

Annex F

## Notes from Key Stakeholder Discussions

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## **RECORD OF STAKEHOLDER MET WITH DURING PROJECT INTRODUCTION IN KAZUNGULA, LIVINGSTONE, ZIMBA, KALOMO AND CHOMA DISTRICTS**

### **1.0 Introduction**

From 5-8<sup>th</sup> August, Kaizen Consulting International conducted a field visit in 5 Districts of Southern Province. The Districts were Kazungula, Livingstone, Zimba Kalomo and Choma. During this period the team met diverse stakeholders ranging from the District Commissioners (DCs), District Administration Officers(DAOs), Council Secretary's and Town Clerks, Chiefs representatives and NGO representatives. During the meetings the stakeholders were informed not only about the proposed BHES Project but were also briefed about the planned ESIA studies that would be conducted at a later stage to determine the social and environmental impacts that the proposed scheme may have in the project area and downstream effects.

#### **1.1. Aim of the Project Introductory Visit**

The aim of the visit was to introduce the proposed Batoka HES Project and ESIA to the stakeholders but also to obtain agreement with regard to holding major meetings with constituents and the affected communities at large; and also to gain an understanding of issues of concerns that the stakeholders may have and hear about in the coming meetings.

### **2.0. KAZUNGULA DISTRICT STAKEHOLDER DISCUSSION**

The meeting began at 10:00 am at the District Education Board Secretary' office who stood in for the District Commissioner who was out of town. Present at the meeting were the District Council Secretary, the Director Works, the District Education Board Secretary (DEBS) and the District Buildings Officer. After the formal introductions, the Consultants stated that the main objective of their visit was to introduce the proposed BHES project and the Environmental and Social Impact Study that would be undertaken. The consultants also mentioned that the Zambezi River Authority (ZRA) would soon initiate public consultative meetings with affected communities and other stakeholders in order to gain an understanding of their concerns. After giving the background to the project the participants were asked to identify the other key stakeholders and interest groups who should be engaged in the consultative process.

#### **2.1 Stakeholder Identification**

The following key interest groups were identified during the discussion:

The District Commissioner, Traditional Leaders (Chiefs, headmen), the Local Authority, Ministry Departments (Tourism, Lands, Health, Agriculture, Tourism, Water and Energy, and Community Development. Others mentioned were the District HIV/Aids Advisor (DACA), Ward Councilors, Care International, Nongovernmental Coordinating Committee (NGOCC) and the Water Rafters Association.

## **2.2. Stakeholder Concerns and Expectations**

### **2.2.1. Stakeholder Concerns**

A key concern raised was with the project's related risk associated with economic and physical displacement of people and whether the project would compensate the people that will be displaced along the route and the form of compensation. It was explained that the ESIA would determine the likely effect that the project would have on people and that should need for resettlement arise, appropriate mitigation measures would be put in place in line existing legal framework.

The Council Secretary for Kazungula intimated that the Zambian side would lose out White Water Rafting once the Project was completed. He observed that rafting was both an economic generating venture and a source of employment to many Zambians.

Further, the stakeholders expressed ignorance on the Transmission route and communities that would be affected along the route. They suggested that background information documents be availed to them so that they could make informed and meaningful contributions during Consultative meetings.

The Council Secretary further added that the proposed Batoka Gorge project will be situated at Gorge Number 23 along the Batoka Gorge system was located in a very steep area on the Zambian side. He indicated that they would be interested to see how Engineers would design the area to minimise flooding and maintain the existing beautiful scene.

### **2.2.2. Stakeholder Expectations**

The stakeholders indicated that they expected that rural communities along where the transmission lines will pass will benefit from the electrical power and that local people will benefit from employment opportunities to be created during project construction. Stakeholders also advised that appropriate measures should be taken to assist house- affected families that may lose land, livelihood opportunities and businesses. They gave an example of how people in one part of Kazungula were supported by the Roads Development Agency (RDA) through constructing schools, health centers, houses and other social amenities after they were displaced.

## **2.3. Scheduling of Meetings and Notifications**

### **2.3.1. Notification Period**

It was suggested that the notification period to inform stakeholders about the meeting should be 3 weeks. The meeting suggested that the stakeholder meeting should take place during the first week of September 2014. The District Commissioner will be responsible for notifying other officers.

### **2.3.2. Type of Notification**

A combination of notifications types were suggested; including Official Letters for District level Administrators, word of mouth and publicity materials.

At the District level, the District Commissioner will prepare official letters of invitation to individual Heads of Department and NGOs. It was suggested that attached to the invitation letters should be background information on the BHES.

At Community level, the Council Secretary will write to the Ward Councillors. At Village level the District Chief's Affairs Officer, working with the Chiefs Advisors will notify the Chief. The Chief will send word through his Induna to inform senior headmen and send headmen.

### **2.3.3. Need for Translation/Interpretation**

The meeting were unanimous in confirming that while a translator would not be required during the District stakeholder meetings, considerations to acquire the services of a translator during meetings with people at the community level.

### **2.3.4. Notification Arrangement for Chiefs**

It was the stakeholder's view that a separate meeting should be held with the Chiefs. The notification procedure was elaborated as follows:

The Chiefs Advisor will be notified by phone about the planned meeting once this is agreed and Courtesy call will then be made on the Chief at the palace.

It was the view of the stakeholders that the Chiefs would be met with their headmen Therefore the invitation would be coordinated by the District Commissioner in liaison with the District Chiefs Officer and Chiefs Advisor.

### **2.3.5. Need for Translation**

The participants indicated that the District meetings would not need a translator. They however suggested that a translator at community meetings who can speak the local language was essential.

### **2.3.6. Meeting Venue**

At District Level: It was proposed that the meeting venue will be the Council Chamber. In Villages that lie along the route or that will be affected by the Project, the Village headmen and their people will identify suitable places for community meetings for each affected area.

### **2.3.7. Meeting Day**

The stakeholders indicated that meeting day can be held on any day during the week as long as concerned people have been informed except Saturdays and Sundays as most people attend church services.

### **2.3.8. Preferred Timing**

The preferred meeting time was 09:00 hours but that invitations should indicate 8.30hrs.

## **3.0. LIVINGSTONE DISTRICT STAKEHOLDER MEETING**

Three meetings were held in Livingstone. One was with the District Commissioner and the other with the local Authority staff. The Town Clerk, the Mayor and Deputy Mayor attended

the later. Others included the Director- City Planning and four (4) Ward Councilors while last meeting was attended by Chief Mukunis Advisor.

After introducing the project, the stakeholders were asked to identify possible interested individuals, organizations, CBOs and NGOs who should participate in the Consultative meetings.

### **3.1. Stakeholder Identification**

The Chiefs Advisor indicated that all Senior Headmen for Namilangi Zone (13 Villages and Headmen) and respective Village Headmen for each including affected communities in Namilangi Zone where the proposed Dam and power station will be constructed. The others mentioned were the Local District Council Administration, Government Ministries (Tourism, Lands, Health, community Development), The District Commissioner, the Chiefs Affairs Officer and Ward Councilors. Others included the White Water Rafters Association, the District HIV/AIDS Advisor, Red Cross, including the ethnic Tonga who people were forcibly evicted to make way for the Kariba Dam in the 1950s.

### **3.2. Stakeholder Concerns and Expectations**

#### **3.2.1. Stakeholder Concerns**

The District Commissioner observed that the project was not well publicised and requested for additional information on planned benefits to the people. Other participants noted that the project would pose loss to customary land, livelihood sources and household economic disruptions to people who rely on the Zambezi River for multiple uses. (drinking, fishing etc)

#### **3.2.2. Stakeholder Expectations**

A Ward Councillor contended that villagers through which the transmission lines will pass must be supported to improve their well-being by being connected to power grid once the project was complete. The majority of participants also indicated that they expected that employment opportunities should benefit the local people who live along the transmission line once the project began.

### **3.3. Scheduling of Meetings and Notifications**

#### **3.3.1. Notification Period**

It was suggested that a two-week notification period was sufficient to inform all concerned parties. The proposed meeting day was 5<sup>th</sup> September, 2014.

#### **3.3.2. Type of Notification**

Letters and word of mouth would be used to notify all interested parties. There were also suggestions that local community radios (Mosi-o-tuya Radio), can carry the information. Government officials and Departments would be communicated to by the District Commissioners office while the Council Secretary working would notify the traditional leadership and Councillors. The chief through the headmen would inform the residents in the surrounding villages. It was further suggested that the DC and Chief's Affairs Officer would manage all publicity materials (posters).

### **3.3.3. Notification Arrangement and Meeting with Traditional Leadership.**

It was the stakeholder's view that a separate meeting should be held with the Chiefs in each District. In this case, they suggested that the chief would be met with his Advisors, senior village headmen and headmen. The notification procedure to inform Senior Chief Mukuni is elaborated as follows:

The Royal Highness Chief Mukuni's Palace should be notified at least two weeks before the commencement of Consultative meetings. This will begin by a courtesy call on the Chief. The Chief will meet with his headmen and cannot attend a District meeting with other Government/NGO. The chief will then invite headmen in his area through his advisor. It was advised that the Chief was not particular about the time and could be available as early as 09.00hrs in the morning for the meeting; while word will be sent to headmen at 08.00hrs

### **3.3.4. Need for Translation/Interpretation**

The meeting felt that there was need for a specialised translator at District level to ensure that the deaf can follow the proceedings of the meeting. At community level, an interpreter to translate information from English to the local Tonga language would be required.

### **3.3.5. Meeting Venue**

At the District, the meeting venue would be the Government Hostel Lodge, while in the village, the Chiefs Advisors working together with Headmen would identify designated places for community meetings for each affected area.

### **3.3.6. Meeting Day**

The proposed meeting day chosen was any working day between Monday and Friday.

### **3.3.7. Preferred Timing**

The preferred meeting time was 09.00hours but that the time to be indicated on the invitation letters should indicate 8.30hours

## **4.0. ZIMBA DISTRICT STAKE HOLDER MEETING**

The meeting began at 11:00hrs and was attended by the District Administration Officer who was representing the DC; the Council Secretary, the District Planning Officer and a representative from an NGO. The meeting was held in the District Commissioners Office who was not present at the time of the meeting.

### **4.1. Stakeholder Identification**

The BHES Project was introduced to the meeting which was requested to identify stakeholders and interested parties that were key to the process of stakeholder engagement and also to share concerns if they had any. The following stakeholder groups were suggested but that many more would be identified:

District Commissioner, Council Administration, Government Ministries (Tourism, Lands, Health, Community Development); Ward Councilors. Others identified included Chiefs Simwatachela, Singani and Macha, Commercial FARMERS, Businessmen, the Ward Councillors and Members of Parliament.

## **4.2. Stakeholder Concerns and Expectations**

### **4.2.1. Stakeholder Concerns**

The District Planning officer wanted to know whether the project would compensate those that will be displaced by the transmission line and what sort of compensation would it be. An explanation to the question was that compensation plans and other forms of compensation will be managed once the ESIA establishes the number of people to be affected by the Project.

Stakeholders revealed that they were raising these concerns because some peasant farmers in Chief Sipatunyana's Chieftom had lost their maize cultivation plots to a ZESCO Transmission line and were not given alternative cultivation plots.

They added that given the fact that the proposed Transmission Line may traverse through the chieftom, the people would need assurance that alternative land should be found to those whose fields may be lost to the project. They also requested for project documentation to acquaint themselves with the project before stakeholder consultative meetings begin. The District Administration Officer observed that the line was likely to pass through areas where people that were historically displaced by the Kariba Dam and may resist to move. It was indicated that District staff must have adequate knowledge to respond to questions from community members.

The stakeholders also sought to know whether the Chiefs would be consulted. The meeting was informed that the Chiefs would be provided a platform and not left out of the process, as they oversee the villages likely to be affected by the project. Another key concern that was advanced by the Council Secretary (CS) was the absence of a defined route for the proposed transmission line right of way. The CS noted that stakeholders would appreciate that the route map and the other designs of the Dam wall and reservoir were made available before the stakeholder engagement meetings, as participants would then communicate from an informed position.

### **4.2.2. Stakeholder Expectations**

A Councillor contended that villages through which the transmission lines will pass must be supported to improve their well being by being connected to power grid once the project was complete. Contributing to the discussion, the majority of participants indicated that they expected that employment would benefit the local people who live along the transmission line once the project began.

## **4.3. Scheduling of Meetings and Notifications**

### **4.3.1. Notification Period**

A notification period of between 3–4 weeks was suggested by the stakeholders as sufficient time to alert all interested parties. The proposed meeting day would then be set in September, 2014.

#### **4.3.2. Type of Notification**

Since the meeting would involve different interest groups they suggested the use of a combination of communication strategies which will include the following:

Government officials and Departments would be notified by the District Commissioners office. The Council Secretary will notify Ward Councillors and traditional leadership. The Chief will be notified through the Chiefs Advisor/ Chief Affairs Officer, while the headmen will be informed by word of mouth through the Chief Advisor. In turn, the headmen will inform residents in the surrounding villages. The District Commissioner working with the District Chiefs Affairs Officer (DCAO) will coordinate publicity materials in villages.

#### **4.3.3. Need for Translation/Interpretation**

At village level it was suggested that local Tonga or Leya translators would be required.

#### **4.3.4. Meeting Venue**

It was suggested that the Consultative meetings at the District will be held in the Council Chamber. In the village, the meeting will be convened in all those areas that lay along the designated transmission route.

#### **4.3.5. Meeting Day**

Working days were proposed as suitable rather than Weekends such as Saturday or Sunday or Holidays.

#### **4.3.6. Preferred Timing**

The preferred meeting time was 0.9.00hours.

### **5.0. KALOMO DISTRICT STAKE HOLDER MEETING**

The consultants from Kaizen Consulting International met with Chief Sipatunyana at his town home (not Palace) on Thursday 7<sup>th</sup> August, 2014. The meeting was facilitated by the Chief's Advisor Mr. Victor Sindowe.

#### **5.1. Stakeholder Identification**

The consultants introduced the Batoka HES to the Chief. They stated that their mission was two-fold. The first was to identify key stakeholder who should be consulted at community level. The second was to plan and agree on the stakeholder consultation process, as well as to identify potential areas of concern which the Chief might have at this stage.

The following stakeholders were identified:

- Village headmen including ordinary people whose livelihoods might be negatively affected by either the electricity transmission line or flooding of rivers; and
- Villagers where people who were displaced by the construction of the Kariba dam have settled; and whose compensation was delayed for many years.

## **5.2. Stakeholder Concerns and Expectations**

### **5.2.1. Stakeholder Concerns**

- Flooding of rivers due to increased water flow from the dam;
- Displacement of people due to flooding;
- Lack of adequate information regarding the design of the dam and the extent to which it would impact negatively on the local communities.

### **5.2.2. Stakeholder Expectations**

- Creation of employment opportunities for the local people during the construction phase;
- Increased access to electricity supply to the local community; and
- Resettlement of communities that would be displaced by the Batoka HES through construction of social facilities such as health centres, schools, etc.

### **5.2.3. Scheduling of Meetings and Notifications**

In order to effectively engage stakeholders in his Chiefdom, Chief Sipatuyana made the following suggestions:

### **5.2.4. Notification Period**

The preferred notification period was two (2) weeks. It was further suggested that consultations with the community in Sipatunyana's Chiefdom could take place on 9<sup>th</sup> September, 2014.

### **5.2.5. Type of Notification**

Two (2) types of notification were suggested. The first was sending of Invitation Letters by the Chiefs and Traditional Affairs Officers (CTAO). Official letters would enable members of the community such as government workers to get permission from their working places. With regard to other members of the community, "word of mouth" would do. The Chief's Advisors and Retainers would inform members of the community about the purpose of the stakeholder engagement meetings as well the proposed dates and time of the meetings. The Chiefs Advisors and Retainers would inform the community through village headmen/headwomen.

### **5.2.5. Notification Arrangement and Meeting with Traditional Leader.**

It was emphasised by the Chief that before any meaningful engagement of stakeholders in his community could take place, it was imperative that adequate information was made available not only to him, but his Advisors and village headmen. Notable in this regard were the following:

- The Plan for the proposed Batoka HES;
- The electricity transmission route including names of villages;
- Names of villages that might be affected with flooding;
- Impact on the Batoka Gorge Dam on the ecological system of the valley-downstream;
- Types of compensation for the affected villagers, etc

### **5.2.6. Need for Translation/Interpretation**

Chief Sipatunyana is very well educated, and has served in senior government positions rising to the post of Permanent Secretary. However, some of the people in the community are not literate. Therefore, it would be necessary to have local interpreters.

### **5.2.7. Meeting Venue**

The meeting would be held under the Mango trees at Chief Sipatunya's Palace. This is where traditional meetings are held.

### **5.2.8. Meeting Day**

The meeting could be held on working days during the week, i.e. Monday to Friday. Saturdays and Sunday are reserved for Church services for the Seventh Day Adventist (SDA) Church and other Christian denominations, respectively.

### **5.2.9. Preferred Timing**

The Chief preferred that the meeting should be held at his Palace starting at 10:00 hours. However, invitation letters should indicate that the meeting will start at 9:00 hours.

## **6.0 CHOMA DISTRICT STAKE HOLDER MEETING**

On Thursday 7<sup>th</sup> August 2014 consultants from Kaizen Consulting International visited Choma with the view to introduce the Batoka HES to the Provincial and District Administrations including other stakeholders such as Chiefs and traditional leaders.

The consultants only managed to interview the District Administrative Office, the District Chiefs Affairs Officer and the Director of Planning at the Local Authority. Consultants were unable to meet senior government officials at provincial Level because there was By-Election in the area. The officials were attending to two (2) Cabinet Ministers who were in Choma for campaigns.

Highlights of interviews with the officials who were met are as follows:

- Chiefs in Choma have forbidden their Advisors from making appointments for them; except the Chiefs Affairs Officer. The Chiefs Affairs Officer promised that she would introduce us to the Chiefs by calling them first. The Chiefs do not like being given short notice for the meetings. They prefer at least one (1) week notification.
- The consultants require at least two (2) days to go back to Choma to introduce the Batoka HES project to the Provincial Administration and to visit Chief Singani whose subjects were victims of the Kariba Dam displacement. It is therefore important that an effort is made as soon as possible to visit Chief Singani.
- The consultants asked the Director of Planning for the Situation Analysis Report as well as the Strategic Plan. They were informed that Choma District has been operating without these key planning documents. The Local Authority has been using Council Resolutions to Plan and implement development programmes in the district. With the elevation of Choma to the Provincial Capital, the Administration had just started preparing the Planning documents that have been referred to.

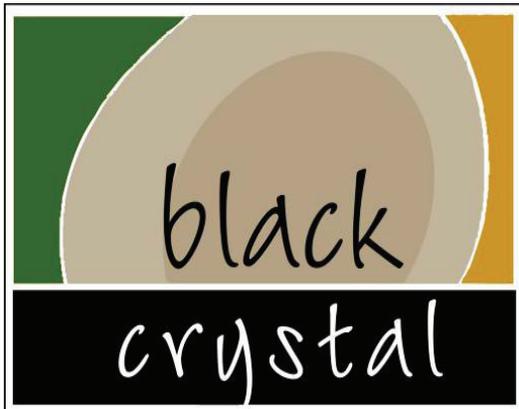
## **6.1. Way Forward**

(1). Adequate and detailed information about the project location and transmission route need to be made available at all levels; more so to the District staff who are in constant interaction with Ward Councilors, Chiefs and ordinary community members.

2. Consultations must begin at the National level and proceed to provincial District and Community. Consultations at Community level should be jointly facilitated by the Consultants, Traditional and Civic Leaders.

3. The Socio-economic Household survey should be informed by stakeholder engagement at community level.

# Stakeholder meeting report



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**3 August 2014**

**Prepared and compiled by Tasara F. Marondedze**

Venue: Hwange District Administrator's Office, Hwange

Date: 29 July 2014. Time: 10.10 hours to 11.11 hours

In attendance:

1. Headmen Sikagune (representing Chief Shana) – 0774087358
2. B. Sibanda (representing Chief Mvutu) – 0774868620
3. Chief Hwange – 0712667506
4. Mapfuwa S ( Hwange RDC Chairperson) – 0772162945
5. Ncube P. (Hwange RDC C.E.O) – 0772897842
6. Bongani Dhlodhlo (Translator/Driver) – 0774951908
7. T. Maronedze – Black Crystal Consulting

### **Introduction**

The presentation was guided by a power-point presentation that was structured under the following agenda:

- Objectives of the discussion
- Introduction of team members
- Background to the Batoka Hydroelectric Scheme Project
- Background to the ESIA for this Project
- Requirements for stakeholder engagement
- Proposed engagement, comment and refinement of this

It was also structured under the following objectives, which were to

- Introduce the proposed Batoka HES Project and ESIA Process to key stakeholders;
- Develop a better understanding of the project affected area;
- Develop an understanding of likely issues of concern;
- Obtain your agreement with regard to holding further discussions with your constituents and the affected communities at large
- Develop an understanding as to how to best engage with stakeholders and develop a plan that will allow for this.

## Findings

The meeting agreed that proposed stakeholder meetings would proceed as planned. The planned meetings are as follows:

- Meeting with national and provincial authorities in Harare/Lusaka
- Meeting with local authorities and politicians (District Councils – Administrator/Chief Executive Officer/Chairman/Relevant Ward Councillors)
- Open day in Harare/Lusaka
- Open day in Victoria Falls/Livingstone
- Community meetings for each affected traditional area
- Meeting with national and provincial authorities in Harare/Lusaka
- Meeting with local authorities and politicians (District Councils – Administrator/Chief Executive Officer/Chairman/Relevant Ward Councillors)
- Open day in Harare/Lusaka
- Open day in Victoria Falls/Livingstone
- Community meetings for each affected traditional area

Dates for the meetings was left to the stakeholder engagement consultants. Concerns were expressed about the need for meetings in Harare when the project is based in Matebeleland North where Harare-based Ministers and Permanent Secretaries of Government ministries can come. Fears were expressed that deliberations carried out in the absence of Hwange-based stakeholders could reach agreements or arrangements that are divorced from the ideals and aspirations of the actual stakeholders affected and impacted upon by the project. The concerns were assuaged by assuring the meeting that stakeholder engagement is broad and not restricted. Instead of Harare an open meeting could instead be held in Bulawayo that serves as the administrative capital of all Matebeleland Provinces. It was highlighted that views of different stakeholders are all valuable and balanced rationally and in accordance with domestic and international legislation as well as best practice.

Meeting deliberations on the engagement of local authorities and politicians as well as communities came up with suggestions that are as shown in Table 1:

**Table 1: Proposed Engagement, Comment and Refinement**

Engagement aspect	Local authorities and politicians	Communities	Other considerations
Notification period	7 working days	Less than 7 days	The DA, Chiefs, local councillors, village headmen and kraal heads to be informed about impending meetings in that order.
Type of notification – individual invitation letters (can details be provided/confirmed) and background information	Stakeholders to be notified/ invited by meeting convenor with the assistance and collaboration of the DA. The Chronicle newspapers that is largely distributed in Matebeleland provinces; – individual invitation letters distributed through a contact person such as the DA's office; invitations could flow through emails or phone calls cascading from the Consultants to key stakeholders and to their constituencies. Project	Through chiefs, village headmen and councillors with notification done through the DA. Project information required as maps and/or handouts	Stakeholders demanded a physical inspection of the power transmission route. They agreed to a road trip if an air trip could not be secured as earlier demanded.

	information required as maps and/or handouts		
Need for translation/interpretation	Meetings convened by non-locals can be held in English, although provision of Ndebele, Nambya and Tonga translations can also be helpful.	Required. Tonga, Nambya, Ndebele. Indicated local translators could be secured.	Translators have already been identified.
Meeting venue	Open days to be held in venues jointly identified between conveners and principal stakeholders. Hwange, Victoria Falls and Bulawayo. Meeting venues to be accessible and agreeable to stakeholders.	Community meeting points identified by chiefs, headmen and councillors.	Meeting places to be accessible to meeting participants
Meeting day	No specific days mentioned	No specific days mentioned	11 and 12 August (Heroes/Public holiday) was available for physical tour of powertransmission route.
Preferred timing	Open meetings ideal between morning and afternoon, 09.00 hours to 12.00 hours or 14.00 hours.	Nights to be avoided. Lunch time available if stakeholders have access to free refreshments	Community meetings flexible and can go up to 16.00 hours for local communities in consultation with villahge heads.
Venues for the	Determined by	Clinics, schools,	Venues are specific

placement of materials/reports	Consultants in consultation with the DA and community leaders. DA's office and community leaders can facilitate distribution of materials/reports	meeting points, community meeting points in communities affected by the project.	to each community depending on its availability of public places
Liaison requirements with the traditional authorities/council in advance	Chiefs already notified of the project intention as well as the consultation process through the meeting. Any follow-up meetings would refer to the present meeting.	Local gatekeepers to be informed separately, reference being made to meeting with chiefs, HRDC CEO and office of the DA. and	

The stakeholders also made the following demands:

- Contracts for works associated with land clearance for power transmission routes;
- Empowerment of locals in employment associated with the project; and
- Compulsory corporate contributions to development of local area as opposed to voluntary Corporate Social Responsibility.

To this it was indicated that the stakeholder engagement process through stakeholder engagement meetings would entertain and document all stakeholder ideals that would also be buttressed by the baseline social and economic survey of affected communities. It was also indicated that issues of development of the local area would be considered under local legislation, particularly ZimAsset as well as regional and international best practice.

### **Observations**

The meeting was productive and its objectives were met. An impression may have been created that the local authority may be the only significant stakeholder that holds the key to approval of the project at the expense of other regulatory stakeholders, hence the immediate relapse into demands. The Chiefs have indicated an inclination towards cooperation rather than opposition.