
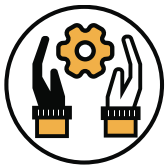







**Support to
Integrated Catchment
Management in Lesotho**
Operational Plan 2021



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ReNOKA is a national programme and citizen movement for the restoration of land and water in Lesotho and the Orange-Senque basin. Support for ReNOKA is provided through a partnership between the Government of Lesotho, the European Union (EU) Delegation to the Kingdom of Lesotho and the German Federal Ministry for Economic Cooperation and Development (BMZ). The EU provides € 27.5 million financial contribution through the 11th European Development Fund with Lesotho, while BMZ provides € 6 million contribution through its Transboundary Water Management Programme in the SADC Region. The Government of Lesotho provides LSL 80 million in parallel financing. The EU and BMZ contributions are implemented through a technical assistance project “Support to Integrated Catchment Management in Lesotho” by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Executive Summary

In Sesotho, re noka means, ‘we are a river’. A river is the coming together of individual water droplets, flowing in one direction, able to sustain life. ReNOKA represents a network of individuals, communities and professionals that are stronger together, fluid and growing, dedicated to the restoration of water, land and the long-term prosperity of all communities.

Under ReNOKA, the Government of Lesotho has embarked on an ambitious national programme for integrated catchment management. It aims to achieve coordinated action of a wide range of stakeholders towards the conservation of biodiversity, land, and water resources, climate resilience, and sustainable rural livelihoods.

The European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ) support the Government of Lesotho through the joint technical cooperation measure “Support to Integrated Catchment Management in Lesotho”, implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. The contribution has a timeframe of four years (Jan 2020 – Dec 2023) and is built around five Action Areas: (1) policy harmonisation, (2) institutions & governance, (3) awareness, knowledge & skills, (4) watershed rehabilitation and development and (5) coordination and data.

GIZ implements its support project through a range of modalities, including long-term technical advisors, short-term experts/consultancies, procurement of goods, works contracts and financing agreements. Wherever an organisation has a comparative advantage and specific expertise, and especially where related initiatives are already ongoing, GIZ provides grant funding for the implementation of specific parts of the project.

This operational plan lays out the support rendered through GIZ to ReNoka in 2021 across all five action areas. The operational plan is seen as a guiding framework with enough flexibility to adjust course and a mid-term review is planned for mid-2021.

The operational plan builds on the work accomplished in the first year, with some activities spilling over due to delays in implementation. Delays were mainly caused by the Covid-19 pandemic and the consequent restrictions for international and domestic travel. Also, important health and safety protocols meant that community engagement could not be carried out as envisioned.

However, digital infrastructure and virtual formats have been set up and a ReNoka Covid 19-strategy developed. These will ensure that implementation will continue in a safe manner even under a prolonged pandemic scenario.



Output 1

Action Area:
Policy Harmonisation

Goals for 2021:

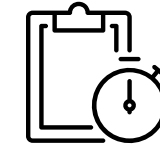
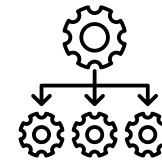
In its first and second year of implementation, the Project will focus on **analytical work and stakeholder dialogue** as a foundation for an enhanced policy framework.

In the first year of the Project, a team of international and local legal and policy experts from the consulting firm Particip GmbH was appointed to review the policy framework and to make recommendations for policy reform. Initial findings and the analytical framework have been approved by the National Technical Secretariat (NTS) for integrated catchment management. The initiative was also presented to the Parliamentary Natural Resources Portfolio Committee, which pledged its commitment and support.

2021 will now see **a range of analysis** being conducted by Particip, including on harmonisation of various sector policies and gender and climate assessment. The Global Water Partnership Southern Africa (GWPSA) will carry out a study into the regional-national alignment of relevant policies. The findings of all these analysis will be published and shared with stakeholders for discussion during a **national symposium**. The symposium will also serve to agree on a policy reform process.

A special focus in the second year will be on local level regulations, and it is necessary to understand bottlenecks to **drafting and passing of bylaws by local councils**. Further, the drafting of bylaws will be supported in 2 selected sites.

Overview of Output 1



Cluster of Activities

Milestones

Key Knowledge Products

Key Events

National Policy harmonization and updates

Report on policy review
Recommendations for harmonization

Policy review methodology
Policy review strategy

Policy symposium

Alignment of national policy to regional instruments

Policy review plan
Framework for replication at SADC level

Framework for regional/national policy alignment

Policy symposium

Assessment of Gender/ right- based approach mainstreaming priorities for ICM in Lesotho

Synopsis case study
Draft monitoring framework
Final report on right based approach, including recommendations

Right based approach situation analysis
Monitoring framework
Case study

Workshop on preparation of case study
Seminar on final findings

Analysis of Climate Change adaptation practices

Report on climate change adaptation practices

Recommendation for mainstreaming climate change in national policy framework

Final consolidation workshop

Decentralization cluster: Analysis of implementation and enforcement bottleneck to drafting and passing of by-laws in selected sites

Report on constraints in drafting and enacting of by-laws.
Pilot drafting in 2 flagship sub-catchments
Guidelines for drafting of bylaws

Report on constraints in drafting and enacting of by-laws
Guidelines for bylaw drafting

Final consolidation workshop
Working sessions on legal drafting
Consolidation Workshop on guideline finalization

Piloting bylaws drafting in 2 flagship sub-catchments

Tailored support in policy finalization based on recommendation from analysis

Contracting of service provider
Inception report

Methodology for policy review implementation

Kick-off Meeting with NTS on Inception Phase



Output 2

Action Area: Institutions & Governance

Goals for 2021:

The project will focus on **operationalising the governance structure for the national ICM programme and the approval of guidelines for catchment management and rehabilitation.** Strategies for **private sector engagement** and approval and piloting of **local grant facility** will be carried out.

In 2020, the Project took important steps in supporting the inter-ministerial ICM governance structure that was approved by Cabinet in February 2019. The National Technical Secretariat (NTS) was re-organised with representation of line ministries, and Catchment Planning Units (CPUs) were convened for the first time. Going forward, the governance structure at all levels – from the national to the village level - will be supported to function effectively. This includes **support for convening all governing bodies for integrated catchment management**, while promoting a continuous learning on how to optimize the governance of the programme.

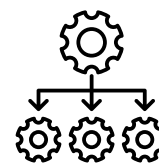
In line with ICM principles, ReNoka is a multi-stakeholder partnership that relies on the specific contributions of civil society and private sector actors. To this effect, an **NGO consortium** was put together with the support of the Lesotho Council of NGOs (LCN) that will now start community mobilisation for catchment planning processes. The consortium is led by Catholic Relief Services (CRS) and includes the Rural Self-Help Development Association (RSDA), Caritas and Care for Basotho.

For **private sector engagement**, the project will support a cross-boundary stewardship initiative involving large corporate water users in South Africa (SASOL, Eskom, Rand Water, others). In 2021, a learning journey under the lead of the Orange-Senqu Commission (ORASECOM) and in partnership with the Strategic Water Partners Network in South Africa will be carried out to sensitise stakeholders on the importance of water security in Lesotho.

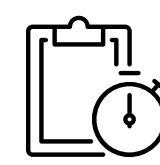
In 2020, an important consensus was reached among stakeholders on a sound approach to catchment planning. This now includes the development of 3-yearly Sub-Catchment Management Plans that will be specified through Annual Council Action Plans. On this basis, in 2021 **national guidelines for catchment management and a compendium of measures for watershed development and rehabilitation** will be finalised for adoption and roll-out.

Long-term financing of the ReNoka programme is a central sustainability consideration. To this end, the Project will also support the development of a **financing mechanism to resource Council Action Plans**. This mechanism will initially be funded by GIZ but should be open to accommodate funding from the Government of Lesotho as well as other external partners. Going forward, the project will **support efforts to mobilise further investments** through the development of a Lesotho Water Security Investment Programme (LWSIP). The submission of a proposal to the Green Climate Fund (GCF) will be facilitated in cooperation with GWPSA and engagements with the business communities in the basin (in partnership with ORASECOM and the GIZ NatuRes programme in South Africa).

Overview of Output 1



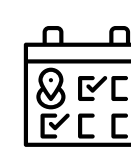
Cluster of Activities



Milestones



Key Knowledge Products



Key Events

Conduct learning process for ICM governance structure

Network analysis report
Lessons learnt report
Workshop reports on mandates and ToR, revised ToRs and mandates

Revised ToR and mandates for ICM bodies (e.g. NICMC, NTS, CJMC, CPU)

Lessons learnt workshop

Finalisation of ICM watershed development guidelines and compendium

PCP guideline revised & updated to include ICM and approved;
Compendium approved and published

2nd edition of PCP guidebook with integrated ICM
Compendium version 1

Establish community level ICM structures

ICM community structures (CWTs) participate in planning and implementation of ICM measures

Analyse options for financing mechanisms to implement ICM plans

Report on options for short- and long-term financing mechanisms
Short term funding mechanism approved

Report on options for financing mechanisms

Conference on Financing

Promote Lesotho Water Security Investment Programme (LWSIP)

Investment Climate Analysis Report
Pipeline of relevant projects under preparation

Investment Climate Report
Project pipeline

Investors Round Table Meeting

Engage private sector cross boundary development partnership, local level, the national level

Study on economic & social value of water; exposure to benefits of cooperation with private sector and experience of learning journey

Learning journey report
Private sector dialogue briefs

Learning journey Dialogues
Partnership platforms

Tailored support in policy finalization based on recommendation from analysis

Contracting of service provider
Inception report

Methodology for policy review implementation

Kick-off Meeting with NTS on Inception Phase



Output 3

Action Area:
Awareness, Knowledge & Skills

Goals for 2021:

Approaches to enhance **skills & knowledge on ICM** will be developed and piloted. Skills development will be promoted through **regional exposure and exchange** events. Communication activities, including with “ICM Champions”, will **strengthen awareness** of stakeholders and communities.

A skills & knowledge gap assessment was conducted in preparation for a human capacity development (HDC) strategy. It focuses on the tertiary and secondary education sector, and on professional and non-formal education opportunities for land and water users. 2021 will see the finalization and **adoption of the ReNoka Skills Development Strategy** that will form the basis for various curricula and training manuals developed that will be piloted and introduced at different levels.

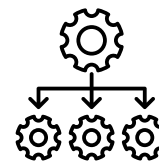
Tertiary training will be supported by **promoting NUL to become part of the WaterNet IWRM Master’s programme** in Southern Africa, through hosting a module and establishing a scholarship programme.

International and regional opportunities for learning and exchange of ReNoka stakeholders will be promoted (e.g. study tours, conferences) in partnership with GWP.

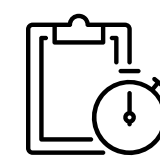
An important milestone in the first year was the launch of the public brand and communication strategy under the name ReNoka - We are a river. The brand was created to promote recognition of and identification with the programme by all stakeholders. All awareness raising activities will be based around the brand. Respective and targeted **awareness raising activities** in 2021 will include launching a website and social media platforms, radio formats like “Speak up for Lesotho” and a ReNoka video documentary. In addition, the programme will initiate behavioural change communication and insight activities to complement the awareness raising component.

Advocacy events for key stakeholders in 2020 included sessions with District Administrators, District Council Secretaries and Members of Parliament. Such activities will continue in 2021 using a range of traditional and innovative methods (in partnership with the GIZ PISA programme). Further, opportunities to expand the advocacy target groups such as media practitioners at national and regional level will be explored in 2021.

Overview of Output 3



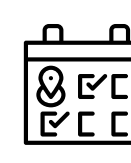
Cluster of Activities



Milestones



Key Knowledge Products



Key Events

Skills & Knowledge Development Strategy	ICM Skills & Knowledge Strategy	Strategy Document	Media briefings
Pilot trainings for local stakeholders in the six PSCs	Trainings conducted	Training Manuals	Trainings
Support to (tertiary) education institutions	NUL official part of WaterNet IWRM master programme	Report	
Establishment of scholarship programme	Scholarship system in place	Brochure	
Establishment and support to national networks & CoPs	Scoping report	Report	
Study Tours	Exchange visit to Germany	Report	Exchange Trip Opening ceremony
Mapping and strategy development	Engagement strategy document with clear learning outcomes for target Stakeholder categories	Related documents of the milestones	Workshops Exposure visits
International knowledge exchange	Reports		
9th SADC RBO Workshop	Outcomes Report		
Gender and youth mainstreaming	Concept Note on strengthening youth CoP		
Update SADC awareness and communication strategy	Updated strategy document		
Implementation of awareness & visibility and behavioural change activities	Launch and implementation of ICM media campaign (radio call in show, soapie) on 2 national radio stations, articles and advertisements on newspapers, billboards and bus advertising, active social media and website throughout 2021	ReNoka Documentary Minimericals Audio recordings Activities reports	ReNoka launch Launch events (ICM media campaign) Commemorative day events Media briefings
Implementation of publicity & visibility and political buy in activities	Events held in Lesotho and in one or more of the Orange-Senqu Basin		
Promote ICM Champions	Vision for ICM developed in communities	Posters/ Calendar, film, report [input to PSC profiles]	Visioning exercise events in PSCs



Output 4

Action Area:
Flagship Initiatives

Goals for 2021:

In the six flagship sub-catchments, which, **plans will be established** for implementation by local authorities and land and water users. Concurrently, the project will support **emergency rehabilitation measures in ten degradation ‘hotspots’**, which will serve as demonstration cases. A **national ReNoka scale up strategy** will be developed.

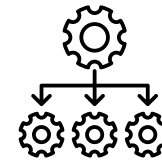
In 2020, concept designs and specifications for **emergency rehabilitation measures** at ten hotspot sites in the six “flagship sub-catchment”, which were identified together with the communities, have been completed. The tender process for these construction measures will be conducted in the first half of 2021, with construction measures commencing in line with COVID-19 protocols. The measures to be implemented include water security measures (like pumps, irrigation schemes and weir storage), stabilisation measures (like gabions, check dams and trenches), and land management measures (like terracing, tree planting, fencing and road rehabilitation). Additional emergency rehabilitation measures will be identified for integration into Council Action Plans for implementation in 2022.

As a starting point for catchment planning, **profiles of the six priority sub-catchments** were completed in collaboration between government departments, GIZ, CRS and FAO. The profiles compile relevant socio-economic, biophysical, political and administrative data, as well as information of past and present projects in the areas and analysis of stakeholder landscape.

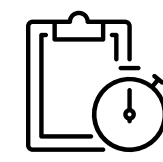
Starting in 2021, **community-based catchment planning** in the six flagship sub-catchments will be undertaken following a two-stage approach, with 3-year plans at sub-catchment level and annual action plans at local council level. This will be done in partnership with the NGO consortium led by CRS.

The experience will be used to **develop a scale-up strategy** for more “flagships” in the country, including for support by other partners.

Overview of Output 4



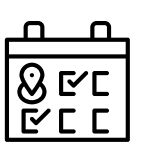
Cluster of Activities



Milestones



Key Knowledge Products



Key Events

Works contracts

Phase A works contracts signed

Phase A Emergency rehabilitation measures in place

Agreement with community representatives on Phase B emergency measures

Phase B works contracts signed

Phase B Emergency rehabilitation measures in place

Report on works undertaken

Community briefings

Handover of sites to contractors

Community handover ceremonies

Develop 3-Year Integrated Plans for 6 priority sub-catchments

Strategic frameworks in place

STE contract signed

Water resource and climate risk & vulnerability assessments in place

6 Integrated Sub-catchment Development Plans approved

6 Integrated Sub-catchment Development Plans

Vision and status quo workshops

Planning workshops

Produce and implement annual ICM plans in 6 sub-catchments

Community based plans for 2022 approved by Councils

14 (TBC) Council ICM Action Plans

Participatory resource mapping events

Community planning workshops

Specialised trainings of CWTs and ICM Groups

Coordinate with GWPSA to prepare Nexus Project

Updated Lesotho Nexus Assessment Study

Project Concept Note submitted to GCF

Full Project Proposal submitted to GCF

Updated Nexus Assessment Paper

GCF Nexus Proposal

Project identification workshop

Project selection workshop with national stakeholders



Output 5

Action Area:
Coordination & Data

Goals for 2021:

A **joint strategic vision for ReNoka** guides stakeholders to steer and implement ICM in Lesotho. Key stakeholders have **enhanced management capacities** to carry out their coordination mandates. A **national data system** will be developed to produce sound evidence for decision-making.

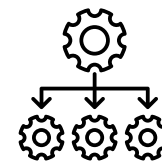
In 2020, an **organisational development process** was kicked off in partnership with the management consulting consortium Syspons/Mainlevel to strengthen the coordination system for ICM and specifically the coordination capacity of the National ICM Coordination Unit.

The OD process includes a strategic visioning with stakeholders to agree on an inter-sectorial strategic document that will guide ReNoka implementation. A vision document will be presented to NICMC in January 2021. Further ReNoka framework documents - like a programme architecture and results framework - will be developed provide a basis for stakeholder alignment to a joint agenda. All **framework documents will be tabled to the NICMC** for adoption.

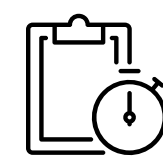
An organisational scan of the ICM Coordination Unit has been completed with priority actions for implementation in 2021. OD support will help to **establish core management processes of the ICM Coordination Unit** (incl. finance, reporting, human resources, knowledge management, coordination, public relations).

In terms of promoting national data systems, a reference group has been set up among Government entities and NUL to establish a national ICM data system. In 2021, **cornerstones of the National Data System** will be developed and ready for roll-out, including the prototype of a digital system, an updated Lesotho Land Cover Atlas (in partnership with FAO), Data Policy and ReNoka Research Series.

Overview of Output 5



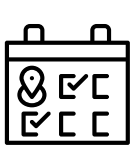
Cluster of Activities



Milestones



Key Knowledge Products



Key Events

Strengthening management capacity of ICM coordination structures

Vision & strategy document for ICM Coordination Unit

Core processes of ICM Coordination Unit established (finance, reporting, HR, KM, coordination, advocacy)

Info Management Infrastructure

Policy review methodology

Policy review strategy

Policy symposium

Strengthening ICM sector coordination

Finalisation of ICM Strategic Framework

ICM Strategic Framework

NICMC meeting to approve ICM Strategic Framework

Support data, monitoring and learning

User interface design for national ICM Data System

Develop tech. component for Data System

Data governance & processes for Data System

4 applied research projects completed

V1 of National Data System

Lesotho Land Cover Atlas '21

National Data Policy

ReNoka Research Series (4 publications)

Info Fair to kick off UI design

Steering & Support Processes

The **Monitoring and Reporting System for the Project** will be operational to produce the first annual progress report for submission to BMZ and EU in February 2021 and subsequently as a public version for stakeholders.

GIZ and ICM Coordination Unit will continue working towards aligning their management systems towards **joint planning, budgeting and reporting**. In 2020, GIZ and ICM Coordination Unit signed an implementation agreement that outlined the respective contributions and roles of the two parties. In this spirit, the 2021 operational plan was then developed together in several stages.

The planning includes financial contributions from both sides as indicated in the following table:

	2020/21	2021/22 (projected)
ICM Coordination Unit	LSL 9.7m (EUR 0.5m)	LSL 23m (EUR 1.2m)
GIZ	LSL 91m (EUR 5m)	LSL 174m (EUR 9.5m)

The ICM Coordination Unit will continue advocate and **coordinate with other international partners to also align their support** for the area of water and land management with the ReNoka framework.

In terms of the Project's infrastructure, **six Regional Hubs in district towns will be launched** in 2021 to serve as decentralized ReNoka structures supporting stakeholder engagement, catchment planning and implementation in "flagship sub-catchments".

Digital infrastructure for knowledge management will be strengthened based on an IT-user needs assessment carried out in 2020.

During its first year of implementation, the Action developed a comprehensive and costed workplan for the implementation of the **Communication and Visibility Plan** to guide and ensure more efficiency, effectiveness in its implementation as well as to forge more effective cooperation with GoL, EUD and the German Embassy to indicate their required presence in Communication and Visibility Plan activities. In 2021 **Communication and Visibility activities** guided by the Communication and Visibility Plan will be rolled out to popularise the ReNoka-brand (e.g. website, newsletter, use of social media platforms, merchandise, radio, print).

Produced by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Maseru, Lesotho - April 2021.

Disclaimer: This publication was produced with the financial support of the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ). Its contents are the sole responsibility of GIZ and do not necessarily reflect the views of the EU or BMZ.

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Renoka Movement



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