### What Can Be Reported under Sexual Exploitation and Abuse?

- Sexual exploitation (e.g., demanding sex for aid, access, or benefits)
- Sexual abuse (any sexual act without consent)
- Harassment (verbal, physical, or non-verbal conduct of a sexual nature)

### Where to Report Sexual Exploitation and Abuse (At least two options must be in place)

- **WhatsApp Hot Line:** +2700000000 WhatsApp may be most efficient, however in some rural rural communities we work this may not be viable )
- **Confidential email:** [safe@gwpsa.org](mailto:safe@gwpsa.org) (we can create a dedicated email for central reporting)
- **Anonymous digital form:** [web link to online reporting tool eg SP form]
- Reporting must avoid conflict of interest by making sure the available reporting methods can easily bypass perpetrators organisation. Where the accused is a sub-grantee or GWPSA field team member, the report must bypass their line of authority.

For PSEA cases that cannot be resolved within GWPSA, these must be escalated to the respective UNDP PSEA channels. The following contacts should be used for such escalation.

**UNDP Safeguards System (External Escalation/Appeal)**

If the issue is not resolved, or you believe your rights under UNDP SES were violated, you can report directly to:

- Email: [project.concerns@undp.org](mailto:project.concerns@undp.org)



# CUVKUN

Enhanced Water Security and Community Resilience in the  
Adjacent Cuvu & Kunene Transboundary River Basins

## CUVKUN Project Coordination

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