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# Orange-Senqu River Basin Stewardship Learning Journey

## Session 3 Mini-Report

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This report has been prepared by

DOMINIC MITCHELL & LUCI COELHO

+27 82 4580760

[luci@realconsulting.co.za](mailto:luci@realconsulting.co.za)



Resource Economics Africa



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## INTRODUCTION

This mini-report presents a description of the third of five sessions of the Orange-Senqu River Basin (OSB) Learning Journey, which was held online on 24 February 2021.

The OSB Learning Journey is a learning exchange that aims to bring key stakeholders from Lesotho and South Africa together to identify shared risks around water security and joint solutions to protect the natural resources and economic and social benefits stemming from the Orange-Senqu Basin for Lesotho and South Africa. The OSB Learning Journey is convened by GIZ NatuReS GIZ, ICM Lesotho and the Lesotho National ICU, and hosted under the auspices of ORASECOM.

In response to the feedback from participants, an additional learning session was included into the Journey's agenda, focussing on the issue of financing that could be applied to the OSB integrated catchment management through a water stewardship approach. The OSB Learning Journey constitutes the following five sessions:

<p>Session 1: Understanding the Orange-Senqu Basin</p>	<p>Paint a clear understanding of the catchment from headwaters to users in Gauteng, including where it flows, how it is used and abused, how it is impacted on, including:</p> <ul style="list-style-type: none"> <li>▪ Geo-physical/environmental profile – including risks, ecological infrastructure</li> <li>▪ Different ecosystems along the catchment and their importance for water provision and mitigation for climate change as well as their close relationship with livelihood.</li> <li>▪ Identification of interested parties.</li> <li>▪ Socio-economic &amp; macro-economic profile of the basin.</li> <li>▪ Risks &amp; Threats.</li> </ul> <p>Understanding water stewardship as a concept.</p>
<p>Session 2: The people of the OSB: users &amp; custodians</p>	<p>The objectives of the second session are:</p> <ul style="list-style-type: none"> <li>▪ To ensure stakeholders remain mindful of the threats &amp; risks identified in joint session 1.</li> <li>▪ To confirm the “layout” of the stakeholder landscape on the OSB and what the key interests of the major stakeholders are using a participatory matrix.</li> <li>▪ To identify the interests and responsibilities of government, private sector, communities, and NGO/donors in respect of the main interests.</li> <li>▪ Identify the benefits &amp; challenges of trans-boundary &amp;, multi-stakeholder cooperation.</li> </ul>
<p>Session 3: Catchment management lessons for learning.</p>	<p>The objectives of the third session are:</p> <ul style="list-style-type: none"> <li>▪ Learn from catchment management lessons: (Resilim; Letseng; Sasol)</li> <li>▪ Explore lessons learned from others in all aspects, such as trans-boundary co-operation; Stakeholder mobilization and involvement (govt, PS, &amp; CS) + roles &amp; responsibilities; Risk identification and management.</li> <li>▪ Introduce to 10 x 10 and closing thoughts in preparation for S.4</li> </ul>
<p>Session 4: Exploring possible financing mechanisms</p>	<p>The objectives of the fourth session are:</p> <ul style="list-style-type: none"> <li>▪ Learn about financing options from a portfolio of funding mechanisms, presented by fund experts from various agencies involved in integrated catchment management and water stewardship.</li> <li>▪ Ascertain the interest from participants and prioritise what may be most appropriate to promote integrated catchment management across the OSB through a water stewardship approach</li> </ul>
<p>Session 5: How to protect the OS basin?</p>	<p>The objectives of the fifth session are:</p> <ul style="list-style-type: none"> <li>▪ Collaboratively develop a way forward to protect the OSB, drawing from all previous sessions.</li> <li>▪ Identifying potential projects of joint interest Identify suitable institutional arrangements and platform to structure further engagements on collective responses</li> </ul>

## SESSION 3: CATCHMENT MANAGEMENT LESSONS ON MULTI-STAKEHOLDER AND STEWARDSHIP APPROACHES

The session was held online on 24 February 2021, and lasted two hours and 45 minutes. Stakeholders from Lesotho and South Africa were invited. The focus of the session was to understand the stakeholder profile of the OSB, focussing on the Lesotho-Gauteng section of the Basin. The specific objectives of the session included the following:

- To ensure stakeholders remain mindful of the threats and risks identified in Session 1 and 2 of the Learning Journey.
- Learn about water stewardship from stewardship practitioners and champions of collective multi-stakeholders approaches.
- Examine the key issues to be addressed in preparation for planning a water stewardship intervention.
- Introduction to 10 x 10 best practices for the set-up and implementation of stewardship partnerships.

### Participants

Of the 46 people who participated in the second session<sup>1</sup> of the Learning Journey, 31 were from Lesotho (including GIZ staff), and 15 were from South Africa, (including GIZ staff). There was good representation from different sectors from both Lesotho and South Africa, as indicated in the table below:

LESOTHO STAKEHOLDER GROUPINGS	SOUTH AFRICAN STAKEHOLDER GROUPINGS
<ul style="list-style-type: none"> <li>▪ CRS</li> <li>▪ GIZ Lesotho</li> <li>▪ GOL Ministry of Water Affairs</li> <li>▪ GOL Ministry of Agriculture</li> <li>▪ GOL Ministry of Forestry, Range and Soil Conservation</li> <li>▪ GOL Range Management Expert ICU</li> <li>▪ IFAD</li> <li>▪ LCM</li> <li>▪ Lesotho Highlands Development Authority</li> <li>▪ Lesotho Highlands Water Authority</li> <li>▪ Lesotho Millennium Development Agency</li> <li>▪ Letseng Diamond Mine</li> <li>▪ Lihobong Mines</li> <li>▪ MG Health</li> <li>▪ UNDP GEF ORASECOM SAP Implementation Project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dept of Water &amp; Sanitation (DWS)</li> <li>▪ Eskom</li> <li>▪ GIZ</li> <li>▪ GIZ NatuReS</li> <li>▪ IFAD</li> <li>▪ Orasecom</li> <li>▪ SASOL</li> <li>▪ SWPN</li> <li>▪ USAID Resilient Waters Program</li> </ul>

<sup>1</sup> An attendance register is attached as Appendix 1.

## Programme

The primary objective of this session<sup>2</sup> was to build on the previous two sessions and to learn lessons from three water stewardship projects. These three projects were selected for their relevance and successful approach in fostering collective engagement and implementing joint solutions. The projects were:

- USAID Resilient Waters Program, a catchment-wide, trans-boundary multi-stakeholder programme focused on the Limpopo Basin.
- Letšeng Diamond Mine (Lesotho) case study, a private sector water stewardship initiative implemented together with the GoL, focussed on local surrounding communities under the SADC banner.
- Sasol (South Africa) case Study, illustrating how this large water-dependent corporation has championed a Corporate Water Stewardship approach.

The programme entailed a presentation from each of the case studies, followed by three breakaway discussions that centred on key aspects that emerged from the presentations, namely:

- 1) Programme design and project management, stakeholder mobilisation.
- 2) Capacity building and behaviour change.
- 3) Partnerships and financing of stewardship programmes.

Following the plenary report back and discussion, a set of guidelines for water stewardship implementation was presented by Giuliana Branciforti.

The essence of each of the exercises will be captured in this report<sup>3</sup>.

## Recap

As usual, Lea Derr from GIZ NatuReS contextualised the programme by tying it to the overall NRAF process on which the Learning Journey is premised, as well as linking it to the previous sessions. She reminded the group that effective water stewardship is a shared responsibility for the very reason that the interests in having a functional catchment are shared, even though some sectors have specific interests and responsibilities. She presented a summary infographic illustrating this based on discussions held in Session 2 of the Learning Journey:

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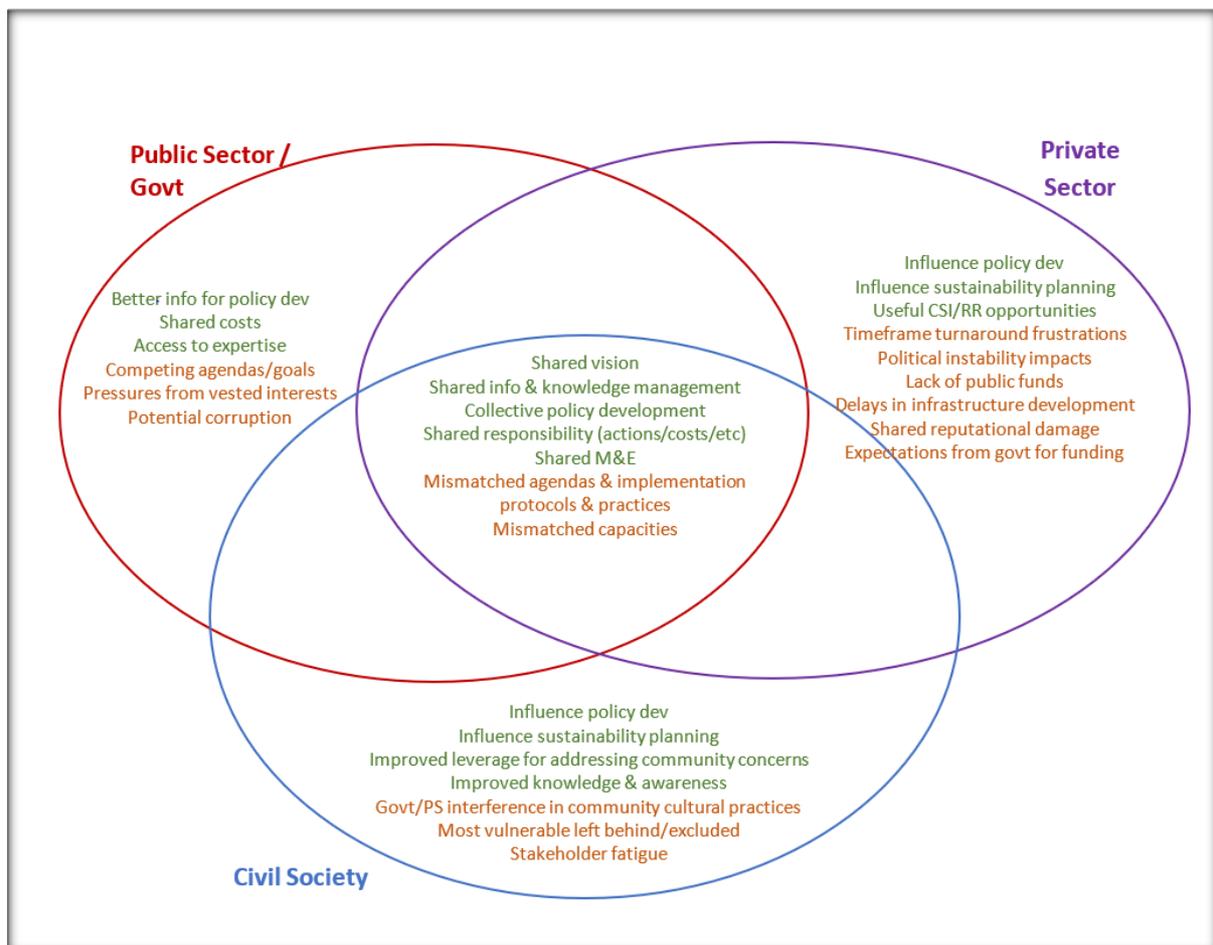
<sup>2</sup> The agenda is attached as Appendix 2

<sup>3</sup> The slide deck that was used to guide the interactive engagement is attached as Appendix 3.

## Zoom into selected (common) interests and responsibilities

PRIVATE SECTOR INTERESTS		PUBLIC SECTOR INTERESTS		CIVIL SOCIETY INTERESTS	
Water quality	<b>PRIVATE SECTOR RESPONSIBILITIES</b> - Develop & implement internal water protection protocols & practices (use, contaminant management, conservation) - Manage abstraction & use optimally - Contribute to policy development - Share knowledge, expertise for common benefit - Share financial resources - Fund innovation - Resource water-related CSI	Water quality	<b>PUBLIC SECTOR RESPONSIBILITIES</b> Ongoing consultation & communication with stakeholders Develop appropriate policies & regulations Enforce policies & regulations Manage water pricing optimally Maintain accurate information & knowledge Source expertise Resource infrastructure requirements & maintenance Resource conservation & environmental rehabilitation (including PES)	Water quality	<b>CIVIL SOCIETY RESPONSIBILITIES</b> - Be informed - Comply with regulations - Engage in local conservation & rehabilitation projects - Involve schools and learners - Be a watchdog
Water quantity		Water quantity		Water quantity	
Energy	<b>SHARED INTERESTS</b> Water quality Water quantity Environmental factors Energy	Environmental factors	<b>SHARED RESPONSIBILITIES</b> Overall collaboration in the service of the protection of the OSB - Policy development, enforcement & compliance - Knowledge & expertise - Financial resourcing - In-kind resourcing - Infrastructure design, development & maintenance - PES - M&E	Livelihoods	<b>SHARED RESPONSIBILITIES</b> Overall collaboration in the service of the protection of the OSB - Policy development, enforcement & compliance - Knowledge & expertise - Financial resourcing - In-kind resourcing - Infrastructure design, development & maintenance - PES - M&E
Industrial processing water requirements		Energy		Research & Development	
Irrigation supply	<b>SHARED INTERESTS</b> Water quality Water quantity Environmental factors Energy	Environmental factors	<b>SHARED RESPONSIBILITIES</b> Overall collaboration in the service of the protection of the OSB - Policy development, enforcement & compliance - Knowledge & expertise - Financial resourcing - In-kind resourcing - Infrastructure design, development & maintenance - PES - M&E	Environmental factors	<b>SHARED RESPONSIBILITIES</b> Overall collaboration in the service of the protection of the OSB - Policy development, enforcement & compliance - Knowledge & expertise - Financial resourcing - In-kind resourcing - Infrastructure design, development & maintenance - PES - M&E
Bulk storage		Energy		Energy	
Environmental factors	<b>SHARED INTERESTS</b> Water quality Water quantity Environmental factors Energy	Energy	<b>SHARED RESPONSIBILITIES</b> Overall collaboration in the service of the protection of the OSB - Policy development, enforcement & compliance - Knowledge & expertise - Financial resourcing - In-kind resourcing - Infrastructure design, development & maintenance - PES - M&E	Energy	<b>SHARED RESPONSIBILITIES</b> Overall collaboration in the service of the protection of the OSB - Policy development, enforcement & compliance - Knowledge & expertise - Financial resourcing - In-kind resourcing - Infrastructure design, development & maintenance - PES - M&E

Just as interests and responsibilities are both shared and unique, Lea recalled to mind the fact that this also applies to risks and benefits experience by the three main sectors:



## The partnership approach applied to catchment management: Lessons Learned

In this session, three existing water stewardship programmes were presented, all with different characteristics. The USAID-backed Water Resilience Programme focussed on the Limpopo basin shares many starting commonalities with the OSB. It is a large trans-boundary catchment and critical water resource for a range of users (rural and urban). It has an oversight structure similar to ORASECOM, known as LIMCOM. Letšeng Diamond Mine (representing private sector involvement) is based in the OSB, operating in Lesotho, and has found multiple ways to support local communities and contribute to catchment rehabilitation through a multi-stakeholders approach. Sasol represented a South African, specifically a Vaal Triangle, example, and shared work that they have done both within the company in respect of adopting water stewardship standards as well as projects outside in the communities.

### Water Resilience Programme (WRP)

Kule Chitepe and Steve Collins from USAID presented the story of the RWP, a 5-year \$32million project mainly funded by USAID that focuses on the Limpopo River Basin. Their presentation was designed with the objective of sharing relevant lessons for the OSB, summarised as follows:

Aspect	Main lessons shared
Program Planning	<ul style="list-style-type: none"> <li>Integrated approach to planning with diverse funding sources.</li> <li>Use a Water-Energy-Food (WEF) nexus approach – linking biodiversity conservation, WASH, livelihoods and trans-boundary water management.</li> </ul>
Trans-boundary Cooperation	<ul style="list-style-type: none"> <li>Capacitate institutions for better implementation.</li> <li>Invest in “warm body” capacity within young institutions e.g. a secretariat. A strong secretariat is needed to ensure the implementation of agreements.</li> <li>Build unified data sets to enable institutions to cooperate and make quick decisions.</li> </ul>
Develop Capacity	<ul style="list-style-type: none"> <li>Capacitate coordination amongst institutions.</li> <li>Encourage sharing of lessons learnt amongst governments, RBOs and NGOs. Useful to set up Communities of Practice.</li> <li>Focus on distributing information instead of developing new education materials for training. Use various information sharing mechanisms, including whatsapp.</li> <li>Create local network among Southern Africa to share knowledge. E.g. SADC TFCA Network</li> </ul>
Stakeholder Mobilisation & Involvement	<ul style="list-style-type: none"> <li>Strategic identification and interaction with key stakeholders at trans-boundary level is key.</li> <li>Establish common vision</li> <li>Coordination of activities with key stakeholders at all levels.</li> <li>Ensure involvement of local stakeholders.</li> <li>Work closely with conservation authorities in all countries.</li> </ul>
Private Sector Participation	<ul style="list-style-type: none"> <li>Challenging, as private sector interests often differ from ecosystem / community interests. Interest depends on local context and location in the basin.</li> <li>Trans-boundary accountability is hard to secure unless interested private sector parties are downstream (and are thus directly affected).</li> <li>Water is not always valued enough.</li> <li>Important to create opportunities for private sector to invest in upstream activities.</li> <li>Dealing with the negative legacy of mining and poor land management is important.</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>Identify risks and try manage disasters caused by climate change.</li> <li>Trans-boundary organizations need to facilitate forums to discuss scenarios.</li> <li>RBOs need to be adaptive and able to respond quicker.</li> <li>Encourage interaction between TFCAs and trans-boundary water institutions for ecosystems-based adaptation.</li> </ul>
Livelihoods And Community Development	<ul style="list-style-type: none"> <li>Understand the water, energy and food security (WEF) nexus and impact on livelihoods.</li> <li>Encourage Climate Smart Agriculture and WASH investments.</li> <li>Harmonise community approaches including biodiversity rights and custodianship.</li> <li>Focus on women, youth and other marginalised sectors.</li> </ul>

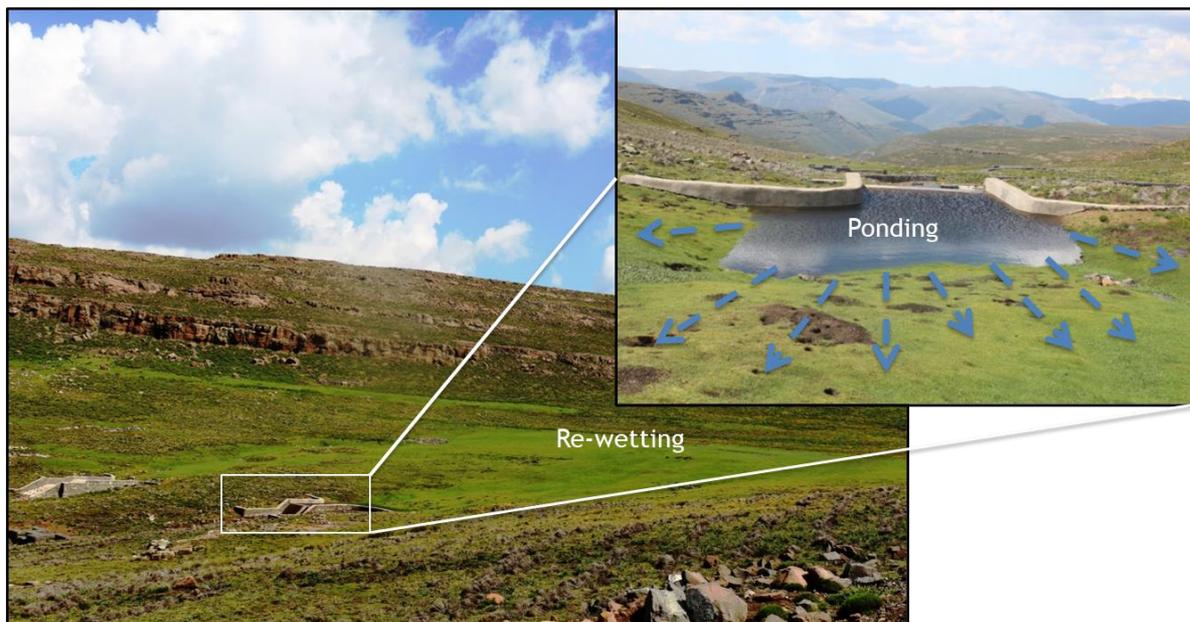
## Letšeng Diamond Mine

Following the RWP presentation, Ntate Bongani Ntloko, Land Management and Rehabilitation Coordinator for Letšeng Diamond Mine took over to describe the water stewardship project that his mine is implementing in the Oxbow-Senqu Critical Habitat Priority Area of Lesotho. He indicated that Letšeng is aware of the responsibility to identify and implement biodiversity offset projects. The mine has developed a high-level strategy that entails:

- Organising the involvement of communities in holistic rangeland management.
- Potential wetlands conservation work.
- Providing support towards conservation of endangered species

In respect of the work with holistic rangeland management, Letšeng assisted in the monitoring of rangelands as well as improvement of rangeland practices through education and also veld improvement programmes. An important aspect of the programme was building linkages between areas and between government departments and the mine. A memorandum of agreement was signed between Letšeng and the two departments of Water Affairs and Range Resources Management to coordinate activities. The mine has also provided material support to infrastructure development including financial support, delivery of rocks, technical support and lodging for technicians at the mine facility.

An example of a successful ecological infrastructure project implemented by Letšeng is the Khubelu Sponge Project wetland rewetting project.



Another example was the creation of a wetland carried out between 2013 and 2021





In relation to the water stewardship approach that they have championed, Letšeng identified a number of benefits and challenges:

Benefits	Challenges
Legal requirement (Social and Environmental Management Plan) achieved	Generally, restoration ecology is not perceived as a long-term process
Responsibility and company image improved	Climatic conditions (extreme and erratic weather conditions) threaten sustainability
Good practice and learning was integrated into company operations	Immediate support from other Government departments is difficult to secure
Local and international stakeholder relations were improved	Local community participation is an ongoing challenge but is possible.
Grazing management was improved	
Wetlands were improved	

## Sasol

Rivash Panday, Senior Specialist Sustainable Water, from Sasol took over the presentation after Letšeng. At the outset of his presentation, Rivash noted that water is a major global and a national concern at this time. For Sasol, this poses a serious sustainability challenge as the company has an unusually high water requirement to function, which has grown exponentially and is likely to continue to grow. Further points most relevant to the OSB discussion are two key factors: the Integrated Vaal River System (IVRS) supplies 81% of Sasol’s total water requirements, and this system is highly degraded. Sasol is absolutely clear that they will need to work “collaboratively with all stakeholders through a stewardship approach”. Rivash made a key baseline comment that Sasol’s “Current water feedstock is secure provided that *infrastructure integrity and operational efficiencies are maintained*” (emphasis added). The following slide summarises Sasol’s approach to water stewardship, which is based on 6 focus areas of working with **direct operations**, influencing the **watershed / supply chain**, collaborating with **collective action**, encouraging **community engagement**, complying with **public policy** and committing to **transparency**:

**SASOL** 

## Sasol continues to respond to water risks through a Corporate Water Stewardship approach



**Water stewardship is about responding to a shared challenge, taking collective responsibility and being transparent and accountable.**

In respect of the some of the activities that Sasol is involved in, Rivash noted the following activities carried out between 2011 and the current period:

2011 - Establishment of Sasol New Energy (SNE) Sustainable Water Group to explore various water partnership opportunities.

2012 - SNE implemented partnership between ELM, GiZ and Sasol, to which Sasol contributed R5 million. ELM reduced demand by 8% for project duration.

2013 - Sasol joins Strategic Water Partners Network (SWPN); Launched WaterSense.

2015 - SO CSI implemented Sasol/ IWaSP/ Metsimaholo (MLM) water loss reduction project. Sasol funded R2.9 million for advanced pressure reduction installation. MLM reduced losses in the Greater Zamdela Area by 23%.

2016 - Secunda CSI in partnership with Cobra Watertech, Rand Water Foundation and GMM implemented a leak reduction project at schools and trained 60 youth as plumbers. Sasol contributed R1.1 million.

2017 to current - Secunda CSI in partnership GMM implemented a revenue enhancement and leakage reduction project within GMM. GMM's demand was reduced by 2% due to a number of interventions. Revenue enhancement still in progress. Sasol contributed R7million.

In addition to the above, Sasol is revising its water targets based on a study carried out by UN Global Compact CEO Water Mandate<sup>4</sup>. These will include:

<sup>4</sup> [https://pacinst.org/wp-content/uploads/2020/07/UNG\\_PI\\_Site-Water-Targets\\_South-Africa.pdf](https://pacinst.org/wp-content/uploads/2020/07/UNG_PI_Site-Water-Targets_South-Africa.pdf)

- Continue to implement feasible interventions at our operations to reduce demand for both river and potable water.
- Develop and implement new context based water targets for operations in water stressed regions to help focus on mitigating long term security of water supply risks from the IVRS.
- Explore alternative sources of supply to our SA operations.
- Refocusing support to host municipalities and other users or stakeholders reliant on the IVRS to partner in undertaking beyond fence-line water saving initiatives.
- Drive the case for water partnerships through policy engagement to incentivise business investment in beyond fence-line water savings.

### Question and Answer session

During and after the presentations a few useful comments and questions were raised

- Ntate Lenka Thamae from ORASECOM reminded all that there is a direct link between the OSB and the Limpopo Basin in that some of the flow in the Limpopo emanates from the Orange Senqu - return flows from use of Vaal waters.
- In response to a question regarding the difficulties noted in respect of mobilising the private sector in the RWP, Steve Collins commented that as water risks increase for this sector, so they are likely to become more involved. He noted that in the Limpopo context, they found that the biggest corporate users were “upstream” in South Africa, and that these users were more focussed on their own abstraction needs with little awareness of downstream trans-boundary users. Steve and Kule Chitepe congratulated Letšeng and Sasol for the implementation of collaborative and multi-stakeholders stewardship initiatives.
- In response to a question regarding what institutional arrangements are in place between Letšeng Diamond Mine, Government Departments, Communities and Environmental NGO's to drive social and environmental sustainability, Bongani Ntloko referred to the Memorandum of Understanding between Letšeng and relevant Government departments. He also noted that the mine has a CSR strategy according to which they deal directly with government Ministries and community structures.
- Companies with international associations are more likely to adhere to international norms and standards.
- The question was raised about how to get big irrigators, who are the largest abstractors by far, to the table to discuss water conservation and stewardship. It was agreed that this is an area of high priority.
- Rivash Panday noted that another key concern and opportunity for impact management is the treatment of acid mine drainage. Operations like Sasol could be offtakers of such a process. The same applies to waste effluent water usage.
- Palesa Monongoaha from LHDA asked if Sasol has considered forming partnerships for security of supply outside the RSA border, specifically investment in catchment programs within the LHWP. Rivash Panday replied that as an organisation, Sasol feel that they are not well placed to engage at a trans-boundary level, and suggested that this may suit other big users such as Rand Water better.
- In response to a question about the custodianship and future sustainability of the Khubelu Sponge project, Bongani Ntloko replied that the custodian is the Department of Water Affairs in partnership with the Department of Range Management.

### Breakaway groups

The aim of the breakaway discussion was to take a deeper dive into some of the key factors which inform designing an effective and sustainable water stewardship programme. Three groups were formed:

- Group 1 – Programme design and project management

- Group 2: Partnerships and financing of stewardship programmes
- Group 3: Stakeholder mobilisation, Capacity building and behaviour change

The report backs from the three groups presented their discussions in the following manner.

**Group 1 – Programme design and project management**

<p>What are the key lessons learned about how to design a successful stewardship/partnership programme?</p>
<ul style="list-style-type: none"> <li>▪ Successful programmes have continuity – long term approach</li> <li>▪ Short term funding does not work – many examples exist</li> <li>▪ Private public and civil society involved from the outset</li> <li>▪ Sustainable programmes need clear definition of roles and responsibilities e.g. Letšeng MOU with two government departments</li> <li>▪ Monitoring of adherence to water and rangeland regulations is critical</li> <li>▪ You need referees and players</li> <li>▪ Demonstrating the benefits to the stakeholders and communities so they take ownership</li> <li>▪ Stakeholders empowerment means they understand the benefits</li> <li>▪ Guidelines and a strategy</li> <li>▪ Technical approach, Mapping the area, water is trans-boundary, know factors like extent of acid mine drainage</li> <li>▪ Clear entrance and exit strategies</li> </ul>

<p>What are good tips and ideas for getting the right project management in place?</p>
<ul style="list-style-type: none"> <li>▪ Full time secretariat/driver must be in place</li> <li>▪ Secretariat must have correct technical skills</li> <li>▪ Undertake a detailed stakeholder assessment and understand stakeholder landscape and have a plan to engage them.</li> <li>▪ The roles must be clearly defined with regard to programme implementation</li> <li>▪ An active secretariat must have a clear workplan and budget in place</li> <li>▪ A clear steering structure must be in place to guide and manage the secretariat</li> <li>▪ A monitoring and evaluation framework must be designed with clear indicators of progress to ensure intended outcomes are being realized.</li> </ul>

## Group 2: Partnerships and financing of stewardship programmes

In respect of building partnerships, what are the recommendations, challenges, elements of note?

### Recommendations

- Trust building, confidence building are all key to partnership
- Common purpose and common goals need to be agreed on by all stakeholders at the outset to ensure alignment.
- Ensure that the partnership is managed from the start to build cohesion and functionality. Processes like Forming, Storming, Norming, and Performing can be very helpful.
- It is important that all levels of the partnership are kept integrated and informed. People on the ground might not be able to see the bigger picture (such as having a catchment-wide view), because they are focused at a local intervention site. They may not see how the intervention fits into a bigger more strategic plan.
- Committed leadership is necessary to champion and drive the work of the partnership.
- Useful to identify and mobilise individual champions from public and private sectors and civil society who bring their sector on board.
- Partnership must be based on an understanding that you can only achieve the outcome together: it needs to be very clear from the onset what the contributions as well as roles and responsibilities of each of the stakeholders are.
- Partners can be identified in local/regional/national government departments, as well as in the private sector and civil society organisations. Those with a stake in water must be identified and mobilised.
- Outcome must be beneficial to all-all contribution should produce shared value.
- Secretariat is very important in running partnership arrangement, this helps leverage funding
- Very useful to have support from leadership at a very senior level.
- Sustainability need government involvement.
- Neutral brokers such as GIZ are useful to success and encouraging trust within the partnership.

### Challenges

- There can be mistrust that needs to be overcome, especially when the private sector approaches a municipality with a partnership initiative. The municipality wonders what the private sector want in return.
- Municipal stakeholders can be protective about their mandate: fear of being “rescued” by private sector
- High human resources turnover at municipalities undermines relationship building making formalising the partnership challenging.
- Lack of ownership can be a serious challenge

### Elements of note

- It takes time on average to establish a concrete relationship/partnerships.
- It is important to ensure that all role players are knowledgeable about water issues and water stewardship. Metsimaholo project: Appointed service provider that were project managing this without understanding the water business- Sasol had to bring in heavy contribution.
- SWPN: 10 years old, established by the former ministry together with the private sector. Catalysing joint partnerships. Private sector could benefit from this institution to support the broader picture in terms of water resources. SWPN model could be beneficial learning for Lesotho.

In respect of Financing, what are the recommendations, challenges, elements of note?

Recommendations

- Development financing with GIZ can be a key catalyst in kicking off partnership.
- Partnership must be based on an understanding that outcome can only be achieved together, benefits are shared which should include shared contributions from each of the stakeholders. What each partner can contribute must be clear from the start.
- Lesotho: contribution and commitment by government in financing would go a long way to realise the sustainability of the project
- Interest could change in private sector: if their revenue reduces for any reason, they might reduce contribution. If the government can allocate budget to sustain the initiative would have more chances in the long term. Government funding is key in the long run
- Grant based funding is useful.

Challenges

- Attracting corporate funding is challenging, need to try and mobilise CSR allocations.

Elements of note

- With the Emfuleni experience, establishing a ring-fenced facility for savings that are realised by the municipalities. This should have been an opportunity for sustaining the activities in reducing water losses. This could have sustained the partnership long term
- SWPN has some useful lessons to share in respect of financing. Their model shows how to blend finance between donors as catalyst and private sector which builds confidence on ongoing projects.
- The range of income streams available for consideration include corporate funding, grant-based funding, government funding and self-sustaining commercial funding.

### Group 3: Stakeholder mobilisation, Capacity building and behaviour change

What are some of the key lessons learned about stakeholder mobilization?

- Planning and research are critical - stakeholder engagement is key but not always a tangible deliverable, so it is often under-resourced.
- It is important to recognise the complexity of the stakeholder landscape – different levels, different degrees of interest, different risks, different capacities, different mandates, different cultures, etc – and develop mobilization strategies that overcome the complexity obstacle.
- Stakeholder identification needs time and effort.
- Stakeholder mobilization needs expertise – stakeholders must know why they are being mobilized.
- Stakeholders at all levels must be understood in terms of what their interests are. Stakeholders get involved based on their interests - this should be the basis of engagement strategy.
- Keep it rational and practical, especially in early stages but be strategic and sensitive to exclusions.
- Identify sector stakeholders and pay extra attention to engaging them and keeping them engaged.
- Tap into existing networks, systems, structures from SWPN to farmer groups.
- Need to be multi-level – role players are at all levels from the farm to the river front to the boardroom to the senate chamber.
- Government involvement at all levels must be secured from the start (despite high staff turnover).
- Initial and ongoing relationship building is key.
- Communication is essential to stakeholder engagement – keep stakeholders informed.
- Stakeholder mobilization must be resourced – time and money.
- Stakeholder databases must be continually updated.

What are good tips and ideas for building the capacity of stakeholders from all sectors?

- Be aware of the different kinds of skills and knowledge required for effective water stewardship – administrative and coordination skills, technical skills and knowledge, general awareness, etc. Different stakeholders need different input.
- Different kinds of capacity development is necessary - from tech skills about water stewardship to managing projects
- Coordination skills are critical and difficult – i.e. expertise is required.
- Useful to mobilise assistance of existing NGOs and other support agencies like GIZ as well as private sector and other structures working in the space – they often have resources available for capacity building, especially at the community level.
- Sharing learnings is a helpful approach to capacity development
- Capacity development must be ongoing.
- Behaviour change is not only about knowledge and understanding, but this is crucial.
- To secure behaviour change it is helpful to create options for change that are aligned to people's needs and which are easy (Nudge Theory).

After the plenary report backs from the breakaway sessions, the final input into the programme was made. Many of the points raised in the breakaway were reflected in the 10 x 10 best practices for water stewardship.

### Best Practice Guidelines for Effective Water Stewardship: 10 x 10

Giuliana Branciforti presented a rapid overview of the Best Practice Guidelines for Effective Water Stewardship: 10 X 10<sup>5</sup>, which document was prepared by GIZ and supported by associates:

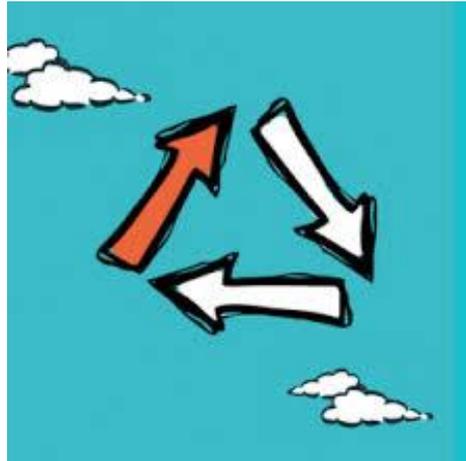


The guideline developed 10 aspects of good water stewardship, each of which have 10 rules to guide the implementation of each aspect. The following slide summarises the 10 aspects.

<sup>5</sup> The Guideline is attached as Appendix 4.

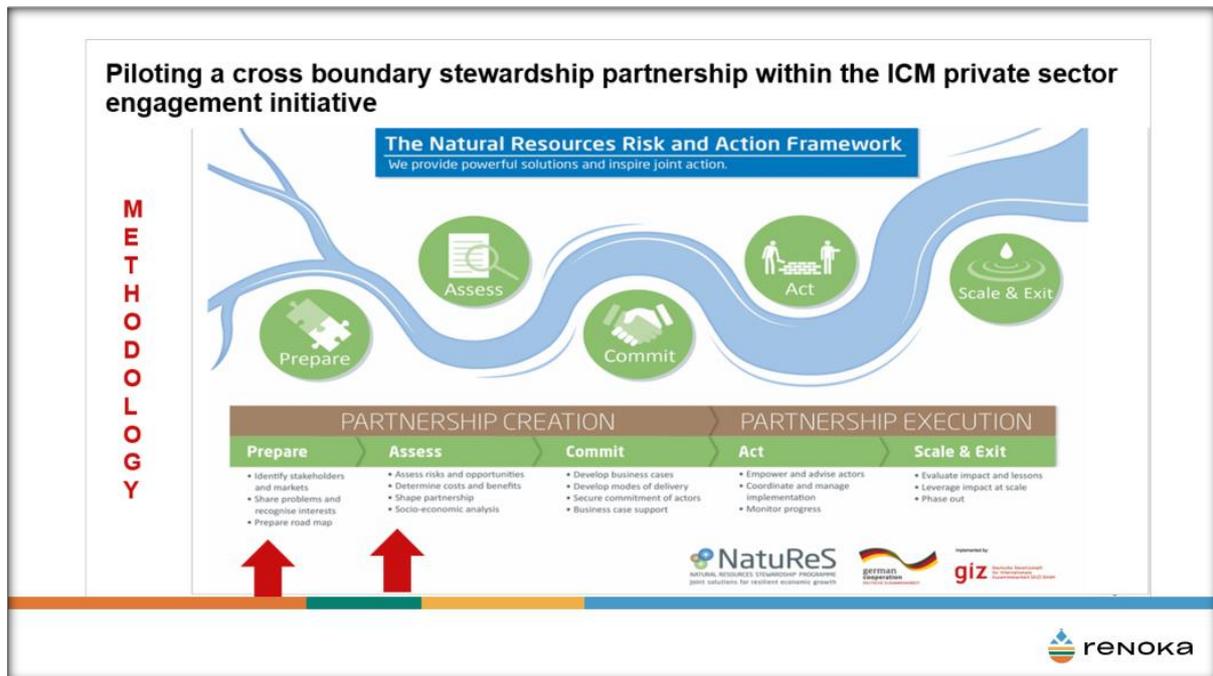
## LIST OF KEY THEMES

1. Programme design
2. Theory of change
3. Project management
4. Partnerships
5. Behaviour change and awareness
6. Capacity development
7. Financial sustainability
8. Stakeholder engagement
9. Enterprise development
10. Knowledge management



### Closing comments

In closing the session on learning lessons from practical examples, Lea Derr reminded all of the value of building on existing knowledge and experience. Once again, she referenced the NRAF process, which frames our learning journey and it is therefore a valuable compass in where we stand and how we progress throughout the sessions.



Lea thanked participants for their valuable contribution, and invited them to attend the fourth session of the Learning Journey, which will focus on examining a range of financing mechanisms that could be leveraged for a water stewardship programme on the Orange-Senqu River Basin.

Session	Session objective	...
Preparatory session with Lesotho Stakeholders	Bring Lesotho stakeholders to the fullest possible knowledge about water stewardship as a concept & as a concept applicable to the OSB.	19 Jan
Session 1: Understanding the Orange-Senqu Basin	Overview of OSRB LJ Develop a shared understanding of the OSB catchment with focus on the section from headwaters to users in Gauteng,	27-Jan
Session 2: The people of the OSB: Users, custodians & affected river communities	Understanding who the stakeholders of the OSB are; what benefits and risks are experienced by the different stakeholders, and what responsibilities derive from this.	10-Feb
Session 3: Catchment management lessons for learning.	Examining actual examples, drawing inspiration and lessons from water stewardship case studies. Start considering the solution to the question: <u>What needs to be done to protect the OSB?</u>	24 Feb
Session 4: Finances & planning to plan	Financing mechanisms <u>What financial models are available? Who can/should pay for what, and how?</u>	10-Mar
Session 5: What should we do to protect the OS basin? What is the best way forward?	Explore terms of cooperation & alignment Collaboratively develop a way forward to protect the OSB, drawing from all previous sessions. What is the most appropriate response? What form should it take? How do we need to structure ourselves to achieve a sustainable collective response?	17-Mar