



LESOTHO  
LOWLANDS  
WATER  
DEVELOPMENT  
PROJECT PHASE II

## Heritage Impact Assessment within Lesotho Lowlands Water Development Project Phase II (LLWDP-II)

### Stakeholder Engagement Plan

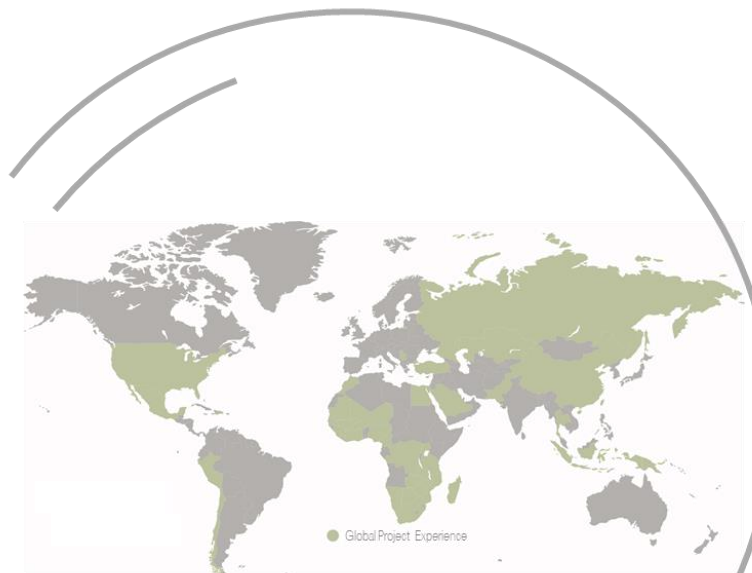
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**Project Number:**

LLW6521

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## TABLE OF CONTENTS

1	Introduction .....	1
1.1.	Project Description .....	1
1.2.	Project Location.....	2
1.3.	Technical Description .....	2
1.4.	Terms of Reference.....	5
1.5.	Aims and Objectives.....	5
1.6.	Purpose of this Document .....	5
2.	Regulatory Framework.....	6
3.	Project Message .....	12
4.	Stakeholder Identification and Analysis .....	12
4.1.	Stakeholder Identification .....	12
4.2.	Stakeholders Requiring Specific Consideration .....	13
4.2.1.	Vulnerable Persons.....	13
4.2.2.	Women .....	14
4.2.3.	Illiterate stakeholders .....	14
5.	Stakeholder Engagement Approach .....	14
5.1.	Key Considerations .....	15
5.2.	Key Engagement Risks .....	16
5.3.	Stakeholder Engagement Structures .....	17
5.3.1.	Public Notification .....	18
5.3.2.	Preparation for Meetings.....	18
5.3.3.	Meetings with Local Authorities.....	18
5.3.4.	Meetings with Local Communities.....	19
6.	Feedback Mechanism .....	19
7.	Generating Feedback.....	20
7.1.	Responses Generation.....	20
7.2.	Monitoring and Reporting .....	21

8.	Project-Specific COVID-19 Considerations.....	21
8.1.	COVID-19 SEP Risks.....	21

## LIST OF TABLES

Table 1-1: Project Package 2-Affected Communities .....	2
Table 1-2: Project Infrastructure .....	2
Table 2-1: Regulatory Framework applicable to the SEP .....	7
Table 5-1: Identified Engagement Risks and Remedial Action to be Taken by Digby Wells	16
Table 8-1: COVID-19 Risks to Focus Group Discussions.....	22

## LIST OF PLANS

Plan 1: Regional Setting.....	3
Plan 2: Project-affected Communities .....	4

## LIST OF APPENDICES

Appendix A: ESIA Stakeholder Database	
Appendix B: Current LLDWP-II Communication Plan	

## LIST OF ACRONYMS

<b>AIA</b>	Archaeological Impact Assessment
<b>BP</b>	Bank Policy
<b>COVID-19</b>	SARS-Cov-2 / Coronavirus Disease 2019
<b>CRR</b>	Comments and Response Report
<b>CS</b>	Cultural Significance
<b>DEA</b>	Department of Environmental Affairs
<b>Digby Wells</b>	Digby Wells Environmental
<b>ESIA</b>	Environmental and Social Impact Assessment
<b>ESMP</b>	Environmental and Social Management Plan
<b>FGM</b>	Focus Group Meetings
<b>GoL</b>	Government of Lesotho
<b>HIA</b>	Heritage Impact Assessment
<b>HMRFFA</b>	Historic Monuments, Relics, Fauna and Flora Act No. 41 of 1967
<b>HRM</b>	Heritage Resources Management
<b>I&amp;APs</b>	Interested and Affected Parties
<b>IFC</b>	International Finance Corporation
<b>km</b>	kilometres
<b>LEC</b>	Lesotho Electricity Company
<b>LLWDP-II</b>	Lesotho Lowlands Water Development Project - Phase II
<b>LLWSS</b>	Lesotho Lowlands Water Supply Scheme
<b>Mℓ/d</b>	Megalitres per day
<b>NHRA</b>	National Heritage Resources Act No. 2 of 2012
<b>OP</b>	Operational Policy
<b>PIA</b>	Palaeontological Impact Assessment
<b>PPE</b>	Personal Protective Equipment
<b>PS</b>	Performance Standard
<b>RAP</b>	Resettlement Action Plan
<b>RfP</b>	Request for Proposal
<b>SEP</b>	Stakeholder Engagement Plan
<b>ToR</b>	Terms of Reference

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<b>UN</b>	United Nations
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation
<b>WHC</b>	World Heritage Convention, 1972
<b>WTW</b>	Water Treatment Works

## 1 Introduction

The Government of Lesotho (GoL) Ministry of Water appointed Digby Wells Environmental (Digby Wells) to undertake a Heritage Resources Management (HRM) process in support of the Environmental and Social Impact Assessment (ESIA) for the Lesotho Lowlands Water Development Project - Phase II (LLWDP-II; the Project) (refer to subsection 1.1 below).

The HRM process comprises a Heritage Impact Assessment (HIA) process and consultation process. The HIA process includes an Archaeological Impact Assessment (AIA) and Palaeontological Impact Assessment (PIA). This document serves as the Stakeholder Engagement Plan (SEP) to inform the consultation process to be undertaken during the HRM process.

### 1.1. Project Description

The GoL is committed to the United Nations (UN) Millennium Development Goals (MDGs) and current Sustainable Development Goals (SDGs). As part of this commitment, the GoL initiated the greater Lesotho Lowlands Water Supply Scheme (LLWSS) by Cabinet Memorandum in 2002 (Aurecon Lesotho (Pty) Ltd, 2018). The LLWSS mandate is to:

- Define the water demand needs across various sectors;
- Identify and develop potential potable water sources;
- Design and construct the necessary infrastructure to service the lowlands; and
- Source funding to construct and implement the Project successfully.

As alluded to above, the LLWSS aims at addressing the shortage of potable water supply to the Lowlands area of the country and promote socio-economic development to a design horizon of 2045. Original designs were completed in 2008. Subsequently, design updates covered water intake, treatment plant, transmission pipeline and associated infrastructure. Based on the updated designs, implementation of LLWSS program has been grouped into six packages. Out of the six, two have been prioritized for the next phase of the program. The prioritized packages are:

- Project Package 4 that comprises Zones 6 and 7 (Mafeteng and Mohale's Hoek); and
- Project Package 2 that comprises Zones 2 and 3 (Hlotse and Maputsoe).

This component considers Project Package 2 and is referred to as the LLWDP-II.

To construct the requisite LLWDP-II infrastructure, the GoL has secured financial assistance from the World Bank. Financing covers the aforementioned water intake, water treatment works, transmission mains, pumping stations, reservoirs and distribution networks.

## 1.2. Project Location

The Project area is located in the north-western section of Lesotho. Project Package 2 includes Zones 2 and 3 of the LLDWP-II, some 83 km and 73 km from Maseru respectively. Plan 1 presents the regional setting of the Project. Project Package 2 will service a combined 18 communities. Table 1-1 presents a list of the communities affected by each of the zones in the Project area and Plan 2 indicates the geographical location of these communities.

**Table 1-1: Project Package 2-Affected Communities**

Zone 2 Communities	Zone 3 Communities
<ul style="list-style-type: none"> <li>• Hlotse</li> <li>• Maputsoe</li> <li>• Hleoheng</li> <li>• Khanyane Nchee</li> <li>• Corn Exchange</li> <li>• Bela-Bela</li> <li>• Kolojane</li> <li>• Matlameng</li> <li>• Tsikoane</li> <li>• Mahobong</li> <li>• Tabola</li> <li>• Makhoa</li> </ul>	<ul style="list-style-type: none"> <li>• Kolonyama</li> <li>• Peka</li> <li>• Makhaketsa</li> <li>• Mamathe</li> <li>• Mohlokaqala</li> </ul>

## 1.3. Technical Description

The technical description presented is extracted from the final ESIA (Aurecon Lesotho (Pty) Ltd, 2018) based on the SMEC South Africa engineering designs at the time of compilation. Table 1-2 provides a summary of the infrastructure included in the Project.

**Table 1-2: Project Infrastructure**

Infrastructure	Description
Water intake	Direct surface water abstraction from the Hlotse River
Water Treatment Works (WTW)	Works to process extracted raw water with an initial capacity of 25 Ml/d
Water Storage	A total of 25 storage or service reservoirs to ensure security of supply.
Pumping Stations	A total of 14 pumping stations of various designs to support the service reservoirs.
Pipeline	A pipeline of 144.2 km to convey water to the storage tanks across the various Zones
Power Supply	Bulk power supply to be provided by the Lesotho Electricity Company (LEC).

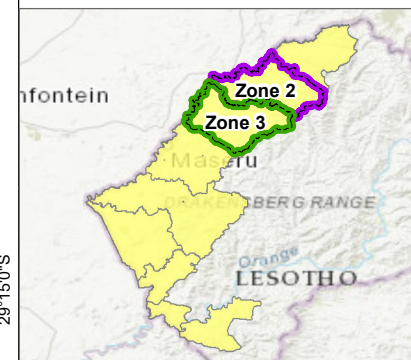


# Lesotho Lowlands Water Development Project

## Project Locality

### Legend

- Towns
- Primary Road
- Secondary Road
- River/Stream
- South Africa
- Districts
- Inland Water
- Zone 2
- Zone 3
- Zones



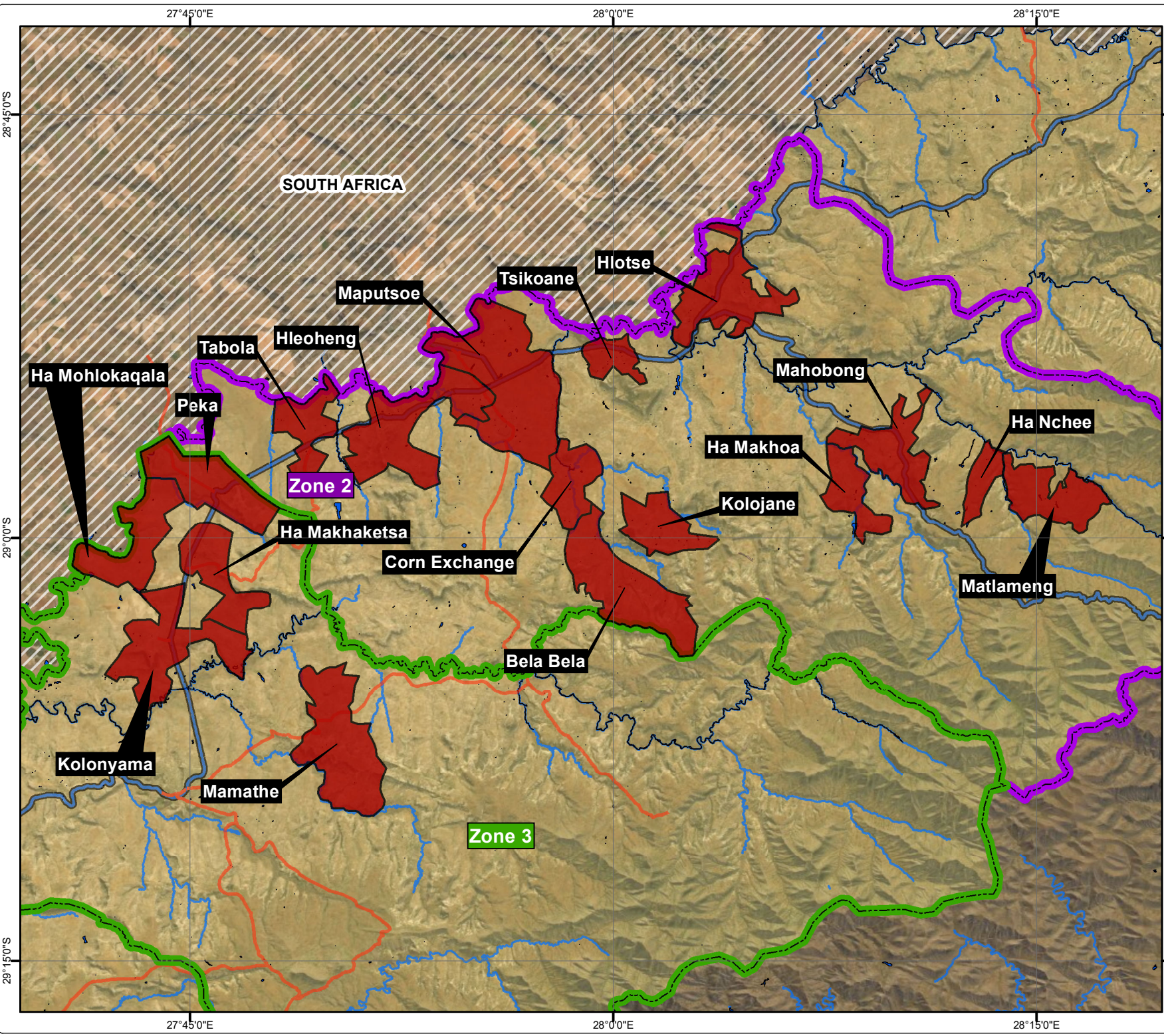
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Ref #: LLW6521\_01\_PC



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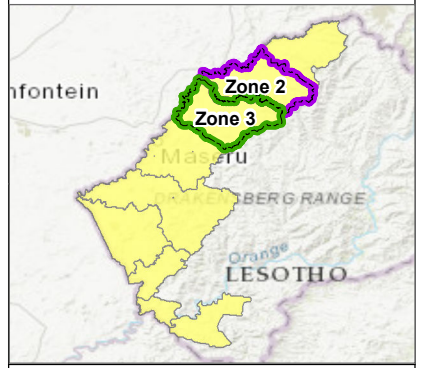



# Lesotho Lowlands Water Development Project

## Affected Communities

### Legend


- Primary Road
- Secondary Road
- River/Stream
- Inland Water
- Zone 2
- Zone 3
- Zones
- Affected Communities



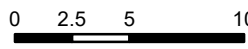


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Projection: Geographic  
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Central Meridian:  
Date: 2020/10/26  
Ref #: LLW6521\_02\_PC



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## 1.4. Terms of Reference

The Terms of Reference (ToR) is to complete an HRM process for the LLWDP-II. The HRM process is to focus on a review and revision of heritage related inputs in the ESIA, Environmental and Social Management Plan (ESMP) and Resettlement Action Plan (RAP) for the Project area in the Leribe and Berea Districts.

The HRM process must be undertaken in compliance with the relevant sections of the Historic Monuments, Relics, Fauna and Flora Act No. 41 of 1967 (HMRFFA) and the National Heritage Resources Act No. 2 of 2012 (NHRA), as well as International Conventions such as the United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage Convention (WHC) and international best practice standards, specifically the World Bank operational policy (OP) 4.11 and International Finance Corporation (IFC) Performance Standard (PS) 8: Cultural Heritage (refer to Section 2 below).

## 1.5. Aims and Objectives

The HRM process includes a robust Stakeholder Engagement Process aimed at informing stakeholders about the status, progress and results of the assessment. The objectives of the engagement process are to:

- Ensure compliance with all legal and regulatory requirements applicable to the Project and to promote conformance with the applicable international conventions and international best practise guidelines;
- Provide stakeholders with an overview of the current HRM process in the context of the LLWDP-II;
- Introduce the overarching objectives and strategies for the management of cultural heritage resources within the spheres of influence within the Project area; and
- Obtain inputs from stakeholders to identify additional cultural heritage resources (including intangible resources where applicable) and to aid in the assessment of the significance of identified heritage resources through collaborative and participatory engagement.

## 1.6. Purpose of this Document

This document presents the SEP to be followed during the HRM process lifecycle and includes details of the proposed interactions to take place at various stages of the Project<sup>1</sup>. The SEP includes the key messages about the Project, a preliminary list of the primary stakeholders to be engaged with and a schedule of the engagement. This document additionally includes a description of the Project-specific considerations with reference to the SARS-Cov-2 (COVID-19) global pandemic.

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<sup>1</sup> This document does not include details about the AIA or PIA process included in the HRM process – these processes are detailed in the Inception Report

## 2. Regulatory Framework

As a World Bank donor funded Project, the LLWDP-II is governed by the national Lesotho regulatory framework and international best practice standards, specifically the World Bank operational policies and procedures. This section provides an overview of the various laws, regulations, policies and procedure relevant to the requisite consultation in support of the HRM process<sup>2</sup>.

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<sup>2</sup> For a discussion of the relevance to the overall HRM process, refer to Chapter 2 of the Inception Report.

**Table 2-1: Regulatory Framework applicable to the SEP**

Law, Regulation, Policy or Guideline	Relevance to the SEP
<p><b><u>The Constitution of Lesotho, 1993</u></b></p> <p>The constitution is the principal law of Lesotho, informing the legislative framework. The constitution considers citizens right to culture in terms of Sections 29, 35 and 36.</p> <p>Section 35 makes provision for every citizen to freely participate in the cultural life of the community and share in the benefits of scientific advancement and its application.</p> <p>Section 36 states “<i>Lesotho shall adopt policies designed to protect and enhance the natural and cultural environment of Lesotho for the benefit of both present and future generations and shall endeavour to assure to all citizens a sound and safe environment adequate for their health and well-being</i>”.</p>	<p>The SEP will endeavour to obtain input from the stakeholders to provide feasible management and / or mitigation measures aligned to the principles enshrined therein.</p>
<p><b><u>The Environment Act, 2008 (Act No. 10 of 2008)</u></b></p> <p>This Act makes provision for the conservation and management of the environment and the sustainable use of natural resources in Lesotho. As part of the general principles, Section 3(2) states “<i>The principles of environmental management referred to in subsection (1) are as follows: (g) to encourage participation by the people of Lesotho in the development of policies, plans and processes for the management of the environment; (j) to take measures to preserve the cultural heritage of the Basotho Nation for the benefit of both present and future generations</i>”.</p> <p>The Act requires proponents to consider during an Environmental Assessment, amongst other aspects, 25(5)(j) the possible social, economic and cultural effects of a project on people and society.</p>	<p>The SEP will engage stakeholders in line with the requirements of this Act. The results of the SEP will be used to develop management or mitigation measures aimed at preserving the tangible and intangible heritage of Lesotho.</p>

Law, Regulation, Policy or Guideline	Relevance to the SEP
It further makes provision for the protection of natural heritage resources under Section 71.	
<p><b><u>The National Environmental Policy, 1998</u></b></p> <p>The primary objective is to ensure the proper maintenance of, and care for, historical monuments and relics for education and enjoyment of the present and future generations.</p> <p>The National Environmental Policy makes provision for cultural heritage under Section 4.16. Guiding principles include <i>inter alia</i>:</p> <ul style="list-style-type: none"> <li>• Catalogue known resources to facilitate assessment and monitoring;</li> <li>• Manage resources by enlisting services of well-trained professionals; and</li> <li>• Create public awareness.</li> </ul>	<p>The SEP considers the dissemination of information as widely as possible to promote public awareness of the HRM process.</p> <p>The results of the SEP will be incorporated in the HRM process where applicable to ensure the HRM process meets the requirements of this Policy.</p>
<p><b><u>World Bank OP 4.01: Environmental Assessment (January 1999) (Revised April 2013)</u></b></p> <p>This Operating Policy outlines the requirements to be met by a developer or applicant undertaking a World Bank donor funded project ('borrower') in terms of ensuring a project is environmentally sound and sustainable.</p> <p>This Policy includes requirements for the consultation of groups affected by the project and local NGOs. The project must take these views into account.</p> <p>This Policy includes the procedure to be followed to disclose information to project-affected groups and NGOs.</p>	<p>The SEP will consult with identified stakeholders and project-affected groups as outlined in this Policy and will disseminate information to these groups in a form and language that is understandable and accessible to all participants.</p>

Law, Regulation, Policy or Guideline	Relevance to the SEP
<p><b><u>World Bank OP 4.11: Physical Cultural Heritage (July,2006) (Revised April 2013)</u></b></p> <p>The objective of the Operating Policy is to assist applicants avoid or mitigate adverse impacts on physical cultural resources from development projects in line with the national legislative requirements. This includes provisions for <i>inter alia</i>:</p> <ul style="list-style-type: none"> <li>• Considerations within an environmental assessment;</li> <li>• Consultation;</li> <li>• Disclosure; and</li> <li>• Capacity Building.</li> </ul>	<p>The SEP will engage stakeholders in line with the consultation requirements of this Operating Policy. The identification of heritage resources is done in consultation with relevant project-affected groups. Consultation is necessary to identify relevant heritage resources, document their presence and significance, assess potential impacts, and explore mitigation options.</p> <p>The HRM process will recommend mitigation measures or management strategies in line with the requirements of this Operating Policy. The results of the SEP will be used to develop these management or mitigation measures.</p>
<p><b><u>International Finance Corporation Performance Standard 1: Assessment and Management of Environmental and Social Risks and Impacts (2012)</u></b></p> <p>IFC PS 1 describes the importance of an effective Environmental and Social Management System (ESMS) in managing environmental and social performance during the life of a project.</p> <p>This PS outlines the requirements for the engagement of stakeholders throughout a project and includes planning, consultation and participation of stakeholders in the project.</p>	<p>The SEP will engage stakeholders in line with the consultation requirements of the Standard.</p>
<p><b><u>International Finance Corporation Performance Standard 8: Cultural Heritage (2012)</u></b></p> <p>IFC PS 8 recognises the importance of cultural heritage for current and future generations and makes provisions for the protection of Cultural Heritage in Project Design and Execution.</p>	<p>IFC PS 8 requires consultation with members of the communities affected by the project.</p>

Law, Regulation, Policy or Guideline	Relevance to the SEP
<p>IFC: PS 8 includes requirements in terms of consultation with members of the affected communities. The standard also requires the consideration of intangible heritage.</p>	<p>IFC PS 8 additionally requires the consideration of intangible heritage. Intangible heritage must be identified through consultation with the affected communities. An assessment of the significance and mitigation of risks to these resources must occur through meaningful consultation with these communities.</p> <p>The SEP aims to address both these requirements of IFC PS 8.</p>
<p><b><u>Operational Guidelines for the Implementation of the World Heritage Convention (WHC), 12 July 2017</u></b></p> <p>The guidelines aim to facilitate the implementation of the WHC.</p> <p>Chapter I. C requires all state parties to ensure the participation of a wide variety of stakeholders in the identification, nomination and protection of World Heritage Properties. Such participants could include site managers, governmental organisations, NGOs, local communities and other Interested and Affected Parties (I&amp;APs).</p> <p>The objectives of the WHC are, in part, to increase the participation of local and national populations in the protection of heritage.</p>	<p>There is potential for World Heritage Properties to be encountered during this Project. Should this occur, these Guidelines will come into effect.</p> <p>The SEP aims to achieve the participation described in these Guidelines during the HRM process, for all heritage resources identified during the HRM process, and is not limited to heritage resources of World Heritage status.</p>
<p><b><u>United Nations Educational, Scientific and Cultural Organisation (UNESCO) Convention for the Safeguarding of the Intangible Cultural Heritage, 2003</u></b></p> <p>The purpose of the Convention is to safeguard and respect the intangible cultural heritage of the communities, groups and individuals concerned that concurrently raises awareness at local, national and international level of its importance.</p> <p>Chapter III advises to the safeguarding of the intangible cultural heritage at a national level through, amongst other, the following:</p>	<p>The SEP will consider the requirements of Article 15. The engagement undertaken during the SEP will endeavour to identify intangible heritage resources.</p>



Law, Regulation, Policy or Guideline	Relevance to the SEP
<ul style="list-style-type: none"><li>• Article 12 – Inventories;</li><li>• Article 14 – Education, awareness-raising and capacity building; and</li><li>• Article 15 – Participation of communities, groups and individuals.</li></ul>	

### 3. Project Message

The HRM-specific project message will include the general message as encapsulated in the existing LLWDP-II Communication Plan, that being the technical details and envisaged outcomes of the LLWDP-II Project but will predominantly focus on the aims and objectives of this assessment. These will include:

- Ensuring cultural heritage within the LLDWP-II Project sphere of influence is identified, recorded and managed throughout the LLDWP-II development, construction and operation;
- Open and transparent engagement with individuals and communities to obtain their inputs into the identification, significance and management of cultural heritage resources; and
- Record any grievances as relevant to the HRM process.

All HRM-specific project messages will be submitted to the relevant members of the LLDWP-II team for review prior to being disseminated.

### 4. Stakeholder Identification and Analysis

The World Bank Operational Policies (OPs) or Bank Policies (BPs) do not include formal definitions of “stakeholders” beyond including the project-affected groups and NGOs as well as the concerned government authorities<sup>3</sup>.

As such, Digby Wells has deferred to the definitions contained within the IFC PS to adhere to best practice and lender standards. The IFC<sup>4</sup> define “stakeholders” as:

- Individuals, groups or local communities that may be **affected** by a project or activity, positively or negatively, and directly or indirectly; and
- Parties who may be able to **influence** the project or activity because of their legal mandate, knowledge and/or social or political influence.

Stakeholder profiling is the process used to determine the level of effort required for each stakeholder group. In general, those stakeholders requiring the greatest engagement effort are those who are most affected and/or have the highest level of influence over a project.

#### 4.1. Stakeholder Identification

Stakeholder profiling for this SEP builds on stakeholder identification process undertaken as part of the ESIA and RAP processes previously completed. Appendix A includes this database.

<sup>3</sup> OP 4.01: Environmental Assessment and OP 4.11: Physical Cultural Heritage.

<sup>4</sup> IFC (2012). Guidance Notes: *Performance Standards on Social and Environmental Sustainability*.

Stakeholders can broadly be divided into two categories:

- *Affected Stakeholders*: those who will be affected by the LLDWP-II. This could include *bona fide* Next-of-Kin of affected graves or users of intangible heritage. These stakeholders will be identified during engagement activities; and
- *Influential Stakeholders*: those with some level of authority within the community. This can include traditional and political leaders, district government, Non-Governmental Organisations (NGOs), Community-Based Organisations (CBOs) and similar institutions. The stakeholders identified to date are Influential Stakeholders (refer to Appendix A) and include, as per the current Communication Plan (refer to Appendix B), the following:
  - International funding agencies, including the World Bank;
  - National Governmental Departments and Ministries;
  - District Administrators, Departments, Councils and media; and
  - Community councils, the business community, transport operators and Civil Society organisations.

It must be noted that the identification and analysis of stakeholders is a continuous process and new stakeholders may be identified during the course of the HRM process. Current stakeholders may change their expectations or perceptions of the impacts, priorities and concerns.

## 4.2. Stakeholders Requiring Specific Consideration

Some stakeholders might require specific consideration during the engagement process as they might not be in a position to participate in the 'mainstream' engagement process due to characteristics rendering them more vulnerable than other stakeholders. These groups are discussed below.

### 4.2.1. Vulnerable Persons

The World Bank OPs or BPs do not define vulnerable groups. IFC PS 1 defines vulnerable persons and groups as those who may be differently or disproportionately affected by a project because of age, gender, ethnicity, religion, political or other opinion, national or social origin, literacy, sickness, physical or mental disability, poverty or economic disadvantage. If such groups are identified, it is necessary to determine if they will be disproportionately affected by the LLDWP-II in terms of their cultural heritage. Differentiated measures are then required to allow the effective engagement with and participation of those identified as disadvantaged or vulnerable.

Factors that may predispose an individual to additional vulnerability include the following:

- Age of the individual (for example, the elderly);
- Gender of the individual (refer to Subsection 4.2.2 below);

- Level of education or literacy (refer to Subsection 4.2.3 below); and
- Any physical or mental disability<sup>5</sup>.

None of these factors, if considered in isolation, necessarily renders an individual vulnerable. When considered as part of a broader, holistic assessment, however, the attributes listed above generally provide good indicators of potential vulnerability.

#### 4.2.2. Women

Women, in general, represent a potentially vulnerable sub-group within the LLDWP-II Project-affected community. Although women are afforded equal rights in terms of the Lesotho Constitution and other legislation, their access to resources and opportunities is often limited by discrimination and cultural norms whereby they commonly experience greater financial, work and time burdens from unpaid responsibilities such as those related to childcare or household duties.

Within the specific consultation process to inform the HRM process, vulnerability of female community members may stem from the following factors:

- Limited time to attend community meetings, due to competing work or household responsibilities;
- Hesitance in terms of voicing their own opinions in groups settings where male community members or authority figures are also present (especially with reference to their intangible heritage); and
- Exclusion from decision-making processes by male community or household members.

#### 4.2.3. Illiterate stakeholders

Some LLDWP-II Project-affected stakeholders may be illiterate. These individuals may miss important messages that are conveyed through written media and therefore special efforts will be made to engage them effectively in the HRM process.

## 5. Stakeholder Engagement Approach

The HRM process stakeholder engagement approach comprises the following:

- *Ensuring understanding:* An open, inclusive and transparent process of culturally appropriate engagement and communication will be undertaken to ensure that stakeholders are well informed about the HRM process. Information will be disclosed as early and as comprehensively as possible.
- *Involving stakeholders in the assessment:* Stakeholders will be included in the scoping of issues, the assessment of impacts, the generation of mitigation and management

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<sup>5</sup> Disability is the loss or limitation of opportunities to take part in the normal life of the community on an equal level with others due to physical, mental or social factors. It is an umbrella term, covering impairments, activity limitation, and participation restrictions.

measures, and the finalisation of the HIA report. They will also play an important role in providing local knowledge and information for the baseline to inform the impact assessment.

- *Building relationships:* Through supporting open dialogue, engagement will help establish and maintain a productive relationship between the HRM team and stakeholders.
- *Engaging vulnerable groups:* An open and inclusive approach to consultation increases the opportunity of stakeholders to provide comment on the HRM process, and to voice their concerns. Some stakeholders, however, need special attention in such a process due to their vulnerability. Special measures will be considered to ensure that the perspectives of vulnerable stakeholders are heard and considered.
- *Managing expectations:* It is important to ensure that the HRM process does not create or allow unrealistic expectations to develop amongst stakeholders about proposed benefits that may arise from the HRM process (or the larger LLDWP-II Project). The engagement process will serve as a mechanism for understanding and managing stakeholder and community expectations, where the latter will be achieved by disseminating accurate information in an accessible way.
- *Ensuring compliance:* The process is designed to ensure compliance with both local regulatory requirements and international best practice.

One of the key outcomes of engagement should be free, prior and informed consultation of stakeholders, where this can be understood to be:

- *Free:* engagement free of external manipulation or coercion and intimidation;
- *Prior:* engagement undertaken in a timely way, for example the timely disclosure of information before a development is undertaken and or participation is sought with regard to the identification of issues of concern; and
- *Informed:* engagement enabled by relevant, understandable and accessible information.

## 5.1. Key Considerations

Key considerations within our overall approach to stakeholder engagement will include:

- Early consultation and the distribution of adequate and timely information relevant to the HRM process to LLDWP-II Project-affected people and other stakeholders in relevant local languages (i.e. English and Sesotho) and through culturally appropriate mechanisms.
- A targeted stakeholder engagement approach according to the specific stakeholder profile (new or existing stakeholder) ensuring that the overall approach builds on and is sensitive to expectations raised and commitments made during previous stakeholder engagement program.

- Planning for clarity of communication and messaging in introducing the HRM process and stakeholder engagement team and the work that we will be conducting. This is to avoid any confusion with other current or previous projects or personnel working in the area.
- The provision of opportunities for all stakeholder groups to voice their opinions and concerns, and the opportunity for these concerns to be both responded to and considered in decisions within the HRM process.
- The promotion of informed consultation and participation allowing stakeholders to confirm a diversity of opinions in a suitable timeframe without forcing consensus.
- The verification of broad community support for the HRM process within the affected communities.

All stakeholder engagement activities will be informed by and regularly updated according to an iterative process of stakeholder registration and appraisal of the CRR.

## 5.2. Key Engagement Risks

Table 5-1 presents a summary of the risks that may occur during the Stakeholder Engagement Process and proposed remedial actions to be taken should these risks manifest. The risks and remedial actions are based on the current LLDWP-II Communication Plan.

Table 5-1 includes only the actions that are within Digby Wells' Scope of Work (SoW) and does not include actions to be undertaken by LLDWP-II.

**Table 5-1: Identified Engagement Risks and Remedial Action to be Taken by Digby Wells**

Risk	Remedial Action
Lack of community understanding	<ul style="list-style-type: none"> <li>• Digby Wells will tailor the key messages as necessary to ensure that messages are understood. This will include the translation of (HRM-specific) Project messages into Sesotho.</li> <li>• Meetings will include feedback from the communities to ensure the messages are understood.</li> </ul>
Potential NGO interference in project operations	<ul style="list-style-type: none"> <li>• Digby Wells will endeavour to include the applicable NGOs as early as possible in the HRM process to ensure the NGOs understand the HRM process.</li> <li>• Digby Wells will engage with the applicable NGOs at the appropriate milestones in the HRM process to facilitate NGO buy-in.</li> </ul>
Labour disputes	<ul style="list-style-type: none"> <li>• Labour and employment opportunities will be noted should they be encountered during the SEP, but it is not the objective of the HRM process or the SEP. These issues will be deferred to the LLDWP-II team and Digby Wells will not engage in these issues.</li> </ul>

Risk	Remedial Action
	<ul style="list-style-type: none"> <li>Digby Wells recommends that a representative of the LLDWP-II be present during these meetings to ensure community concerns are relayed to the LLDWP-II in a way that does not detract from the HRM-specific SEP.</li> </ul>
Misinformation about the project	<ul style="list-style-type: none"> <li>Digby Wells will tailor the key messages as necessary to ensure that messages are understood. This will include the translation of (HRM-specific) Project messages into Sesotho.</li> <li>Meetings will include feedback from the communities to ensure the messages are understood.</li> </ul>
Low participation or unwillingness to participate in community meetings	<ul style="list-style-type: none"> <li>Digby Wells will undertake the meetings as workshops to facilitate participation.</li> <li>Digby Wells will engage stakeholders described in Chapter 4.2 separately to ensure these stakeholders are able to participate.</li> <li>It must be noted that engagement regarding intangible heritage is inherently sensitive and respondents may be tentative or unwilling to discuss these matters. Digby Wells will treat these matters in this light and will endeavour to engage meaningfully on these topics.</li> </ul>
Influx of jobseekers	<ul style="list-style-type: none"> <li>Labour and employment opportunities will be noted should they be encountered during the SEP, but it is not the objective of the HRM process or the SEP. These issues will be deferred to the LLDWP-II team and Digby Wells will not engage in these issues.</li> <li>Digby Wells recommends that a representative of the LLDWP-II be present during these meetings to ensure community concerns are relayed to the LLDWP-II in a way that does not detract from the HRM-specific SEP.</li> </ul>

### 5.3. Stakeholder Engagement Structures

Stakeholder engagement activities will be structured as follows:

- Public notification – which will involve publication of newspaper advertisements;
- Scheduling and holding of meetings with local authorities (district and community councils); and
- Scheduling and holding of meetings with project-affected communities.

All stakeholder engagement activities (including the development of engagement materials) will be undertaken in collaboration between Digby Wells and Sechaba Consultants (specialists based in Lesotho). Prior to the distribution of all public documents, all documents will be submitted to the LLDWP-II in English for review and will subsequently be translated into Sesotho.

### **5.3.1. Public Notification**

Digby Wells will notify the general public of the HRM-process commencement activities through the:

- Development and publication of two newspaper advertisements, one of which will be a national newspaper;
- Development of a project-specific Background Information Document (BID) to be distributed electronically and during face-to-face meetings; and
- Development and broadcasting of a radio announcement in popular locally-based radio stations that broadcasts in Hlotse to Maputsoe region only, where available.

It is envisaged that the content of the notification material will comprise sufficient information regarding the details of the HRM process. It will further highlight the intention to solicit information from stakeholders to assist in the assessment of the cultural landscape, as well as inform the development of the mitigation measures and management strategies required in response to identified impacts.

### **5.3.2. Preparation for Meetings**

In preparation for the stakeholder meetings, the following activities will be undertaken:

- Development of the BID in English and Sesotho;
- Development of two posters depicting LLDWP-II Project sites and information;
- Development of frequently asked questions and responses to ensure uniformity of the responses to such questions between the LLDWP-II and the HRM process;
- Development and update of a stakeholder database; and
- Comments and Responses Register (CRR).

### **5.3.3. Meetings with Local Authorities**

Subsequent to the general public notification of commencement of the HRM process; meetings will be scheduled and held with district and traditional leaders. The venue for the meetings will be determined by the relevant authorities. The objectives of these meetings will be:

- To introduce the HRM process;
- To seek buy-in and support for the implementation of mitigation measures identified during the HRM process;
- To seek guidance in terms of local protocols for community engagement especially during COVID-19; and
- To gather comments and recommendations of the local authorities as they relate to the impacts to cultural heritage as may arise from the LLDWP-II.



All comments, issues and recommendations of the local authorities will be captured into CRR for the HRM process and will be included in the final HIA report.

#### **5.3.4. Meetings with Local Communities**

Community engagements will primarily consist of focus-group meetings which will be held in the main towns within the area of interest. It is anticipated that at least three focus group meetings will be held per community with groups of women, men and elders as well as youths. Each focus group meetings will comprise of no more than 20 participants and where feasible, held outdoors to limit the risk of spread of COVID-19<sup>6</sup>. Focus group meeting participants will be selected in consultation with the relevant traditional leaders and these will also be based on the size of the community i.e., the larger the community the more focus group meetings will be held to ensure that HRM process information is widely distributed. All meetings will be conducted in Sesotho and all documents shared with the community will be translated into the same language.

All meetings will be undertaken in accordance with the COVID-19 precautions described in Section 8.

Each meeting will include the:

- Introduction of the Consultant team and LLDWP-II representatives, when present;
- Presentation of the HRM process using posters for visual aid;
- Recording of the questions and answers session; and
- Distribution of the BID (Sesotho and/ or English).

During the community meetings the following will be recorded:

- Registration of questions, issues and comments raised;
- Photographs of the meeting;
- Completion of the attendance register; and
- Verification of issues discussed at meetings and sign off of minutes.

All comments, issues and recommendations of the meeting participants will be captured into the HRM process CRR and will be included in the final HIA report.

## **6. Feedback Mechanism**

This section identifies the feedback opportunities available to stakeholders through the HRM process. The focus of the mechanism will be on comments related to the regulated processes, in particular with a focus on concerns or comments about the LLDWP-II and its possible

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<sup>6</sup> Refer to Section 8 of this document and to the project-specific COVID-19 Health and Safety Plan in the Inception Report.

impacts on the cultural heritage of the area, as well as opportunities and constraints for the mitigation of such risks to cultural heritage.

Stakeholder engagement is a two-way process. It is therefore important to ensure that there is a feedback mechanism to guarantee stakeholders affected by or interested in the LLDWP-II with specific reference to the HRM process can present their input (e.g., comments, concerns, requests, and suggestions) for consideration and, if required, seek redress. The feedback mechanism relates specifically to the regulated processes and is intended to identify and collect stakeholder opinions and concerns regarding the processes, and the way that it is being conducted.

Each round of engagement undertaken will provide stakeholders with an opportunity to provide input and feedback on the HRM process. However, it remains important to offer opportunities to people to both provide feedback and receive response at other time in-between formal rounds of engagement.

## **7. Generating Feedback**

A feedback mechanism has been put in place for use during the HRM process to ensure that potential comments and concerns raised by stakeholders are acknowledged and addressed in a timely, structured and culturally appropriate manner. Stakeholders will be able to provide feedback to the Team through various forums including:

- A Comment Sheet which will be distributed to stakeholders throughout the HRM process and made available on the Digby Wells website;
- Electronic and telephonic contact details of the Digby Wells stakeholder engagement team will be widely distributed to stakeholders to allow them to provide feedback, and Digby Wells will be available to record and capture comments as well as concerns in the CRR; and
- During public meetings, stakeholders will be afforded an opportunity to raise comments and concerns regarding the HRM process. These will also be captured into the CRR which will be made publicly available through the Digby Wells and LLDWP-II websites.

### **7.1. Responses Generation**

In collaboration with LLDWP-II, Digby Wells will regularly review comments received and generate responses to these comments. This will be undertaken according to the stakeholder engagement phase and level of stakeholder feedback received.

Any comments and concerns noted during engagement will be fed into CRR. Digby Wells will update the CRR regularly and will include this in the final HIA report.

## 7.2. Monitoring and Reporting

It is important to monitor and report on the on-going stakeholder engagement efforts to ensure that the desired outcomes are being achieved, and to maintain a comprehensive record of engagement activities and comments and concerns raised. This will be achieved through:

- On-going updates to the stakeholder database;
- The compilation of stakeholder engagement report;
- The retainment of all engagement records; and
- On-going recording of stakeholder comments and concerns.

These records and outputs will be regularly updated during all phases of the HRM process and will be included in the final HIA report.

## 8. Project-Specific COVID-19 Considerations

This section presents the COVID-19 health and safety risk planning associated with the proposed engagements for the HRM process. Section 8.1 of the Inception Report presents a detailed COVID-19 Health and Safety Plan, not repeated here for the sake of brevity.

### 8.1. COVID-19 SEP Risks

COVID-19 presents multiple health and safety risks, most prevalent during the stakeholder engagement activities. These risks are primarily associated with the Focus Group Discussions component of the SEP. As per subsection 6.1.2.4 of the Inception Report, the following procedure will be adhered to:

- Meetings with I&APs will be limited to 20 pax at a time;
- Meeting venue to be sanitised prior to commencement of the FGM;
- All participants will be subject to temperature screening;
- All participants are required to wear a face mask, no exceptions will be tolerated.
- LLWDP to provide hand sanitiser to be used by delegates in attendance;
- Physical distancing will be set to a minimum of 1.5 meters apart;
- Where feasible, the meetings will be held outside and physical distancing will be observed.

Table 8-1 presents a summary of the requisite procedure as well as additional measures to manage these risks to both the HRM team and the community members.

**Table 8-1: COVID-19 Risks to Focus Group Discussions**

Activity	COVID-19 Risks	Proposed Mitigations
Focus Group Meeting	Space-crowding and/or meetings of length held at an indoor venue – in excess of 20 pax	<ul style="list-style-type: none"> <li>Where possible, meetings are to be arranged at outdoor venues to allow for good airflow;</li> <li>Where outdoor meetings are not possible:               <ul style="list-style-type: none"> <li>Numbers of participants must be limited to a maximum of 20 pax to allow for social distancing;</li> <li>Windows must be opened to allow for air flow; and</li> <li>Breaks must be included to allow for airing out the venue.</li> </ul> </li> </ul>
	Meeting Logistics	<ul style="list-style-type: none"> <li>Hand sanitiser and disposable face masks to be made available to participants;</li> <li>Temperature checks and symptom screening to be done prior to participants entering the venue;</li> <li>All participants to wear a suitable face mask at all times;</li> <li>Maintaining social distance at all times; and</li> <li>All chairs, tables and other shared items must be sanitised before and after all meetings.</li> </ul>
	Social Greetings	<ul style="list-style-type: none"> <li>Meeting participants must not greet each other by hugging or shaking hands;</li> <li>Meeting participants can greet each other through fist bumping or touching elbows. Participants must then wash or sanitise their hands as soon as possible.</li> </ul>



## Appendix A: ESIA Stakeholder Database

### ESIA Stakeholder Database for Zone 2

Settlement	Villages	Council	Chief	MP /Constituency
Jonothane	Jonathane	Sephooko C07 Council Secretary: Lineo Kikine 63021459	Jonathane Motšoene	Leribe #12 Hon. Tšehlo Ramarou (MP) 53222223
	Leribe Moreneng		Qacha Qacha: 59094856	
	Qoqolosing		Setsumi Setsumi 50820907	
Hlotse	Ha Maphike/Sebothoane	Hlotse Urban Council Council Secretary: Lesibu Molalle:62950825 Chair-person: Monaheng Motebang 58864162/62224777	SP Molapo (Ward Chief) 58431660	Hlotse #13 Hon. Keketso Sello (MP)
	Ha Molibeli		Matšoanyane Phamotse 56203648	
	Ha Tlai-Tlai		Mpho Tlai-Tlai	
	Lisemeng 2			
	Matebeleng			
	'Malesaoana	Hlotse Urban Council As above	Mamakhabane Makotoko	Hlotse #13 Hon. Keketso Sello (MP)
Tsikoane	Tsikoane	Litjotjela C08 Chair-person: Lekhooa Molefe		Tsikoane #14 Hon. Samonyane Ntsekele (MP)
	Linotšing		Mamolapo Jonathan (ward chief)	
	Ha Qoqolo		Maqoqolo Qoqolo:53906258	

Settlement	Villages	Council	Chief	MP /Constituency
	Ha Lesitsi	Hlotse Urban Council Secretary: Lesibu Molalle:62950825 Chair-person: Monaheng Motebang 58864162/62224777	Pamara Tsilane: 50407024	
	Ha Leshoele		'Marapelang Leshoele	
	Ha Leaooa		'Maleaooa Sekete: 57186547	
Maputsoe	St Monicas	Maputsoe Urban Council	Mohlalefi Jonathane	Maputsoe #15 Hon. Sotlehang Sekhamane
	Ha Moholisa		Lithelo Moholisa: 56360873	
	Ha Maputsoe		Mohlohlo Nyenye: 53126679/63675504:	
	Ha 'Mathata		Majaka-thata 'Mathata: 59689232	
	Jeremea		Mohlalefi Jonathane	
	Ha Barete		Matlaselo Molapo	Likhetlane #16 Hon. Lekhetho Mosito
	Mpharane	Hleoheng C09	Pita Mokhitli: 57365975	
	Ha Mpotle			
	Ha Polake			
Hleoheng	Ha Makoe (Liphakoeng)	Hleoheng C09 'Mamontseng Sello	Mathikhoane Mathealira: 56136184	Likhetlane #16 Hon. Lekhetho Mosito (MP)
	Ha Kotola			

Settlement	Villages	Council	Chief	MP /Constituency
	Ha Motsarapane	Council Secretary: 58795626	'Maletsabisa Molapo: 59656524 (Ward Chief)	
	Ha Shabi			
Tabola	Tabola Ha Tebatso	Manka (C10)	Stephen Ralitau +2770736131428	Peka #17 Hon. Tello Kibane (MP)
	Ha Poli		Mapakalitha Poli:59580687	
	Ha Lepholisa		Mamphothe Lepholisa: 0835933222	
	Ha Takalimane		Lebohang Mazisa: 57411709	
	Ha Mahlomola		'Mamahlomola Ramoabi: 58502761	
	Ha Masakale		Tsubane Rakabaele: 58021198	
Likhetlane	Likhetlane Ha Takalimane	Hleoheng (C09)	Matiisetso Leoatla	Likhetlane #16
	Ha Makoanyane	Molula-setulo oa council:	Motsarapane Molapo	Hon. Lekhetho Mosito
Kolojane	Ha Thuhloane	Kueneng D03 Council Secretary: Kabelo Rabuke: 53838702	Monki Ntoro 58814544	Bela-Bela #21 Hon. Litšoane (MP)
	Ha Letsoela	Chairperson:	Seisa 57124454	



Settlement	Villages	Council	Chief	MP /Constituency
Bela - Bela	Ha Libuke	'Makananelo Letsoela: 59445925	Principal Chief Peete Lesaoana Peete: 58777794 Boshoane Peete: 58042310 (Ward Chief)	Bela-Bela #21 Hon. Litšoane Litšoane (MP)
	Mokomahatsi			
	Bela-Bela			
Makhoa	Makhoa	Ramapepe (C03) Council Secretary: Nthatisi Motseki: 50112517	Bereng Molapo	Thaba-Phatšoa #08 Hon. Mahala Molapo (MP)
	Ramapepe		Maholomo Ramapepe: 58108188	
	Thaba Phatšoa		Mosito Khethisa	
	Ha Mositi		Ntsekele Molapo Jonathan 56137009	
Likhakeng	Ha Lekhanya	Chair-person: Tsobotsi Letsela: 59181546	Paballo Lekhanya: 58698109	Thaba-Phatšoa #08 Hon. Mahala Molapo (MP)
	Ha Kotsana		'Mantoetsi Kotsana:50106060	
	Ha Mako		Mikia Molapo: 51655005	
	Ha Mahlomola		Motsoene Joel: 58855988	
Nchee	Pitseng	Maoa-Mafubelu C04	Khethisa Tau	Mahobong # 09

Settlement	Villages	Council	Chief	MP /Constituency
		Council Secretary: Tlali Rakhetsi: 63218007/51974464	(Ward Chief) 59229966	Hon. Mothejoa Metsing
	Ha Makhata	Bolahla C02 Council Secretary: 'Masetsabi Molapo:59754940	Malefetsane Makhata	Mphososng #07 Hon. Lefu Motsoane
Ha Joang	Mahobong	Maoa-Mafubelu C04 Council Secretary: Tlali Rakhetsi: 63218007/51974464	Joang Molapo: 59544535	Mahobong # 09 Hon. Mothejoa Metsing
	Ha Lesiamo		Seoehla Lesiamo: 58146526	
	Mohope		Makhula Pheko: 59160388	
	Ha Khojane		Mokoteli Molapo: 50053143	
Matlameng	Matlameng	Bolahla C02 Council Secretary: 'Masetsabi Molapo:59754940 'Malehloholo Mpele: Chair-person: 56707645	Joel LetsieMoshoeshe: 59918760/58049176	Mphososng #07 Hon. Lefu Motsoane
Khanyane	Moreneng	Hlotse Urban Council	Malefetsane Moliboea (Ward Chief) 59453511	Hlotse #13 Hon. Keketso Sello (MP)
	Ha Khoarai			
	Mohope		Mathaba Pheko	

### ESIA Stakeholder Database for Zone 3

Settlement	Villages	Council	Chief	MP /Constituency
Kolonyama	Ha Molipa	Tsoili-Tsoili (C11) Council Secretary:Boipuso Moleko	Nthethe Matšepe: 57565736	Kolonyama #18 Hon. Halebone Setšabi (MP) 58887666
	Ha Motlokoa		Matemo Motlokoa	
	Ha Nnena		Potso Nnena	
Mohlakaqala	Ha Mohlokaqala		Khethisa Molapo:50668668	
	Ha Moqathinyane		Malimakatso Molapo:56577940	
	Ha Leboea			
Makhaketsa	Lithabaneng	Manka (C10)  Matela Sekila Council Secretary: 58008868	Tau Molapo: 53666134	Peka #17 Hon. Tello Kibane (MP)
	Ha Makhaketsa			
	Ha Rampa			
Peka	Peka Moreneng	Chairperson: Matsemela Koto: 58605941	'Mateboho Mathealira:59594520 (Ward Chief)	
'Mamathe	Ha Mokhehle	Phuthiatsana Community (D05) Council Secretary: Tseliso Lebatla 63717895 Thabo- 'Mota	Koali Moshoeshoe	Khafung #23 Hon. Habofanoe Lehana (MP)
	Ha Tšekelo		Fako Masupha 51699956	
	Cana		Setene Kani	

Settlement	Villages	Council	Chief	MP /Constituency
	'Mamathe	Chairperson:56042288	Koali Moshoeshoe 58922019	
	Ha Ntebele		Fako Masupha 51699956	
	Ha Morolong		Koali Moshoeshoe 58922019 (Ward Chief)	
	Ha Jane			
	Ha Leneha	Phuthiatsana (D05)	Mamojela Leneha 59496749	
	Thota – Peli		Molomo Mopeli	
'Makhorona	Mapoteng	Mapoteng (D02) Council Secretary: Tsepang Moqasa 66900802 Chaiperson: Lechabile Morienyane: 58490561	'Makhoboso Peete 68459114/56155179	Makhorona #20 Hon. Lefu Hlomelang (MP)
	Lifotholeng		Polao Ramakoro 59922817 Mohato Peete (Ward Chief) 59126679/63927979	
	Machoaboleng		Mohato Peete (Ward Chief) 59126679/63927979	
	Libakha		Liau Mafatsa	

Settlement	Villages	Council	Chief	MP /Constituency
	Makhaloaneng		Mohato Peete (Ward Chief) 59126679/63927979	
	Ha Moqachela		Polao Ramakoro 59922817	
	Masetlaokong		Mohato Peete (Ward Chief) 59126679/63927979	
	Popopo		Letsika Mokauli	
	Mokoallong		'Mapaballoa Mahlomola	
Mapoteng				
Majaheng	Ha Mokhathi	Phuthiatsana (D05) Council Secretary: Tseliso Lebatla 63717895	Mopeli Lejaha: 59707456	Khafung #23 Hon. Habofanoe Lehana (MP)
	Majaheng		Lejaha Lejaha Ward Chief: 59890058	
	Likosheng		'Moro Rankhakile 58486212	
	Mohlakeng			
	Boluma-luma			



## Appendix B: Current LLDWP-II Communication Plan

## **Lowlands Bulk Water Supply Scheme Zones 2 and 3 Communication Strategy**

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### **Introduction**

The Government of Lesotho (GOL) through the Ministry of Water (MoW) is embarking on a country-wide Lowlands Bulk Water Supply Scheme (LLBWS) to meet the demand for clean treated water supply within the lowlands settlements. The scheme is categorised into 8 zones, with zones 2 and 3 covering the 14 plans in the Leribe and Berea districts.

The Ministry of Water commissioned joint Aurecon and White Life Consultants to undertake the Environmental Impact Assessment (EIA) to determine the level of impact the proposed LLBWSS would have on the environmental and social aspects of the programme. The purpose of this study is to provide baseline information on issues and concerns that communities and or stakeholders might raise which should be borne in mind prior to and or during implementation of a fully-fledged bulk water supply scheme that would service these settlements. As part of the deliverables, the ESIA should include the communication strategy that the scheme will engage in the implementation of a fully fledged programme of supplying water to these settlements.

In order to promote broader understanding, consensus building, ownership and decision making and to enhance constructive partnerships, communication at all levels of programme implementation is key. The purpose of this document therefore is to develop a strategy to effectively share project information with all project stakeholders (internal and external) in order to solicit their understanding and support for the project. This communication strategy has the following sections:

- a) Goals and objectives; b) Communication tools and timeframes; c) Communication risks and their remedial actions; d) Stakeholders; e) Key Messages; f) communication Evaluation; g) Implementation plan as well as cost on the implementation of the strategy.

## **2. Goals and Objectives**

### **Goal:**

To share timely and comprehensive project information with stakeholders and to catalyse behaviour change among key stakeholders to respond to issues affecting the project

**Objectives:**

To share and disseminate information to stakeholders on regular intervals

To encourage dialogue through the use of available communication modes and to encourage constructive action by all stakeholders within the agreed upon timeframe for feedback.

To build consensus and develop a sense of ownership of project among stakeholders throughout the project lifespan.

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**3. Tools:**

The tools and their frequency of application have been identified as follows:

- i) Briefings: to keep funding agencies, Headquarters and district levels authorities informed of potential project issues, project briefings need to be made on a monthly or quarterly basis, depending on the progress reported.
- ii) Fact sheets: These would be developed internally and be distributed to key stakeholders and general community. The fact sheets could be developed on a once off basis, detailing relevant information about the project.
- iii) Webpages: A website need to be updated regularly as and when new information about the project comes. The frequency is dependent on the type of information available for posting to the general public.
- iv) Meetings: Monthly meetings with headquarters, district and community representatives are key in order to keep each stakeholder abreast of development, minimise negative perceptions and to solicit any feedback on any developments.

District level meetings: Monthly meetings of Heads of Departments is an already existing structure. These meetings will serve as a platform to communicate project information to all government departments in the two districts.

Monthly meetings of representatives from all community councils in the districts are being held at the District Council Offices. These meetings too will serve as a platform to exchange information with the Councillors of the affected areas about the project.



Community meetings: establishment of structures such as Dam committees (a multi-sectoral representation of community leadership with representative of NGOs) is an ideal mechanism that ensures flow of information from district to community councils levels. Monthly meetings of this structure serves as a good information sharing fora and an effective feedback mechanism from community on any issues.

- v) Public gatherings: Monthly public gatherings to affected areas/settlements is an ideal information sharing platform which not only helps to keep the communities positively engaged but ensures active involvement in issues that affect them thus building ownership and sustenance of the programme.
- vi) Media releases: Frequent updates could be made at any project points and updates be sent to local media houses.
- vii) Letters: communication through letters could be prepared at any key project points.
- viii) Issues and feedback register: Register of project communication issues and feedback to be maintained by the communication Unit of the project.
- ix) Presentations and site tours: tours to the project site by various groups (schools, interested community members) to be managed. Presentations about project implementation status be shared to the groups.
- x) Newsletters: Quarterly publication of any developments and relevant information about the project to be made via print media through newsletter. Newsletters be distributed to schools, offices, health centres (any concentrations areas) etc for a wider circulation.
- xi) Photos: Pictorial presentations at any project implementation level to be taken and uploaded in the project web.
- xii) Workshops: Biannual all stakeholders gathering is key for updates on the status of project implementation, lessons learnt and way forward. This is a partnership forum for all to share ideas.
- xiii) Video: Footage be compiled throughout the project implementation (especially at the construction sites) and be uploaded to the project website. This could be

done on an ongoing basis – whenever there is any new development happening in the project.

- xiv) Ceremonies: There are two critical incidents in the lifespan of a project – the start and completion. These are historical moments that could be commemorated with key stakeholders and media invited.
- xv) Signage: Project signage to be erected at the site viewing area. Likewise along the roads that connect to the project site, information boards with distances to the project.
- xvi) Face to face: Communication with persons affected directly by the project be done using a face to face mode. While written communication is reliable with this group, it sometimes is necessary to establish a facial contact with the affected persons in order to create a trusting environment.
- xvii) Focus group discussions- Persons affected by the project might require a group focussed meeting to deliberate on common compensation issues and reach agreement. This communication mode minimises any delays it would take if each one person were consulted. This can be done on a once off basis prior to commencement of the project.
- xviii) Register of interest: Invitation to be extended to people who wish to subscribe for receiving electronic project updates as posted in the project website. This can be done at the beginning of the project.
- xix) Project updates: On a monthly and quarterly basis, project updates with photos be emails to key stakeholders.

#### **4. Communication Risks and their Remedial Action**

Below are potential risks that the project might encounter. These risks have corresponding remedial actions as well as the level of impact each risk might have on the day to day implementation of the project.

<b>Risk</b>	<b>Remedial Action</b>	<b>Impact</b>
Lack of communities' understanding about project operations	Use of local media houses to regularly update communities. Radio phone-in programmes to be organised with communication Unit to highlight communities about the project.	Medium
NGOs possible interference in project operations	Involvement of NGOs at every stage of project implementation and in the community structures is key to have a buy in and minimise conflicts	High
Labour disputes	Solicit communities' views on best practices in the engagement of unskilled labour. Engage Department of Labour to provide information on wages. Wage bill to be communicated to construction companies for application. Construction companies to be encouraged to exercise fair and open recruitment process for skilled labour.	High
Misinformation about the project	Monthly meetings with District and community level structures coupled with regular radio programmes about the project will minimise any misinformation communities might have.	Low
Low participation in community meetings	Invite communities using their local chiefs by writing letters, follow up the invitation with a phone call; post the invitation on website, Lesotho television (Community calendar) and air the invitation on commonly accessed radio station	Medium
Unwillingness of landholders to release their land	Communicate well in advance compensation issues, how much of their land would be taken, how much compensation is involved and the overall long term/short term impact (negative/positive) the project is likely to have on the property in question.	Medium
Population influx for job seekers at the Construction sites	Provide health and environment education on the communities affected. Ensure adequate primary health care services to the communities	Medium

	(engagement of health service providers on the construction sites). Develop and distribute health and environment information brochures to the communities.	
Safety during construction	Emphasise on safety precautions by construction contractors for all employees working on the sites. Develop a policy for safety standards for all workers; Engage Health and Safety Officers to oversee implementation of the policy and to report any non-compliance practice by the contractors.	Low

## 5. Stakeholders

The following stakeholders are identified as being directly involved in and as being required to liaise with for information and other roles as the project may deem necessary. The stakeholders are categorised into four; International/regional, national, district and community level stakeholders.

### International and Regional

- Funding Agencies (World Bank, European Investment Bank.....)

### National:

- Commissioner of Water
- Lesotho Lowlands Water supply scheme Unit
- Lesotho Highlands Development Authority
- Lesotho Highlands Water Commission
- Ministry of Tourism, Environment and Culture
- Department of Rural Water Supply
- Ministry of Agriculture and Food Security
- Department of Water Affairs
- Water and Sewerage Company
- Lesotho Electricity Company
- Lesotho Water and Electricity Authority
- Department of Environment
- Ministry of Local Government

- Parliament (MPs for relevant constituencies in zone 2 and 3: Kolonyama, Peka, Likhethlane, Maputsoe, Tsikoane, Hlotse, Mahobong, Thaba Phatsoa, Mphosong, Bela Bela and Khafung )
- Senate (Principal Chiefs of Leribe, Tsikoane, Bela-Bela and 'Mamathe)
- NGOs (Transformation Resource Centre)

**District:**

- The District Administrators (Leribe and Berea)
- Heads of Government Departments (Leribe and Berea)
- The District Councils (Leribe and Berea)
- Urban Councils: Hlotse and Maputsoe Media Houses
- Local radio stations and newspaper publishers)

**Community:**

- Community Councils (Litjotjela, Hleoeng, MaaMafubelu, Bolahla, Ramapepe; Manka, Tsoili-Tsoili, Phuthiatsana and Koeneng)
- Communities within the councils' jurisdiction
- Business Community
- Transport Operators
- Civil Society Organisations

## **6. Key Messages**

Key messages are the foundation for all LLBWSS messaging. Messages will vary depending on the level of knowledge of audience, their expectations and purpose of communication ( messages will be directed to communities, to construction companies and others will be for general information sharing). Messages are therefore tailored as follows:

**Communities:**

Lesotho Lowlands Bulk Water Supply Scheme commits to providing adequate supply of safe, treated water at all times to all lowlands settlements in the Leribe and Berea districts.

Normal downstream in-flow requirements will be maintained throughout the project and even after completion of the project to allow access to water by animals and for other purposes as communities may deem necessary.

All communication related to the project activities will be shared with all levels of community leadership and other stakeholders timeously. Where feasible, stakeholders

inputs will be solicited through partnership forums, Dam committees meetings, suggestion boxes, opinion polls etc.

Any disruptions on the flow of traffic resulting from construction works will duly be communicated to the Traffic Departments in the two districts, community councils, area chiefs, transport operators and their associations for the affected routes. The messages will clearly stipulate the times during which envisaged disruptions will happen. It will propose alternative routes where possible. Where detours are possible, necessary arrangements for upgrading of temporary routes will be done, otherwise a “Stop and Go” approach will be adopted.

The project will contribute to local employment creation for women, men and youth living within the project sites. Employment for non-skilled manpower will be done on a rotational basis. Supply of this labour shall be through registration at the chiefs’ offices, to be managed on a “first come first serve “ basis. When recruitment for this cadre is due, communities will be informed through various modes of communication (chiefs, councillors, dam committees, radio messages and other traditional means of relaying messages to the communities).

### **Construction companies**

Every care will be taken to ensure optimum safety and health care of all construction workers through provision of safety and health education on an on-going basis and to ensure that this training becomes an integral part of toolbox talk for each construction company .

Personal Protective Equipment (PPE) is mandatory for all construction workers and any authorised persons entering the construction sites. No one will be allowed on construction site without proper protective gear.

LLBWSS will strive to minimise as far as possible any environmental hazards resulting from any blastings, excavations etc, both on the communities, livestock, flora and fauna. Where such activities are undertaken, communities will be notified prior to commencement of such activities.

The project will not have a concentration workers camp. This is done to minimise any unnecessary influx of illegal immigrants and job seekers close-by construction camps. Construction companies should provide modest accommodation arrangements for their workers in the villages that are close-by the construction sites.

## General

LLBWSS Zone 2 and 3 is the second in the series of Bulk Water Schemes aimed at providing safe treated water to meet lowlands settlements water demand. This initiative will improve on the local economy for the power supply in areas that are currently without this supply. It is envisaged that with this development, there will be improved quality of life for communities in these areas thus addressing the Sustainable Development Goals 3 and 6.

Funding partners will be acknowledged in all communication (internal and external).

This project is a 144km length of pipeline that transports water to various settlements in Leribe and Berea. It has a total funding of USD... secured from.....

## 7. Monitoring and Evaluation:

Monitoring and evaluation imply activities that are carried out under this strategy document. Monitoring and evaluation will be conducted on an ongoing basis based on the target, timeframes and outputs defined in the project's operational plan which will be developed on an annual basis. The indicators to be used for monitoring the strategy will include publications, media coverage, websites, news releases, meetings and reports. Assuming a three-year communication strategy, it is envisaged that a midterm review of the strategy would be undertaken to measure the quality and progress in reaching the set targets.

The project will ensure that monitoring is done to ensure that planned activities are time on time and according to the set criteria. Evaluation will measure the effectiveness and efficiency of communication activities as are described in the matrix below:

Objective 1: To share and disseminate information to stakeholders on regular intervals				
Outcome	Output	Indicator	Time Frame	Cost/Budget
Stakeholders level of knowledge about the project enhanced	Education and awareness on the project created	Stakeholders meetings minutes	Monthly/quarterly	
	Stakeholders informed and engaged every step of project implementation	Stakeholders comments on website, meetings and other engagement platforms;  Number of stakeholders who	On-going	

		attend project meetings		
	Up-to-date and accurate data related to the project disseminated on time to all stakeholders	Media releases/project briefs, updated reports on website	Each time new information comes	
Objective 2: To encourage dialogue through the use of available communication modes and to encourage constructive action by all stakeholders within the agreed upon timeframe for feedback				
<b>Outcome</b>	<b>Output</b>	<b>Indicator</b>	<b>Timeframe</b>	<b>Cost</b>
Stakeholders able to raise constructive concerns and issues about the project	Stakeholders ideas and concerns listened to and dealt with immediately	Complaints register and status of responses	Throughout the project	
	Feedback mechanisms in place for stakeholders to raise their issues and concerns	Partnership forum reports; stakeholders comments on project website;	Biannually for partnership forum; weekly/monthly for web-based comments	
	Feedback register maintained and updated regularly	Updated register	As often as when there are issues to be registered	
Objective 3: To build consensus and develop a sense of ownership of project among stakeholders throughout the project lifespan				
<b>Outcome</b>	<b>Output</b>	<b>Indicator</b>	<b>Timeframe</b>	<b>Cost</b>
Stakeholders demonstrate full ownership of the project	Project implementation structures established and capacitated	Fully functional project structures at national, district and community levels	Quarterly	
	Stakeholders involved in decision making	Capacity building efforts (trainings, workshops, partnership forums reports);	Quarterly	
	Project activities implemented with minimum disruptions	Progress reports	Monthly	