

Developing a new SADC Groundwater Management Programme 2021 -2031:

Proceedings from Lessons Learned and Emerging Issues Disclosure Workshop

Report Prepared for

SADC GMI



Report Number 557287



Report Prepared by

 **srk** consulting

February 2021

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SRK Project Number: 557287

February 2021

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Table of Contents

List of Tables	iv
List of Abbreviations	v
1 Introduction	1
1.1 Purpose of this report	1
1.2 Stakeholder participation	1
1.3 Developing a new programme	1
2 Workshop proceedings.....	2
2.1 Background and purpose of the Lessons Learned and Emerging Issues Disclosure Workshop	2
3 Summary of the results from Lessons Learned and Emerging Issues Report.....	3
3.1 Introduction and methodology	3
3.2 Technical assessment of SADC-GMI's contribution to groundwater management in SADC	3
3.3 Organisational structure and capacity assessment	3
3.4 Funding and governance	3
3.5 Financial management and location cost benefit analysis.....	4
4 Proposed future programme	5
4.1 Organisational evolution	5
4.2 Theory of change to measure impact	5
4.3 Key success factors	5
5 Participant feedback	6
5.1 Mentimeter	6
5.2 Questions and answers posed during the workshop	6
5.2.1 Organisational structure and capacity questions and answers.....	7
5.2.2 Funding and governance questions and answers	7
5.2.3 General questions and answers.....	8
5.3 Written comments via email.....	9
6 Breakaway sessions	10
6.1 Breakaway session A: technical knowledge and innovation	10
6.2 Breakaway session B: institutional capacity and skills development.....	10
6.3 Breakaway session C: groundwater for social impact	11
7 Plenary feedback on breakaway group discussions.....	13
8 Way forward.....	13
9 Workshop concluded	13
Appendices	14
Appendix A: Lessons Learned and Emerging Issues Workshop Presentation	15
Appendix B: Agenda and Attendance Register	16
Appendix C: Breakaway Sessions	17
Appendix C1: Breakaway Group 1 Presentation - Technical Knowledge and Innovation	18

Appendix C2: Breakaway Group 2 Presentation - Institutional Capacity and Skills Development.....	19
Appendix C3: Breakaway Group 3 Presentation - Groundwater for Social Impact .	20

List of Tables

Table 5-1: Mentimeter Comments.....	6
Table 5-2: Organisational structure and capacity questions and answers	7
Table 5-3: Funding and governance questions and answers	7
Table 5-4: General questions and answers	8
Table 6-1: Breakaway group A discussion - technical knowledge and innovation	10
Table 6-2: Breakaway group B discussion - institutional capacity and skills development.....	11
Table 6-3: Breakaway group C discussion - groundwater for social impact	11

List of Abbreviations

BoD	Board of Directors
CBA	Cost-benefit Analysis
CIWA	Cooperation in International Waters in Africa
ESS	Environmental and Social Safeguard
GDMP	Groundwater and Drought Management Project
GEF	Global Environmental Facility
GMI	Groundwater Management Institute
GW	Groundwater
IGRAC	International Groundwater Resources Assessment Centre
IWMI	International Water Management Institute
JSAP	Joint Strategic Action Plan
NPC	Non-Profit Company
NPO	Non-Profit Organisations
NPV	Net Present Value
OCAT	Organisational Capacity Assessment Tool
RBO	River Basin Organisations
RSAP	Regional Strategic Action Plan
SADC	Southern African Development Community
SADC-GIP	SADC-Groundwater Information Portal
SADC-GMI	Southern African Development Community Groundwater Management Institute
SADC-GMI LLP	SADC-GMI Lessons Learned Project
SGM	Sustainable Groundwater Management in SADC Member States (Project)
SRK	SRK Consulting (South Africa) (Pty) Ltd
TBA	Transboundary aquifer
ToC	Theory of Change
ToR	Terms of Reference
UFS	University of the Free State
UN	United Nations

1 Introduction

1.1 Purpose of this report

This report documents the proceedings from the Lessons Learned and Emerging Issues Project Disclosure Workshop involving representative from the Southern African Development Community Groundwater Management Institute (SADC-GMI), focal persons in member states (prime partners), sub-grantees and various partners such as research institutions, NGOs and donor agencies. The workshop was held online on the 19th of June 2020 using Microsoft Teams. Appendix A contains the PowerPoint presentation used during the workshop.

The purpose of the workshop was to:

- Provide feedback about the lessons learned and emerging issues in groundwater management in the SADC region; and
- Obtain input from key stakeholders in designing the future SADC-GMI programme.

1.2 Stakeholder participation

Formal invitations were distributed by SADC-GMI prior to the workshop. Of the 66 invitations, 34 stakeholders participated in the 3-hour workshop. Appendix B contains the agenda and attendance register for the workshop.

1.3 Developing a new programme

SADC-GMI is implementing a project to capture lessons learned from the current World Bank-supported project (Sustainable Groundwater Management in SADC-Member States project) and design a new Southern Africa Development Community (SADC) Groundwater Programme. SADC-GMI has contracted SRK Consulting (South Africa) (SRK) to assist in this process.

The ongoing project is funded from the Global Environment Fund (GEF) and the Cooperation in International Waters in Africa (CIWA) through the World Bank. Implementation of the Sustainable Groundwater Management Project in SADC-Member States has been ongoing since 2014 and is scheduled to end in 30 June 2021, pending a no-cost extension by the World Bank. The current project encapsulates four the following four focus areas:

- The operationalisation of the SADC-GMI as a regional centre of excellence for the region;
- Strengthening national and transboundary institutional management of groundwater;
- Advancing scientific research on groundwater challenges; and
- Promoting infrastructure solutions for the development of groundwater resources.

During May 2020, SRK conducted a review of the current project and prepared a Lessons Learned and Emerging Issues Report. The key findings and recommendations were presented at the disclosure workshop.

2 Workshop proceedings

This section presents the workshop proceedings. Supporting documentation is appended where relevant. The Lessons Learned and Emerging Issues Disclosure Workshop covered the following:

- Background and purpose of the Lessons learned and Emerging Issues Workshop;
- Summary of the results from Lessons Learned and Emerging Issues Report;
- Proposed future programme;
- Breakaway session A: Technical and Innovation;
- Breakaway session B: Institutional Capacity and Skills Development;
- Breakaway session C: Groundwater for Social Impact;
- Feedback from breakaway sessions A-C; and
- Way forward.

An overview of workshop activities is provided in the section below.

2.1 Background and purpose of the Lessons Learned and Emerging Issues Disclosure Workshop

The background and purpose of the Lessons Learned and Emerging Issues Workshop was presented by Mr. James Sauramba, the Executive Director of SADC-GMI. He provided an overview of the Sustainable Groundwater Management (SGM) in the SADC Member States project and indicated that SADC-GMI had commenced a process of developing a new groundwater programme. The first tasks were to ascertain the lessons learned and emerging issues in groundwater management in SADC region and to present findings to key stakeholders.

The PowerPoint presentation is provided in Appendix A for reference purposes.

3 Summary of the results from Lessons Learned and Emerging Issues Report

This component of the workshop involved a series of presentations by members of the SRK team that conducted the SADC-GMI LLP exercise.

3.1 Introduction and methodology

The introduction and methodology were presented by Ms. Lisl Fair, a Principal Consultant at SRK. She provided an overview of the methodology applied in the SADC-GMI LLP, which covered a variety of methods including data collection and review, online surveys, interviews, and analysis.

The PowerPoint presentation is provided in Appendix A for reference purposes.

3.2 Technical assessment of SADC-GMI's contribution to groundwater management in SADC

The findings and lessons learned from TBA initiatives were presented by Darryll Kilian, Principal Consultant and Partner at SRK. Against the background of the key challenges facing groundwater management in the SADC region, he provided an overview of lessons relating to TBAs, data management and infrastructure projects. Based on the findings, a number of recommendations were presented for consideration when designing a new programme. Key amongst these were the need to adopt a focused approach to enhance groundwater management, expand on data management and collection initiatives, prioritise capacity building a facilitate and foster the development of relationships and networks to ensure sustainable technical and institutional cooperation.

The findings and recommendations are contained in the PowerPoint presentation provided in Appendix A.

3.3 Organisational structure and capacity assessment

The key findings by the organisational structure and capacity assessment were presented by Ms. Geralda Wildschutt, a Non-Governmental Organisation (NGO) expert. Ms. Wildschutt presented the findings of the organisational capacity assessment tool (OCAT), noting that SADC GMI had performed well on issues related to financial management, IT, management leadership and human resources. Based on the findings, a number of recommendations were presented for consideration when designing a new programme. Key amongst these were establishing permanent positions, extending the number of partnerships with SADC based universities and the use of a hybrid model, where a non-profit and private company (Pty Ltd) are both operated under one Board of Directors.

The findings and recommendations are contained in the PowerPoint presentation provided in Appendix A.

3.4 Funding and governance

The key findings related to funding and governance were presented by Mr. Tim Hart, an organizational development expert. The assessment found that there was need for stronger leadership by the board of directors (BoD) and that efforts to promote income diversification should be prioritized. It was also noted that impact measurement and additional skills are needed to diversify fund-raising initiatives. In response to these findings, various recommendations were made, namely: continuous BoD capacity building to clarify responsibilities; the development of a more inclusive and robust SADC-GMI monitoring and evaluation framework as well as further in-house fundraising capacity and income diversification.

The key findings and recommendations of the PowerPoint presentation are provided in Appendix A.

3.5 Financial management and location cost benefit analysis

The key findings of the financial management review and the location cost benefit analysis (CBA) were presented by Mrs. Retha Eastes, a financial management expert. The main findings of Mrs. Eastes inquiry include that the recently adopted annual integrated reporting practices will yield numerous benefits, SADC-GMI staff need support on compliance with South African statutory requirements and that a hosting agreement to assist with staff capacity building and provision of ad hoc specialised services will be beneficial. The location CBA found that a move to a hosted scenario in Gauteng with outsourced support for financial management would be advantageous. Based on these findings, it is recommended that SADC-GMI budget adequately for hosting and support services from project inception, plan for delays and budget a contingency for year-on-year inflation, ensure capacity needs are realistically budgeted for, build a long-term relationship with professional service provider to build capacity and plan for long project lead time.

The key findings and recommendations of the PowerPoint presentation are outlined in Appendix A.

4 Proposed future programme

This section of the workshop included presentations relating to the design of a future regional groundwater programme.

4.1 Organisational evolution

Mr. James Sauramba presented a schematic layout that showed the conceptualisation and the future evolution of SADC-GMI. The schematic provides an overview of how SADC-GMI's original strategic objectives which were focused on sustainable groundwater management and aim to answer the key question: 'Sustainable groundwater management for what?' This change in focus enables SADC-GMI to be responsive to current socio-political factors and increase its ability to measure impact on beneficiaries.

The schematic can be found in the PowerPoint presentation contained in Appendix A.

4.2 Theory of change to measure impact

Theory of Change (ToC) is a comprehensive description and illustration of how and why a desired change is expected to happen in a specific context. During the workshop, this was presented by Ms. Lisl Fair. She explained SADC-GMI's ToC conceptualisation using a generic schematic, which provides a pathway to indicate how the objectives of each component will contribute to the vision of climate resilience and equitable groundwater management for socio-economic development. The schematic is presented in the PowerPoint presentation in Appendix A.

4.3 Key success factors

There are certain critical recommendations that must be implemented as a prerequisite for the successful implementation of the next phase of SADC-GMI's new programme. The key success factors were presented by Mr. Tim Hart and covered four key areas, namely internal management and funding, institutional capacity building, information generation and dissemination and livelihood support through groundwater management.

The featured success factors are contained in the PowerPoint presentation provided in Appendix A.

A summary of the new program was presented by Mr. Brighton Munyai, the SADC-GMI Senior Groundwater Specialist

5 Participant feedback

During the workshop two feedback sessions took place, one following the presentation of the lessons learned and emerging issues and the other after the presentation of the proposed future programme. During these sessions participants were given an opportunity to provide feedback commentary via Mentimeter, a collaborative digital tool that enables participants to comment collectively on the same topic and see a summary of the results in real time online. Furthermore, participants were able to make comments or pose to SADC-GMI and SRK experts using the Microsoft Teams chat function.

As the workshop was run according to strict time intervals, only a certain number of questions were answered during the feedback sessions. SADC-GMI and the relevant SRK expert agreed to respond to questions that did not receive real-time feedback. Workshop participants were also afforded the opportunity to submit written comments, suggestions and questions to Natasha Anamuthoo via email after the workshop. The participant feedback is summarised below.

5.1 Mentimeter

The comments obtained from the MentiMeter tool are summarized in Table 5-1. As is evident in Table 5-1, the workshop participants mostly experienced the session as positive and emphasised the need for information sharing and monitoring and evaluation beyond short term goals.

Table 5-1: Mentimeter Comments

Comments based on the lessons learned workshop session:	
"Partnerships with postgraduates to include Universities in different member states and should not only benefit SADC-GMI (one direction) but SADC-GMI should also be a catalyst for collaboration and synergy to enhance impactful research outcomes."	"Theory of change and logical frameworks need to recognise the long-term focus/vision (2031 and beyond) as these two approaches can be difficult to implement for very long-term impact planning (log frame monitoring and evaluation tend to be best for short deliverables)."
"Excellent work thus far."	"Very insightful feedback – provides a useful context for developing a new programme."
Investment, both human capacity and fiscal resources to be made available to develop and sustain links to other SADC/African networks where synergy and collaboration is obvious and needed."	"As a Board Member I am very comfortable with the findings presented in the report. I am responsible for business development and look forward to hearing about how we will go forward with implementing recommendations."
"I am surprised that there are not more recommendations on infrastructure development noting that there is a recommendation on improved monitoring."	
Comments based on the proposed future programme:	
"Very informative"	"I feel the need for these kind of meetings in organizations as it enables everyone to engage in the discussions. Well done SRK and SADC-GMI for the best presentations."
"ToC and logical framework approach will help focus a new programme."	"There is considerable fragmentation in SADC around groundwater/hydrogeological science. This is likely due to the nature of funded programmes (introspective) – SADC-GMI could become a 'glue to develop real synergy.'"
"Good overall framework. Making data into authoritative information and delivering in innovative ways to those that need it is a good aim."	

5.2 Questions and answers posed during the workshop

The questions and answers submitted via the Microsoft Team chat function during the workshop are presented per topic in this section.

5.2.1 Organisational structure and capacity questions and answers

Mrs. Geralda Wildschutt responded to questions relating to organisational structure and capacity. The questions and answers are outlined in Table 5-2.

Table 5-2: Organisational structure and capacity questions and answers

Questions	Answers
Regarding the point on brand position that must be assessed alongside competitor analysis. Please explain in much depth what this entails? e.g. does it mean using comparable institutions...and would we have such an equivalent in the SADC or it refers to use of others outside the region?	<p>Assessing brand position (are people aware of the SADC-GMI brand/organization) and GMI's competitors will entail a research study. Collecting data in the region via desktop research, interviews/surveys, etc. to understand which other organizations (if any) offer similar products to GMI and target the same donors and maybe the same target audience/beneficiaries. These would be organizations working in groundwater management, data collection and IT support, groundwater source development (siting, drilling and testing of boreholes), capacity development and socio-economic development projects focused on agriculture supported by groundwater sources, etc.</p> <p>The aim is to understand if these competitors are doing better and maybe getting the donor funding that GMI is targeting, and if these competitor organizations are more known in the region and preferred by the governments. It will help the SADC-GMI to differentiate their product offering better and to do more in terms of creating awareness and loyalty to their brand. This can be done through targeted marketing in the region, and maybe more in countries where GMI is less known.</p>
How is SADC- GMI leveraging on capacity building in groundwater development and management in the Region?	GMI has capacity building/development as a core objective and understand how important this is for the region. It will remain a core part of GMI's offering and will also include capacity building for livelihood projects, climate change management, etc. (the new focus areas). GMI has partners in the region that assist them in delivering the capacity building programmes and may have to increase the number of partners for the new direction they are including in their work. The current partnerships are strong and have assisted GMI in delivering good work to the beneficiary organizations. The capacity development work in the region is guided by a capacity needs assessment for groundwater management that was developed in 2018.

5.2.2 Funding and governance questions and answers

Funding and governance questions were answered by Mrs. Retha Eastes and are included in Table 5-3.

Table 5-3: Funding and governance questions and answers

Questions	Answers
What would be the "rules of the game" if a private company is established?	SADC-GMI is currently registered as a "private company" in the form of a Non-profit company (NPC) which gives it a legal status as a legal entity. An NPC resembles business oriented (for profit) companies in their legal structure, but do not have a share capital and cannot distribute shares or pay dividends to their members. Non-profit companies are incorporated in a similar fashion as profit companies on the Companies and Intellectual Property Commission's (CIPC) website. However, there must be three initial directors, and if its Memorandum of Incorporation provides for its members. From this definition the difference between NPC and NPO is evident, as the description of these two concepts are almost identical. Non-profit organisations are predominantly regulated by the NPO Act. To qualify for certain government grants and benefits, a non-profit company/trust or Voluntary association (VA) must register with the Department of Social welfare as a NPO. NPO is just a registration that is governed by the Non-profit Act. SADC GMI will not change its current legal status. It will keep both its legal status as an NPC and registration as an NPO and be governed by both the SA companies act and Non-profit organisations act.

Questions	Answers
Are you expanding the support base beyond World Bank?	Yes - SADC GMI is actively working on broadening its network and building relationships with organisations and academic institutions with similar interests and goals to build capacity, allow access to additional funding and enter into joint ventures.

5.2.3 General questions and answers

Questions relating to SADC-GMI were answered by Mr. James Sauramba and Mr. Brighton Munyai and are outlined in Table 5-4.

Table 5-4: General questions and answers

Questions	Answers
Will you please inform the participants about SADC-GMI's plans to share the actual report with the participants in which they can find quite a bit more information?	Thank you. After this workshop we are going to have a workshop proceedings report put together which will contain all the presentations and the other material. The content will be based on what is coming out of this discussion. The report will be completed in the next 2 weeks or so. It will also allow the consultant to capture all the contributions that have been generated from this discussion into the report, which would then be available thereafter. We hope that in the next 2 weeks or so we will have all the relevant material that can be shared with all participants of this workshop.
What is the team at SADC GMI most proud of in the last few years? What do they feel is their greatest contribution?	I think it's always a difficult question to answer especially when the answer involves self-praise. But I believe the most important thing that we are proud of is that we exist, and we are delivering the mandate that was given to us through the different instruments of the region. Moreover, if you look at our relationships with our Member States, we believe that we are available for them as well as that we have managed to raise the flag for groundwater and its importance in the SADC region. If you look a few years back before SADC-GMI came on the scene, there was little discussions in the discourses regarding groundwater, but I believe we brought that to the forefront and raised the status of groundwater. Not only groundwater as a standalone or as a pillar but as in groundwater within conjunctive water resources management. We are also proud of our relationships with River Basin Organizations. We are proud of our relationships with the RBOs in terms of integrating groundwater into the conjunctive resources management debate. We can say a bit more, but I believe that could be the catchy part of our intervention in the region.
Considering that implementation of projects has been state-wise, I feel states have also individually learnt lessons, I wonder if there could be a shared platform to digest these and how SADC-GMI has received them to integrate into the future planning?	This is a very valid question. However, it is noteworthy that the consultant teams also had the opportunity to consult the different stakeholders in each Member State on their experiences with regards to the implementation of pilot groundwater projects in their respective areas and these lessons have informed part of the report presented to the stakeholders. It is understandable that this was achieved through sampling and hence there is always an opportunity to gather more lessons. SADC-GMI has other physical and virtual platforms where Member States implementing such projects have opportunities to share their lessons learned which should continue to inform the future. One very important opportunity for the individual states to provide feedback on their experiences is the ongoing review of the sub-Grant manual which is the main tool for facilitating the implementation of these projects.
How does SADC-GMI collaborate with independent/private Groundwater consulting agencies that mostly provide support to Governments?	This is one area that SADC-GMI is still grappling with as our brand grows. In the past 2 years, SADC invited such stakeholders to participate at the SADC Groundwater Conference through oral presentations and exhibitions. The response was generally poor. We have also been trying to engage at least the drillers in the respective Member States, in the first instance by creating an online Drillers' Directory with the intention of making it as an entry point to starting joint initiatives to advocate for integration professional approaches to addressing groundwater development and management issues in the region. Moving forward, we anticipate that our ongoing endeavour to operationalise National Focal Groups in the Member States will help to reach out to this stakeholder group to rally around the governments as they continue to promote the sustainable use of groundwater.

Questions	Answers
Does SADC-GMI envisage to increase budgets for projects implemented by Member States? The ceilings for previous provisions were prohibitive	The support given in the current project was based on the availability of resources and so the resources that we gave was what was available to us. Our planning in the future is that we have a bigger budget for the entire programme. For five years, we are targeting to do a 30 million US dollar project, which means there will also be more resources to go around and fund more tangible projects. So it's all dependent on the availability of resources which were very constrained during the current phase of the project.
Would be useful to have a stream of work on management and regulation of GW across member states - and sharing lessons and best practice	This is the type of work at the core of SADC-GMI's activities and thus explains the many knowledge products that SADC-GMI has to date produced and disseminated that culminated from the research and documentation of lessons learned and best practices. So far knowledge products and guidance documents were disseminated with respect to data collection and management, policy, legal and institutional frameworks, operations and maintenance and accessing project funding, among others. It is noteworthy that this scope of work on SADC-GMI's mandate is massive and it will continue to be pursued together with implementation of mechanisms to render capacity building and technical assistance for the Member States to pilot and upscale the best practices.
How is SADC-GMI planning to expand its research capacity in the region?	We plan to leverage on partnerships to expand on our research capacity in the region. This leads us to focus on the different research institutions and universities in the region to add capacity especially in the areas where we are still relatively weak. Funds permitting, we are also targeting to introduce post-graduate programmes at Masters and PhD levels so that whilst they are realising the academic objectives, we also realise our research mandate and demands.
To what extent is the SADC member states funding or supporting GMI? Any specific contribution from Member States.	The SADC-GMI Strategic and Financial Sustainability Plan which was a precondition for the SADC Council to grant subsidiary status to SADC-GMI limited the Member States' contribution to 'in-kind' support. This is a position that SADC-GMI is currently negotiating to get changed because it leaves the Institute highly dependent on grants and thus very vulnerable.
Does SADC-GMI have any specific plans for funding the extent of its reach in the region, through national or sub regional institutional development for example?	SADC-GMI's ability to fund such structures is limited by the lack of funding. We are continuously reviewing the situation as funds become available from our different endeavours.

5.3 Written comments via email

Following the workshop, an email was received from Professor Robert Kalin, Director of the Climate Justice Fund Water Futures Programme in the Department of Civil and Environmental Engineering at the University of Strathclyde, United Kingdom. He indicated that the programme had undertaken work in Malawi and believed that there was potential for knowledge sharing in SADC. Professor Kalin indicated that his team had collected data types for over 120,000 rural water points across Malawi and had compiled a list of recent publications that might be of interest. This information is accessible via the link:

https://share.mwater.co/v3/console_link/b41081d615864dc6b0ccb45e73eaceac?share=232d203f5fe34948970cac2653b01b01

6 Breakaway sessions

In addition to the main workshop presentation, three facilitated breakaway sessions were held simultaneously via Microsoft Teams. Workshop participants were able to choose from three breakaway groups, namely: session A – technical knowledge and innovation; session B - institutional capacity and skills development; or session C - groundwater for social impact. The purpose of these sessions was to facilitate a robust discussion amongst a smaller group of key stakeholders with similar interests. These breakaway sessions were facilitated by members of SADC-GMI.

The slides presented during the breakaway sessions are contained in Appendices C1, C2 and C3.

6.1 Breakaway session A: technical knowledge and innovation

The breakaway session on technical knowledge and innovation was presented by Mr. Brighton Munyai, senior groundwater specialist at SADC-GMI. Refer to the presentation in Appendix C1.

The group discussion was guided by the four topical questions highlighted in Table 6-1. The points raised by participants are captured in Table 6-1.

Table 6-1: Breakaway group A discussion - technical knowledge and innovation

Breakaway group A discussion: technical knowledge and innovation	
Discussion topics	Discussion points raised
<ul style="list-style-type: none"> What knowledge is required to support socio-economic development and resilience? For which specific users should the knowledge and information products be tailored and for what purpose? What type of interventions would create the largest technical advances in groundwater management in member states? Who should SADC-GMI partner within order to enhance success in this scope of work? 	Understand areas of future urbanisation and the role of groundwater. Moreover, anticipate growth and plan for groundwater development (potential of groundwater)
	MS challenges harmonising policy for replication at scale, policy revision at the regional level. Advocacy for policy around investments (guiding investments from donors rather than following donors)
	- Ensure good data collection
	- Limit political influence
	Evidence/scientific based knowledge of the resource and impact on groundwater.
	Data gaps and age of data in the SADC-GIP need to find ways of intervention- How to get data into the SADC- GIP
	Use of RS and make it the readily available for users.
	Socio-economic resilience development- quality of the resource
	Groundwater pollution in shared aquifers
	Conjunctive management with RBOs
	Link agricultural development to the work that is being done
	Consideration – understand (poverty alleviation) policy for resource mobilisation
	Think of stakeholders – who are they and what are their needs and role.
	Partners of the SADC-GMI: Lack of budgetary support with the stakeholders, supported financially.

6.2 Breakaway session B: institutional capacity and skills development

Breakaway session B on institutional capacity and skills development was presented by Mr. James Sauramba, the Executive Director at SADC-GMI. The presentation is contained in Appendix C2.

The breakaway group discussions were guided by the four topical questions highlighted in Table 6-2. The points raised by participants are captured in Table 6-2. The points raised by participants are captured in Table 6-2.

Table 6-2: Breakaway group B discussion - institutional capacity and skills development

Breakaway group B discussion: institutional capacity and skills development	
Discussion topics	Discussion points raised
<ul style="list-style-type: none"> In terms of capacity, what is the biggest limiting factor in advancing groundwater management in member states? Which other national, sub-regional and/or regional institutions should be a part of this scope of work as (a) beneficiaries; (b) partners What type of interventions would create the largest institutional and capacity advances in groundwater management in member states? What individual skills development models should be considered? 	There is a need to broaden the definition of CAPACITY to include tools and equipment needed for an enabling working environment
	The organizational structure of SADC-GMI needs to match the human capacity demand for its services by including more M&E Consultants to follow up on the sub-grantee projects
	There should be further emphasis on the necessity to have permanent positions and a corresponding budget
	Capacity building should be extended to the Private Sector in the Member States on the same model as for Young Professionals (YP) since some Member States suffer from the lack of capacity in the private sector for GW
	SADC-GMI should introduce a post-graduate programme for GW similar to the one run by WaterNet → to increase GW skills and alumni
	In addition to the more vocational programmes, SADC-GMI should pursue more taught skills development programmes in collaboration with formal universities e.g. IGS
	There is need to have mechanisms to measure the impact of the skills development programmes e.g. the YP programme to see if the skills are still in use after the trainings
	SADC-GMI should consolidate its capacity building of RBOs for conjunctive water resources management
	Institutional capacity building of the Member States and their stakeholders to access funding for GW investments

6.3 Breakaway session C: groundwater for social impact

Breakaway session C on groundwater for social impact was presented by Kasonde Mulenga, an Infrastructure Consultant at SADC-GMI. The presentation is contained in Appendix C3.

The breakaway group discussions were guided by the three topical questions highlighted in Table 6-3. The points raised by participants are captured in Table 6-3. The points raised by participants are captured in Table 6-3.

Table 6-3: Breakaway group C discussion - groundwater for social impact

Breakaway group C discussion: groundwater for social impact	
Discussion topics	Discussion points raised
What livelihood activities should be supported under this scope of work?	Communal gardens often crucial for the livelihoods of communities, but often at the expense of climate change and degradation of local environment
	Gender is crucial, men and woman have different uses for water, and this should be incorporated into programme design
	Economic development for Households crucial for poverty eradication
What are the greatest barriers to equitable groundwater management practices in the member states and	Lack of capacity huge problem, Institutional capacity and support (Political leaders may not be on the same page)
	Appropriate management capacity is also often missing from a political point of view
	Lack of information on Groundwater availability and quality

Breakaway group C discussion: groundwater for social impact	
how can these be overcome?	Lack of understanding about Groundwater, it is a hidden resource. Both from a governance and politics perspective.
	Often there is a lack of political will, thereby education and awareness are crucial surrounding such initiatives
	Barrier is also climate change: LR planning a problem, SR affecting the amount of water already directly impacting lives
	Government red tape and bureaucracy resulting in delays and this is directly affecting livelihoods
	Red tape is a real-world issue (many examples of this can be found throughout Africa)
Who should be the key partners/actors at national, sub-regional and regional level for this work?	Water utilities and Government
	Different countries have different contexts: NGO's play very important role
	Governments in SADC states, Communities at grass route level need to be engaged in activities and planning, Media needs to be informed and allows these programmes to be communicated to communities
	Local authorities in all member states, as they do not have technical expertise and will benefit most from such expertise

7 Plenary feedback on breakaway group discussions

After the breakaway group sessions, the participants re-joined the workshop to hear the feedback on points raised during breakaway discussions. This feedback was provided by the respective facilitators and addressed the points presented in Table 6-1, Table 6-2 and Table 6-3.

8 Way forward

In finalising the workshop proceedings, Mr. James Sauramba indicated the next steps in the process to developing a new 10-year groundwater management programme (2021-2031) for SADC-GMI. He highlighted that the lessons learned report and consequent stakeholder validation through the online workshop provided the basis for SADC-GMI to develop a bankable project plan document spanning two five-year periods. He indicated that the results from the lessons learned report and disclosure workshop feedback would be incorporated into the development of the bankable project plan document. This process ensured that different stakeholder groups had the opportunity to reflect on past programme activities and provide valuable insights into considerations for future programme development. Mr. Sauramba noted that the feedback and valuable insights generated through this disclosure workshop would be incorporated into the LLP report and workshop proceedings circulated to the participants.

9 Workshop concluded

SRK and SADC-GMI thanked the delegates for their attendance and contribution to the workshop and closed the meeting.

Prepared by

SRK Consulting - Certified Electronic Signature

557287/44241/Minutes
5177-4414-1563-KILI-16/02/2021
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Natasha Anamuthoo
Senior Environmental Scientist

Prepared by

SRK Consulting - Certified Electronic Signature

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7561-4995-9115-FAIR-16/02/2021
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Lisl Fair
Principal Consultant

Project Reviewer

SRK Consulting - Certified Electronic Signature

557287/44241/Minutes
5177-4414-1563-KILI-16/02/2021
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Darryll Kilian
Project Partner

Appendices

Appendix A: Lessons Learned and Emerging Issues Workshop Presentation

Lessons learned and emerging issues workshop

19 June 2020





- Teams protocol
 - Please mute your mic when not speaking
 - Please raise your hand if you want to ask a question during a presentation – the presenter will indicate when you can speak
 - Please refrain from using the chat function while a presentation is in progress
- How to ask a question?
 - Wait for feedback time on the agenda and type your question on the chat function or raise your hand
- How to make focused input?
 - During feedback time, open a tab on your browser, go to www.menti.com and type in the code provided
- How to make additional comments?
 - E-mail Nanamuthoo@srk.co.za with additional comments/suggestions
- How to join a break away group?
 - Send a e-mail to the administrator of the breakaway group and accept the invitation you receive

Housekeeping

Breakaway groups

Please send an e-mail to the person indicated in the breakaway group you want to attend. You will receive a calendar invitation to join the appropriate group.

Technical and innovation

Facilitator:
Brighton Munyai

Experts (SRK):
Gert Nel
Tim Hart
Ashleigh Maritz

E-mail:
amaritz@srk.co.za

Institutional capacity and skills development

Facilitator:
James Sauramba

Experts (SRK):
Darryll Killian
Natasha Anamuthoo

E-mail:
nanamuthoo@srk.co.za

Groundwater for social impact

Facilitator:
Kasonde Mulenga

Experts (SRK):
Geralda Wildschutt
Retha Eastes
Lisl Fair

E-mail:
Slunsche@srk.co.za

Agenda

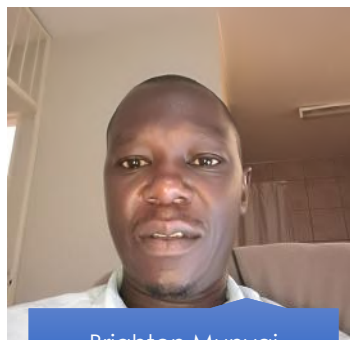
Time	Topic	Presenter
9:30 - 9:35	Welcome and introduction, meet the team	SADC-GMI
9:35 – 9:40	Purpose of the workshop	SRK
9:40 – 10:10	Results from Lessons Learned Report	SRK
10:10 – 10:30	Feedback on Lessons Learned Report	Participants
10:30 - 10:40	Comfort break	All
10:40 – 11:10	Proposed future programme	SRK
11:10 – 11: 20	Feedback on proposed future programme	Participants
11:20 – 11:30	Comfort break	All
11:30 – 12:00	Breakaway groups	All
12:00 – 12:30	Feedback and way Forward	All/ SRK

Welcome and Introduction

Meet the team



James Sauramba
ED SADC-GMI



Brighton Munyai
SADC-GMI



Kasonde Mumlenga
SADC-GMI



Darryll Killian
Partner SRK



Tim Hart
Funding Expert (SRK)



Geralda Wildschutt
NGO Expert (SRK)



Retha Eastes
Financial Expert (SRK)



Lisl Fair
Principal Consultant (SRK)



Natasha Anamuthoo
Senior Consultant (SRK)



Ashleigh Maritz
Senior Consultant (SRK)

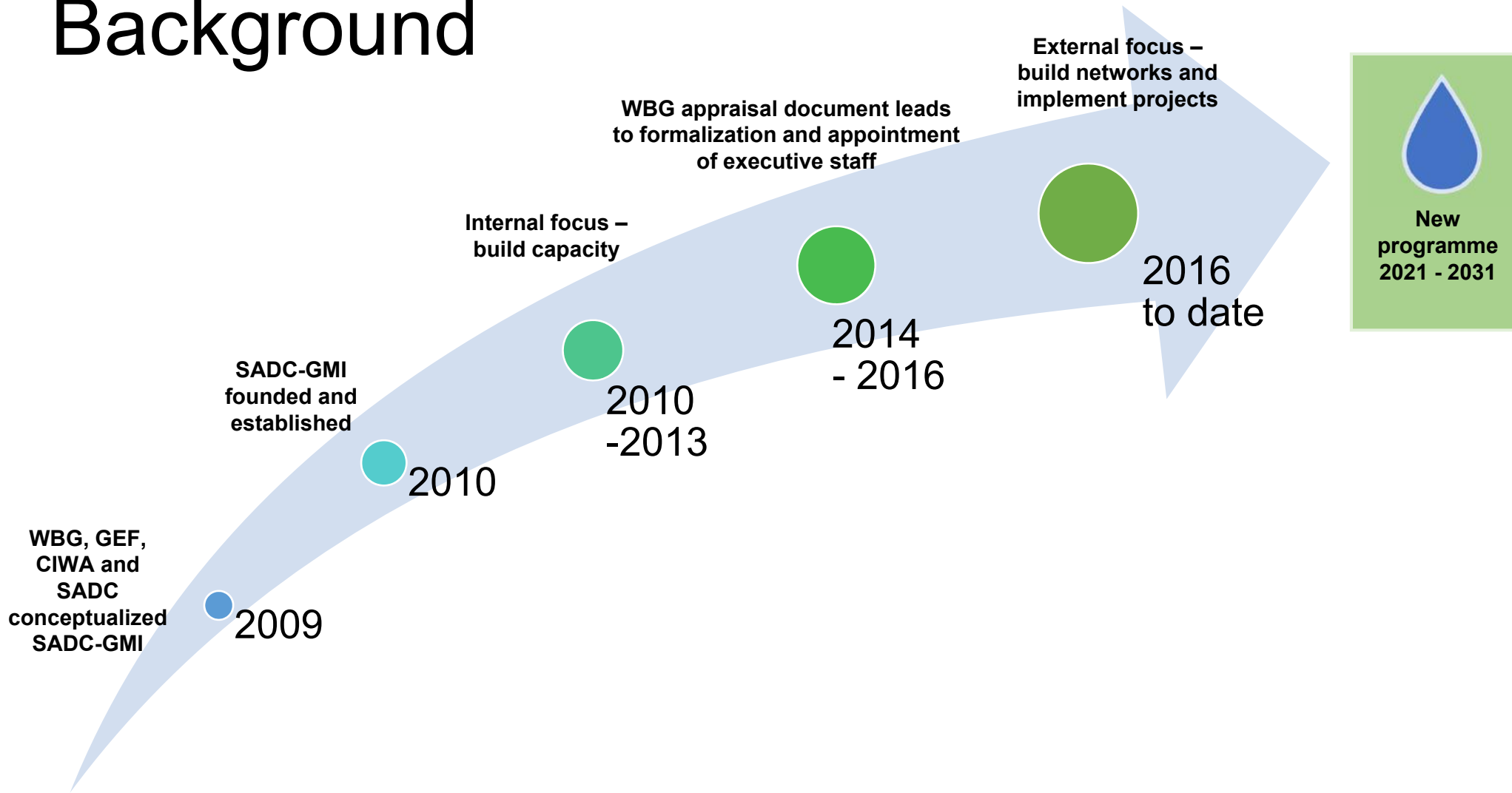


Gert Nel
Hydrogeologist Expert (SRK)



Sasha Lunsche
Enviro Intern (SRK)

Background



Background



Purpose of the workshop

Objective 1

To provide feedback about lessons learned and emerging issues in groundwater management in SADC region



Objective 2

To obtain input from key stakeholders in designing the future SADC-GMI programme

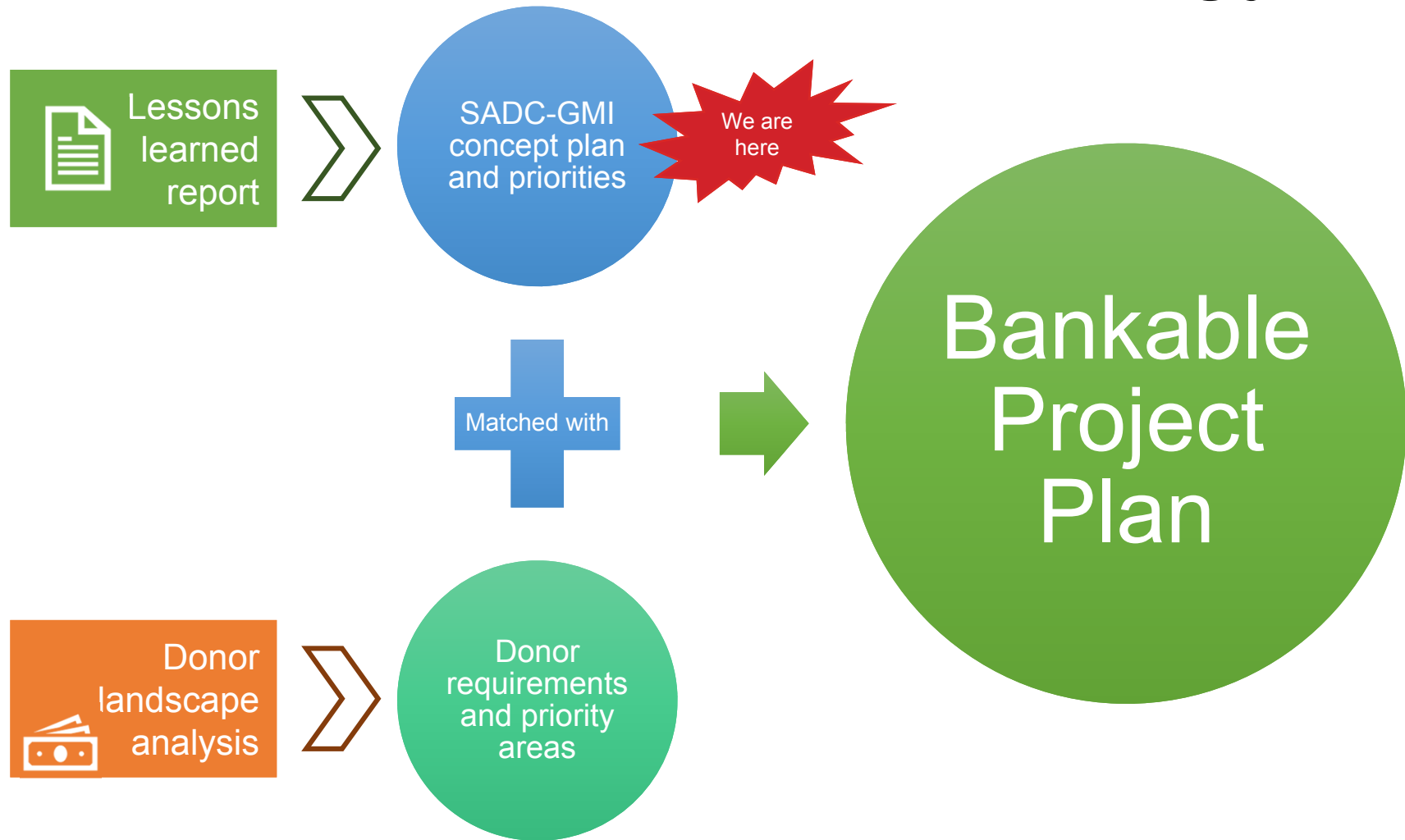
Results from Lessons Learned Report



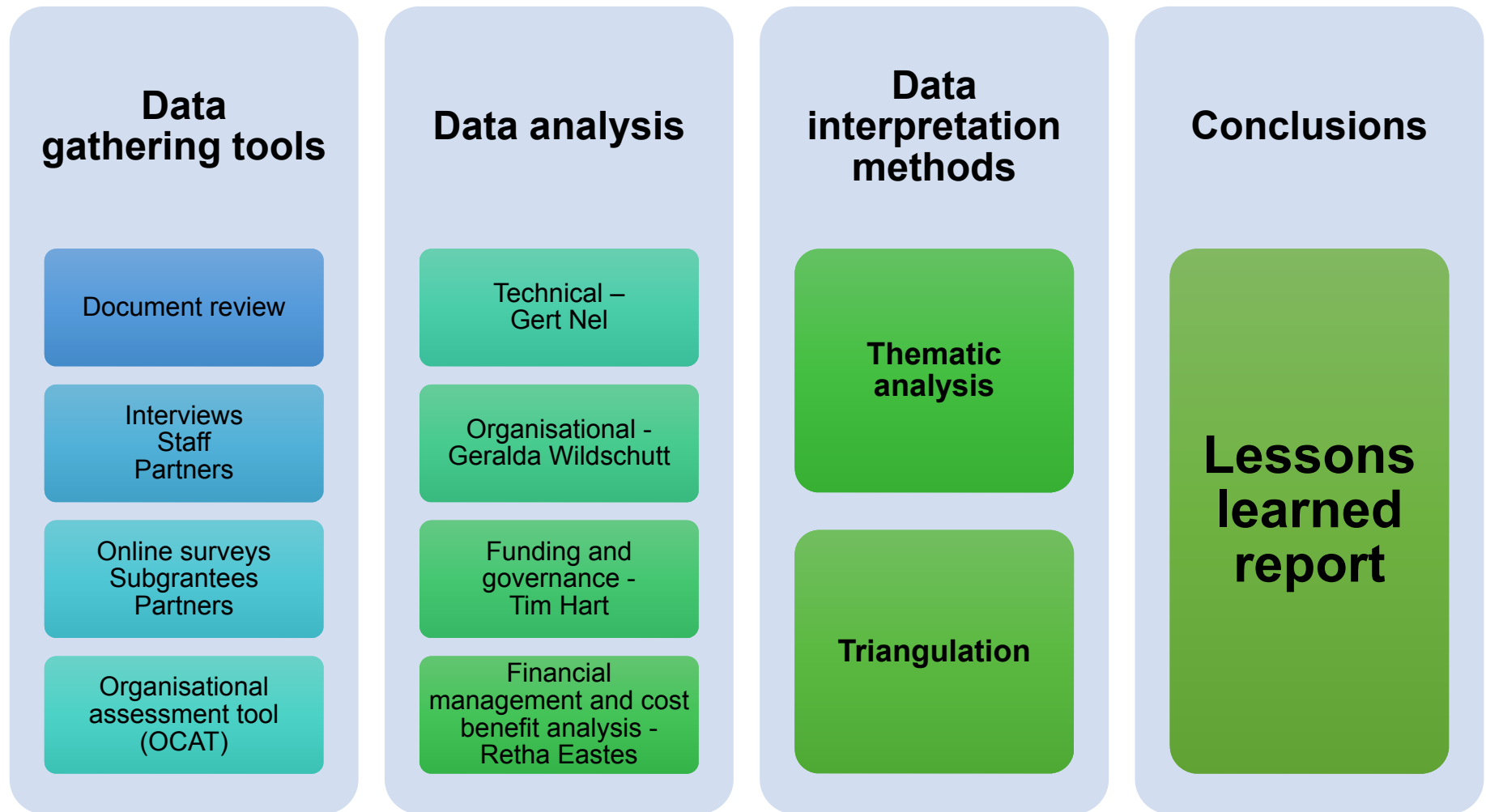
Results from the Lessons Learned Report - Overview

Topic	Presenter
Introduction and methodology	Lisl Fair
Technical	Darryll Killian
Organisational	Geralda Wildschutt
Funding and governance	Tim Hart
Financial management and location cost benefit analysis	Retha Eastes
Conclusion	James Sauramba
Feedback	All

Introduction and Methodology



Introduction and Methodology

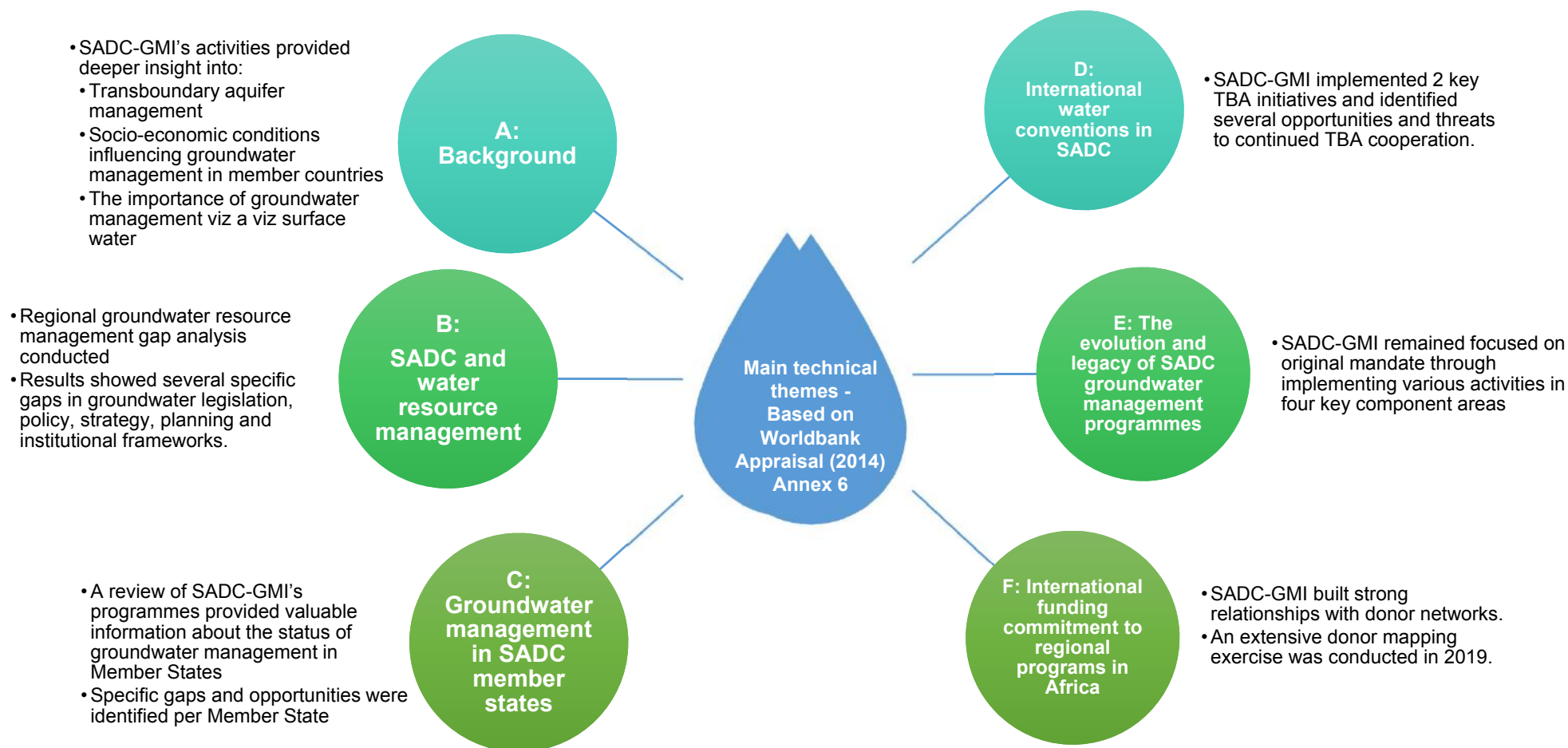




Status quo of groundwater management in SADC

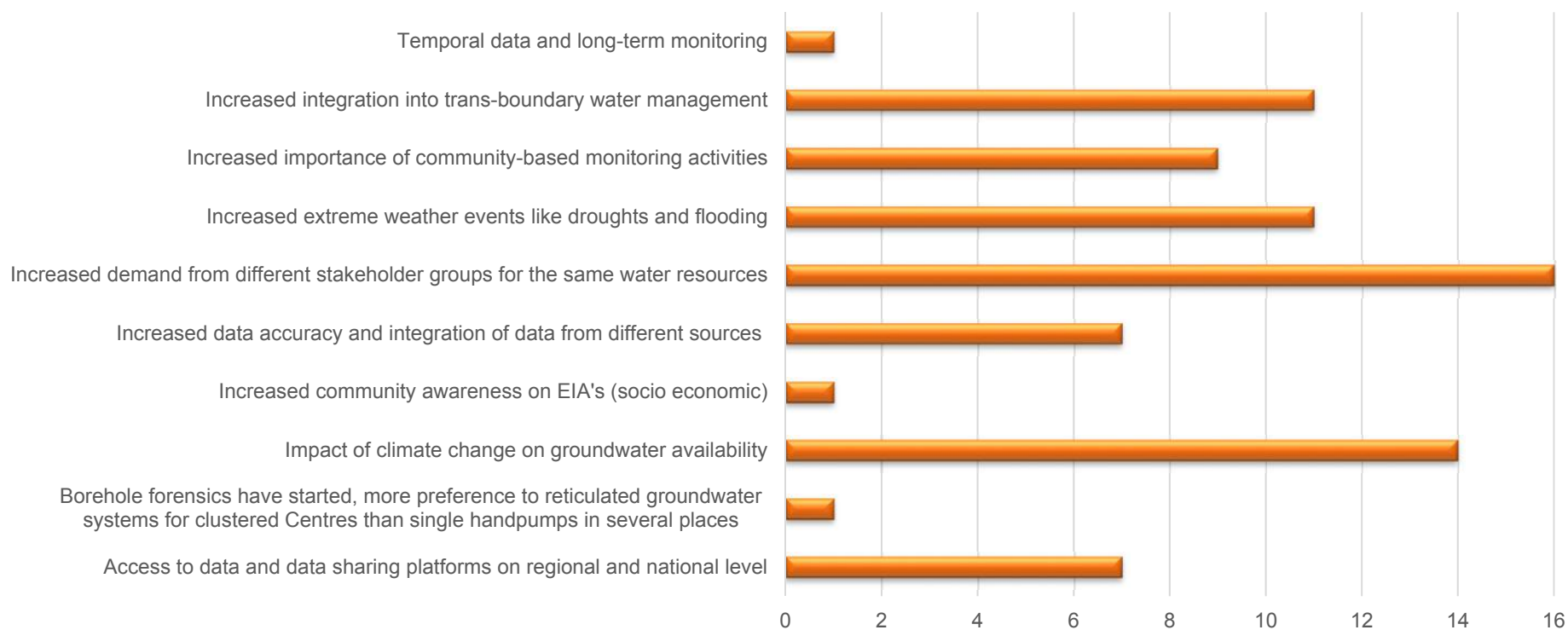
- SADC Member States **adopted strategies and policies** to guide sustainable groundwater management and development, e.g. Revised Protocol on Shared Watercourses, Regional Strategic Action Plans
- The overall assessment of **groundwater management** in the region was found to be **insufficient** to support sustainable management and development of groundwater resources
- **Information systems** for managing groundwater data are lacking in some of the SADC Member States, often as a result of a limited understanding of the nature, extent and importance of these resources
- **Regulations** to protect groundwater resources are often not in place and where these are in place, often no enforcement or sanction of unlawful activities takes place
- Numerous efforts to understand and support the management of groundwater in SADC, through past and present projects and programmes implemented by SADC-GMI have contributed to the **evolving understanding** of groundwater pressures and challenges in the SADC region

Technical – SADC-GMI's performance against WBG appraisal document



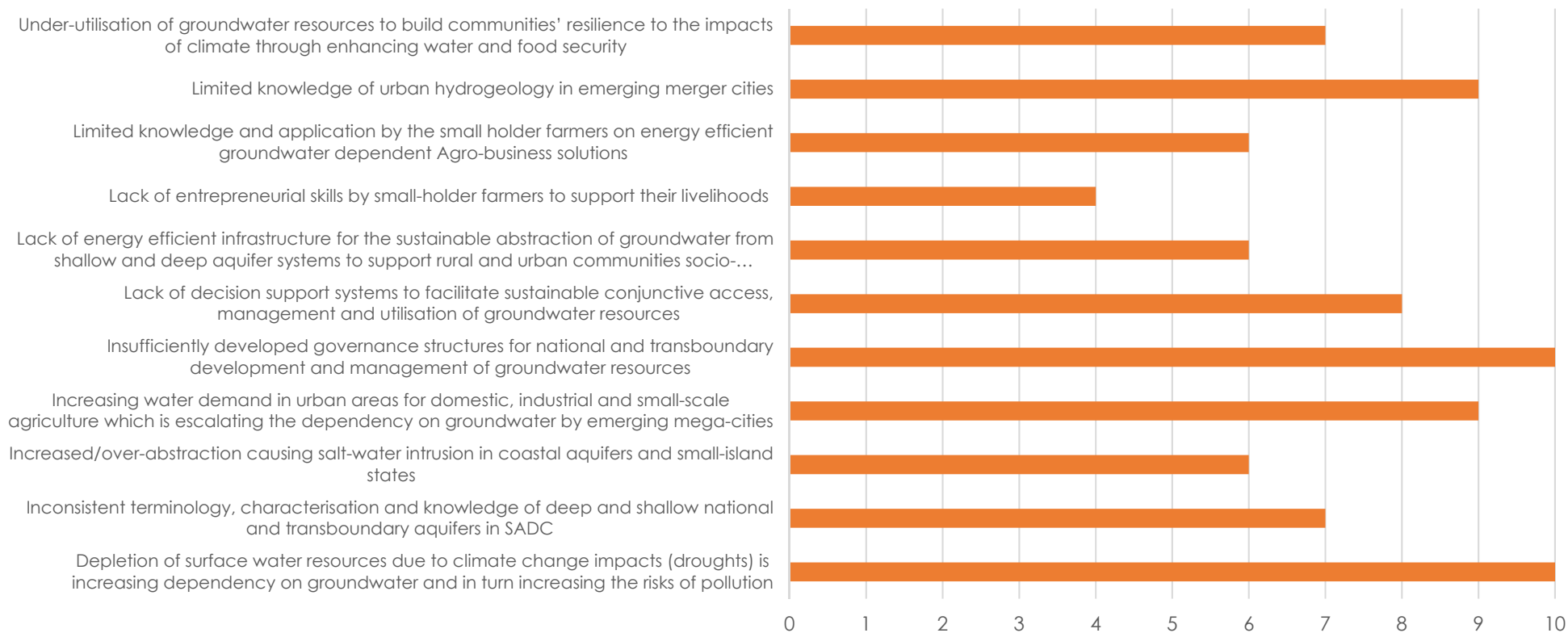
Emerging trends in groundwater management identified by SADC-GMI stakeholders

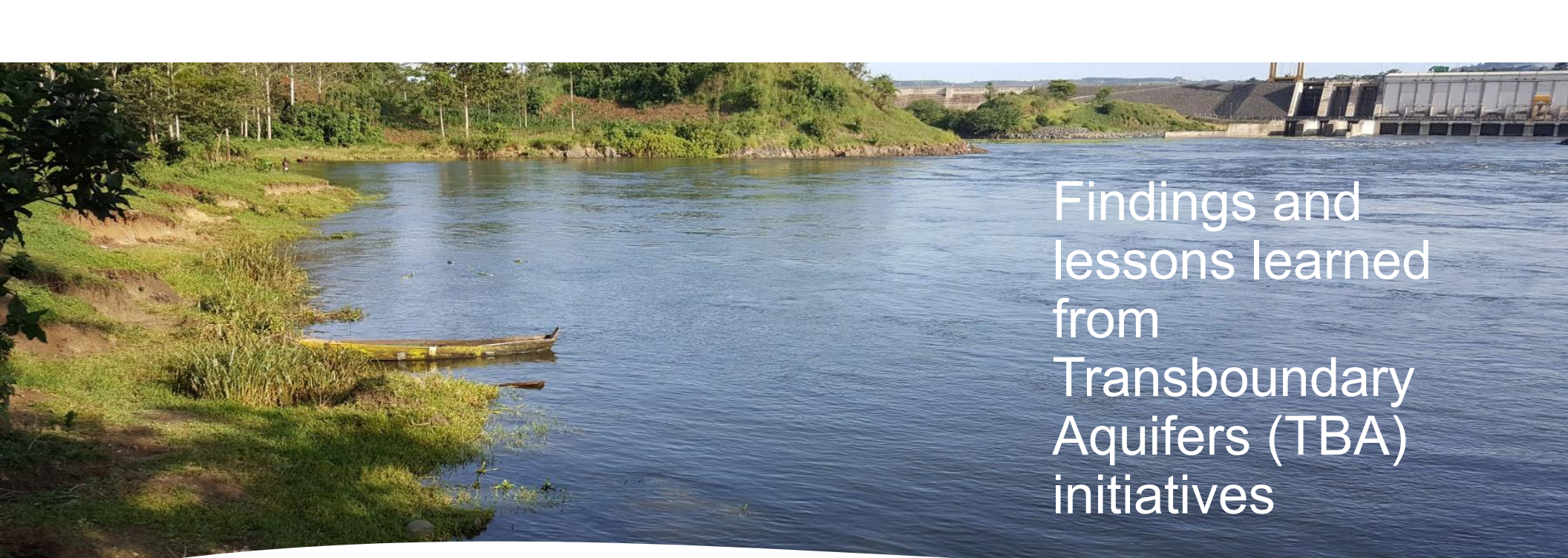
Which of the following emerging trends in groundwater management have you observed in your region over the last five years?



Current challenges identified by SADC-GMI stakeholders

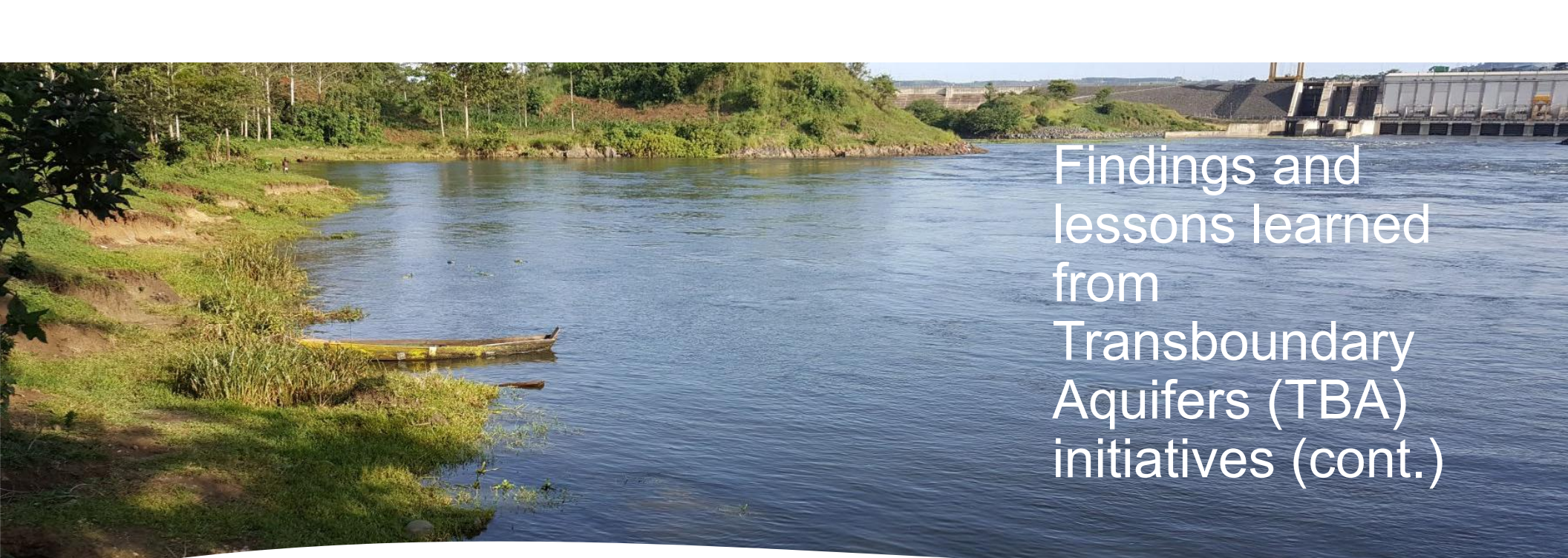
Which groundwater issues do you anticipate becoming more challenging over the next five years in your area/ region of operation?





Findings and lessons learned from Transboundary Aquifers (TBA) initiatives

- Conjunctive use advocacy should take place where river basins and aquifers straddle common boundaries
- Sound data are required to plan and manage cross boundary conjunctive use
- Integrated transboundary planning
- Linking transboundary and conjunctive use planning is complex, requiring technical and institutional cooperation
- Transboundary river basin organisations are a useful platform for institutionalising & sustaining cooperation
- Groundwater requires more attention in river basin organisations
- TBA is a useful tool to promote transboundary convergence and cooperation, and to inform strategic action planning. These tools have been used in the Shire pilot



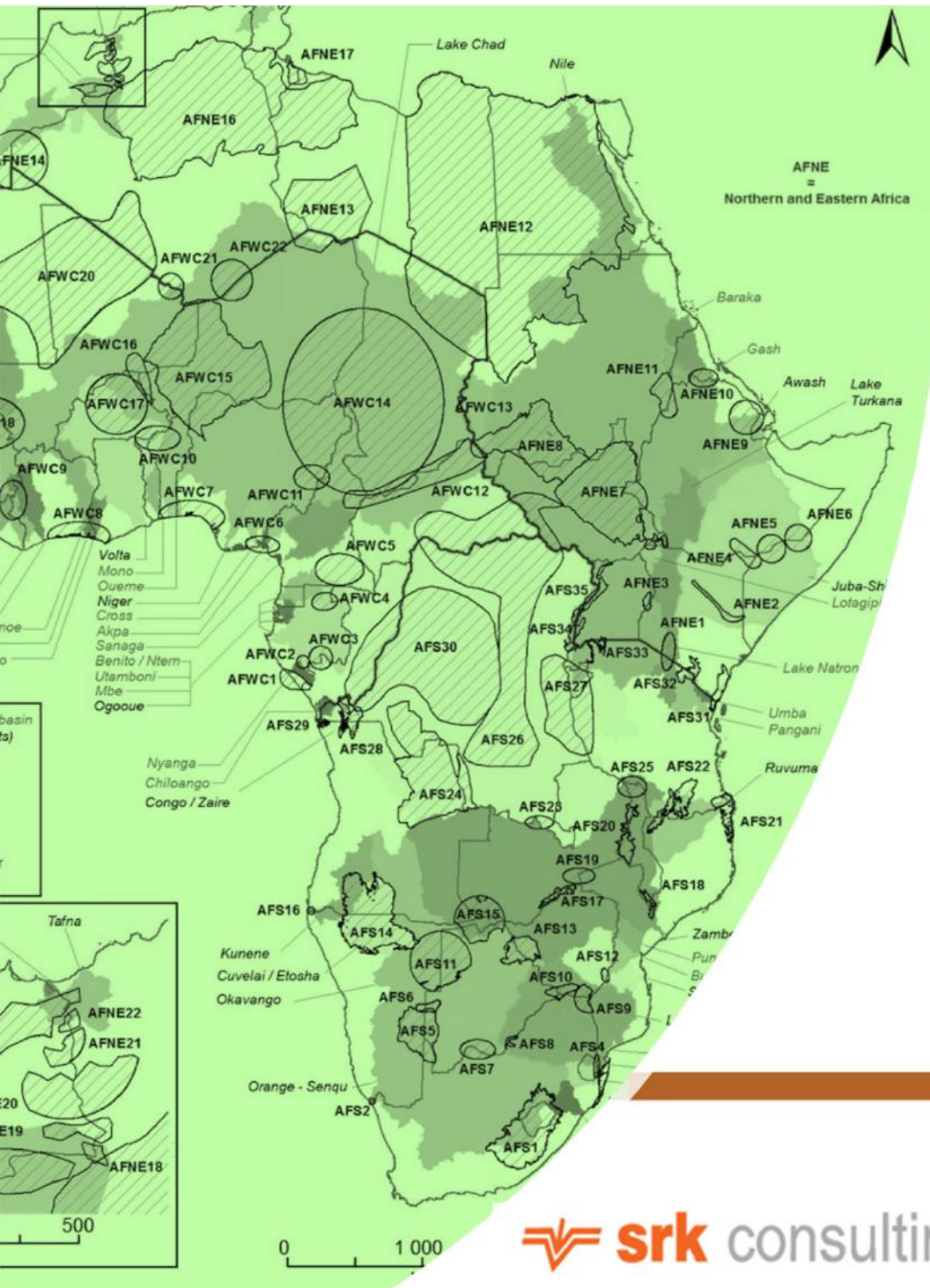
Findings and lessons learned from Transboundary Aquifers (TBA) initiatives (cont.)

- Transboundary and conjunctive use planning is a progressive and time-consuming enterprise
- Information gaps may constrain cooperation around shared aquifers. Useful to develop and implement monitoring systems at earlier stages of the project
- Constraints to collaboration include lack of harmonising data, different national priorities, lack of data collection and monitoring practices and limited funding
- Understanding climate variability risk and ecosystem health is key to the viability of shared water systems
- SADC-GMI contributed insights and knowledge on TBAs in the region and continues to actively pursue opportunities for partnerships on research to better understand TBAs in the region and establish groundwater potential

Data management

Six main themes of emerging trends identified across data collection methods and stakeholder groups:

- Increased demand from different stakeholder groups for the same water resources
- Impact of climate change on groundwater availability
- Importance of cohesive international and regional standards on trans-boundary water management
- Need for policy and institutional capacity building in groundwater management related issues in all Member States
- Importance of a 'single source of authoritative information' integrating groundwater data across SADC
- Illustrating the importance of groundwater stewardship for livelihood creation



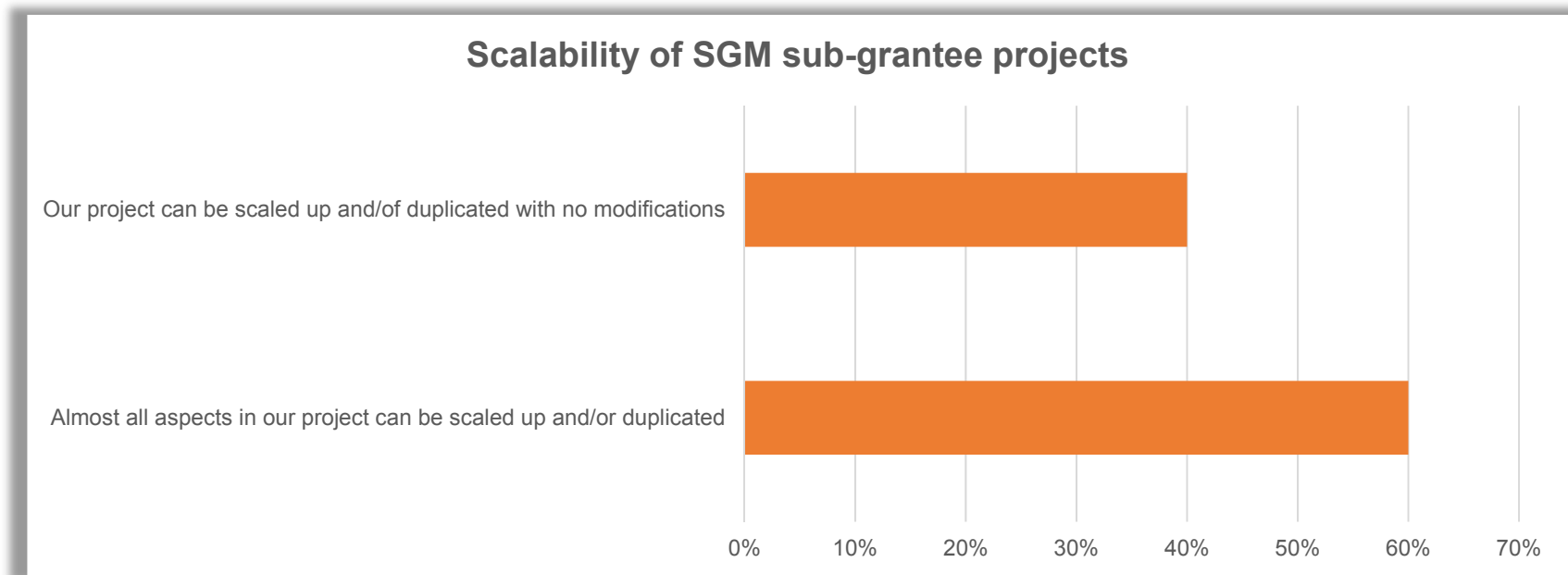
Lessons learned from infrastructure projects

Feedback from sub-grantees of infrastructure projects implemented across SADC highlighted -

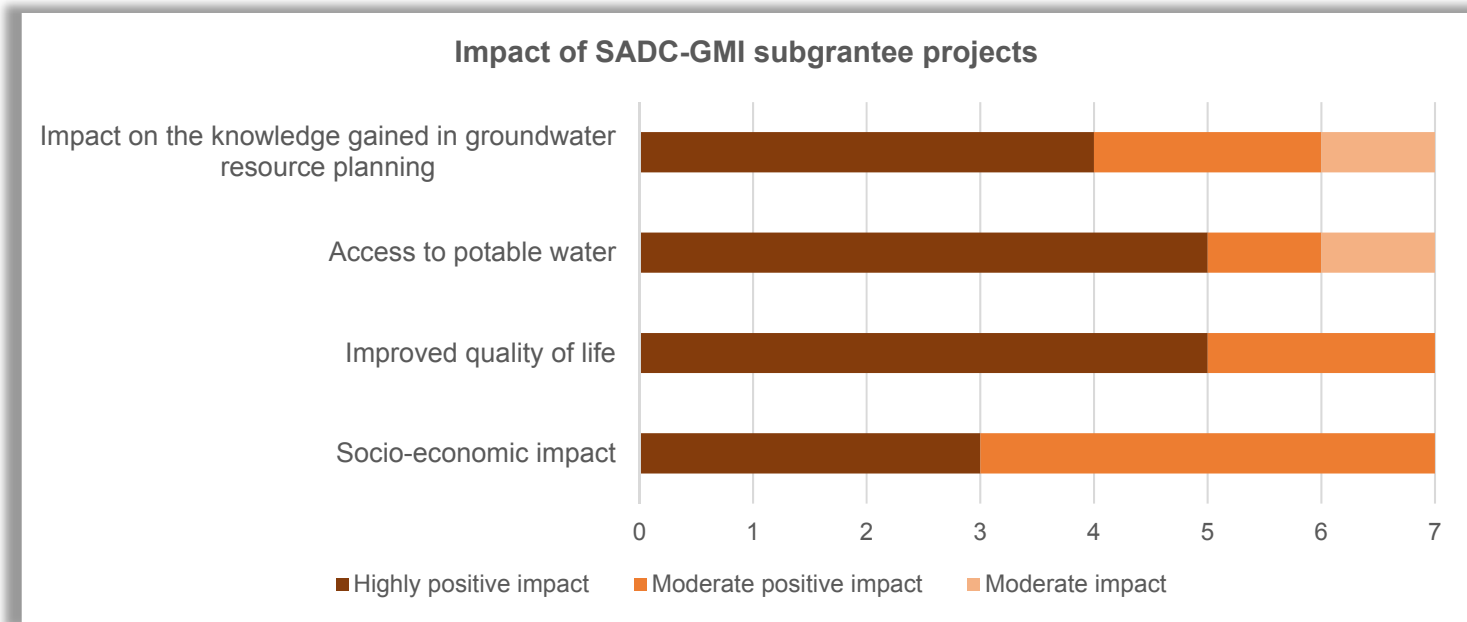
- The need for more **cohesive technical mentorship** from qualified hydrogeologists to ensure that resources are efficiently allocated, and data collection programmes are instituted according to applicable standards
- **Uncoordinated legislation** and technical specifications in country-specific regulations make it very difficult to issue a cohesive call for water infrastructure project proposals across Member States
- Sophisticated technical equipment might not be readily available in Member States, requiring **long procurement lead times** and vulnerability to foreign exchange rates



Lessons learned from infrastructure projects (cont.)



Lessons learned from infrastructure projects (cont.)



Recommendations for designing a new programme



- **Focused approach required** to enhance groundwater management in the region
- **Continued data management and collection** is essential to facilitate effective groundwater management
- SADC-GMI, through the development of the Groundwater Information Portal and Grey Literature Archive has established a **central point for storing and linking to groundwater data** for the region. These initiatives need to be **expanded and improved** to assist in planning and managing cross-boundary conjunctive use
- Linking **transboundary and conjunctive use planning** is complex, requiring technical and institutional cooperation. SADC-GMI is well-positioned to facilitate and foster the development of relationships and networks to ensure sustainable technical and institutional cooperation
- Information gaps may constrain understanding and cooperation around shared aquifers. **Develop and implement monitoring systems early** in transboundary projects
- **Capacity building** of groundwater management for regional and national institutions remains a priority

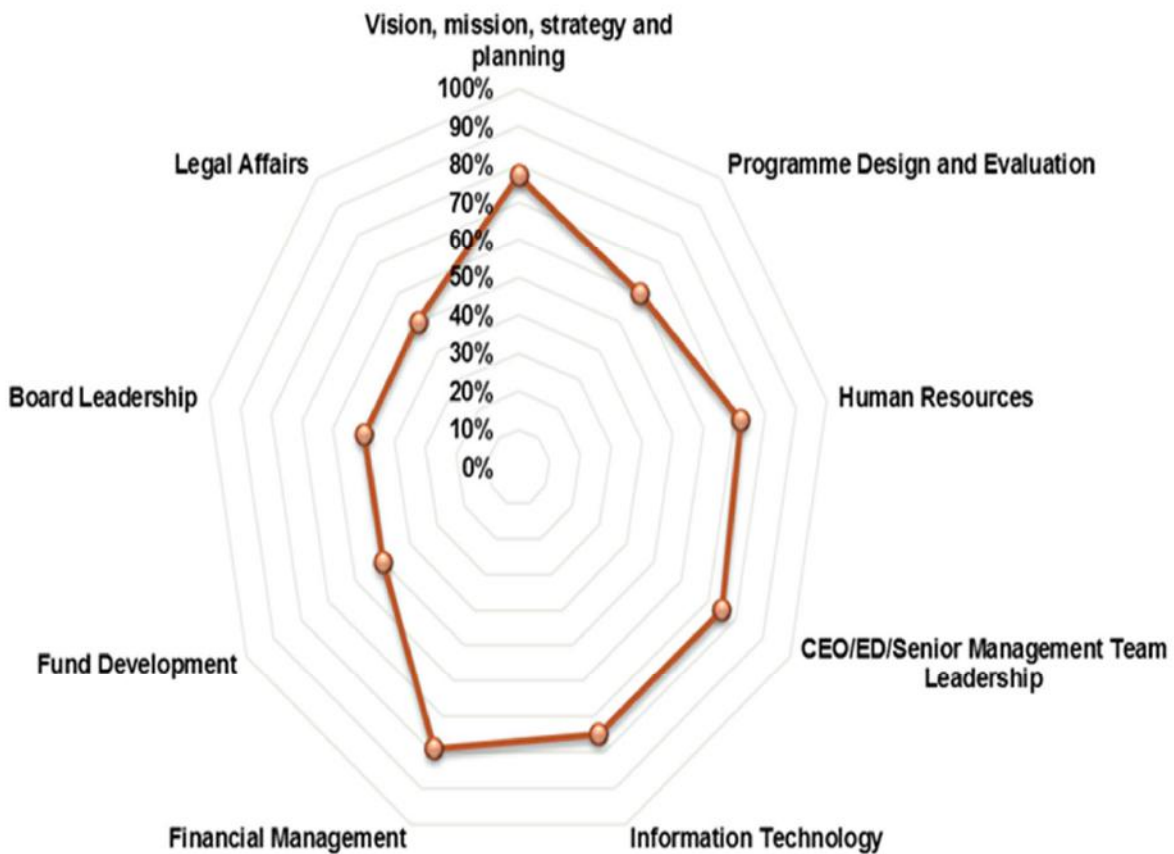


Organisational structure and capacity assessment – key findings

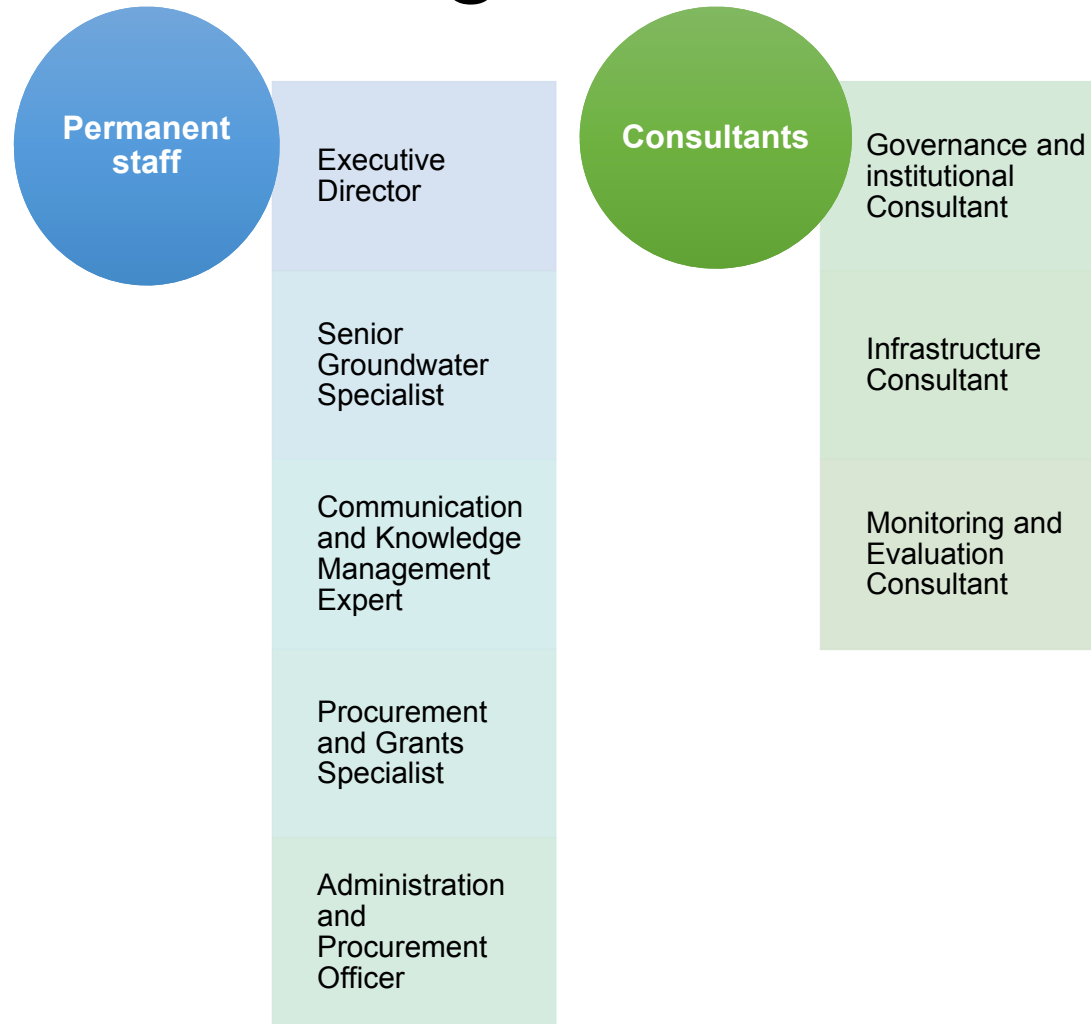
- The integrated results from the OCAT assessment shows that SADC-GMI has **specific strengths and challenges** as an organisation
- **Monitoring and evaluation**, follow up on risk assessments and systematic knowledge management need particular attention
- **Temporary nature** of staff contracts threatens institutional knowledge and partnership network development
- An **independent brand performance** analysis will provide valuable insights into how SADC-GMI is positioned in the non-profit water arena

Findings of the Organisational Capacity Assessment Tool

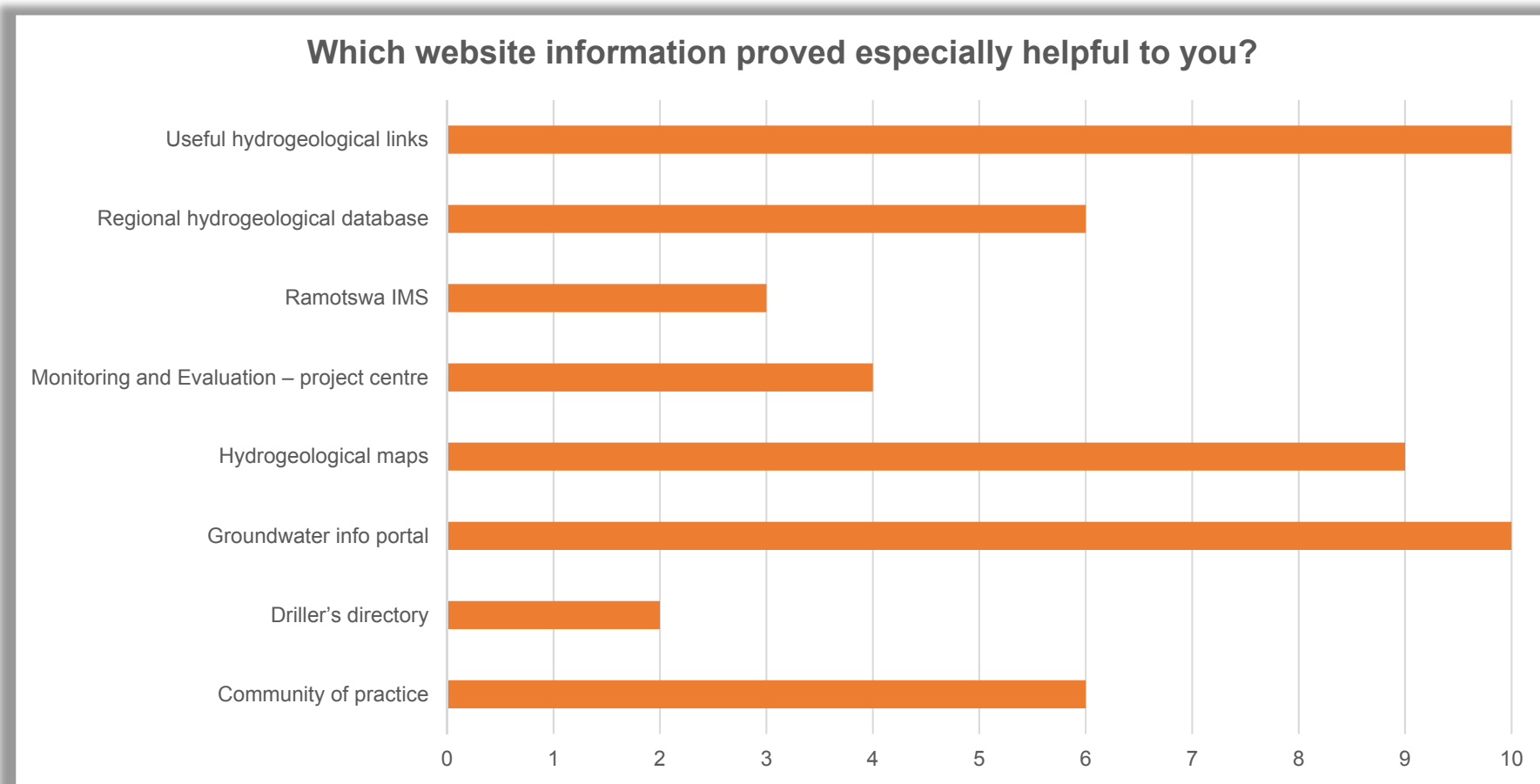
Organisational Assessment Overall Scores (OCAT)



SADC-GMI staff organizational structure



Data management and information sharing





Recommendations for designing a new programme

- **Permanent positions** should be considered when funding is obtained. This will increase retention, stability, and opportunity for the core team to deliver the strategy
- The **hybrid model**, where a non-profit and private company (Pty Ltd) are both operated under one BoD, should be investigated as an alternative to support generating income from consulting and knowledge products
- The current partnerships should be increased to include **universities in different SADC Member States**, which will allow for post-graduate students to pursue their research in groundwater related fields that will benefit SADC-GMI
- **'Government relations'** should be made more explicit in the job description of the Executive Director or the Communications and Knowledge Management expert. A government relations strategy may be necessary to guide this work.
- **SADC-GMI's brand position** should be assessed alongside a competitor analysis
- Capacity building programmes are needed and should **focus on new trends**, particularly the role of groundwater in livelihoods, food security, gender, entrepreneurship and climate change, with a focus on socio-economic improvements at the grassroots level

Funding and governance – key findings



- SADC-GMI **complies** with the South African legislation applicable to Non-profit Companies (NPCs)
- The Board of Directors (BoD) is well established. The **leadership role** of the BoD must be developed, mainly through ensuring BoD capacity and skills in key functional areas. Overall the BoD is in need of continuous **capacity building** and regular self-assessment
- An embedded **strategic planning cycle** is essential to support the incremental growth and development of SADC-GMI
- A systematic **Theory of Change** (ToC) and logical framework approach is recommended for planning, monitoring and evaluation, and impact measurement
- Funding to continue SADC-GMI activities beyond 2020 is a current imperative and efforts to promote **income diversification** and long-term sustainability should be prioritised
- More **skills and capacity** are needed to diversify fund-raising initiatives

Funding and governance – key recommendations



- Continuous BoD capacity building to clarify **responsibilities and to develop stewardship and leadership roles**
- Development of a more inclusive and robust SADC-GMI **monitoring and evaluation framework**
- Development of a **ToC and associated log frame planning process** to plan for and monitor impact
- **BoD technical committees** are a positive development – should be supported and guidance to operational management strengthened
- More **in-house fundraising capacity** is urgently needed in parallel with stronger brand establishment and presence
- Pursuit of **key funding sources still prioritized**, but **attention to diversification** still necessary
- Focused attention should be given to the **development of digital knowledge products** which could supplement SADC-GMI's income through providing remotely accessible services

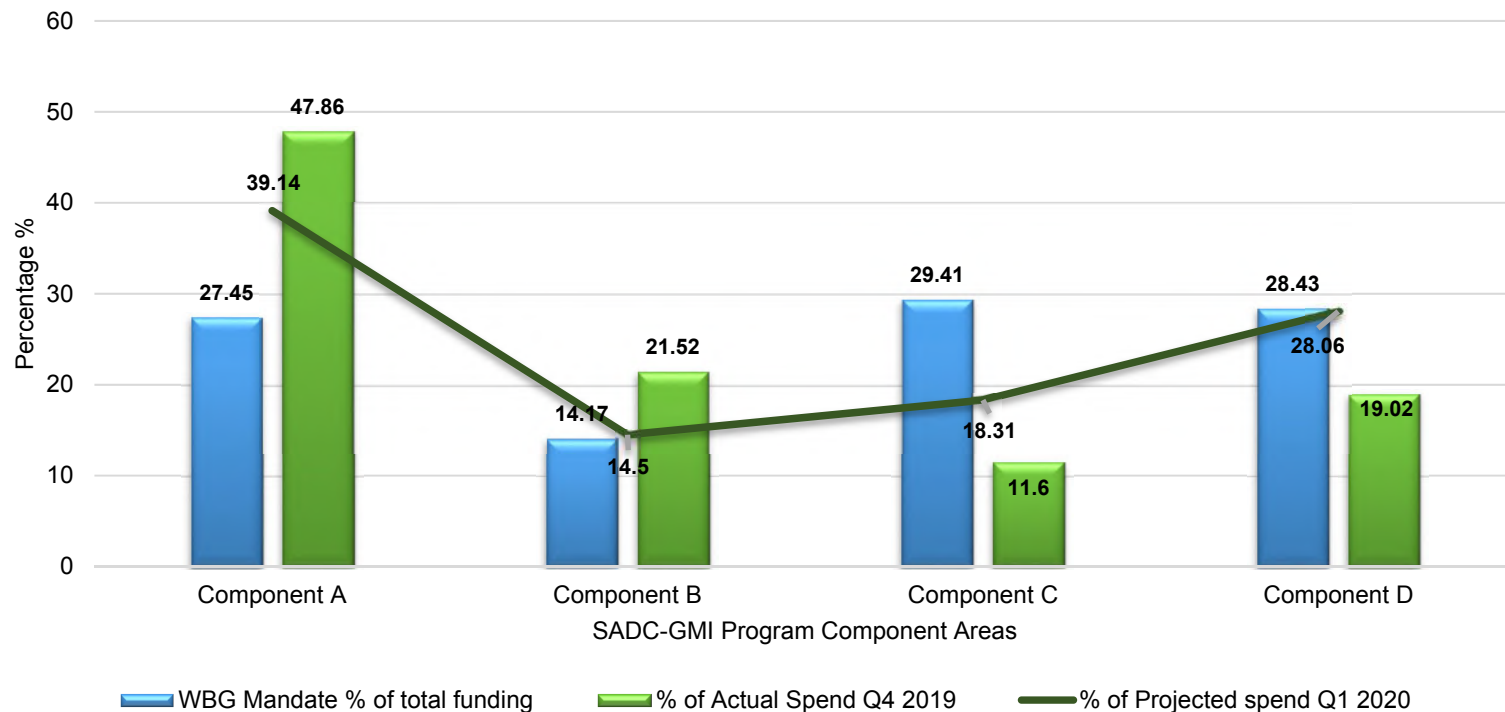
Financial management and location cost benefit analysis – key findings



- SADC-GMI will benefit from its recently adopted **annual integrated reporting** practices;
- The development of **alternative revenue** streams is an urgent priority
- Spending analysis against budget, actuals and projected spend provided **valuable lessons learned**
- SADC-GMI staff needs support on reporting and compliance with South African statutory requirements
- A hosting agreement or a professional consultant to assist with staff capacity building and provide ad hoc specialised services will be beneficial
- **Several financial management policies and procedures** need to be operationalised to test its efficiency;
- The **cost-benefit analysis** indicates that it will be most beneficial for SADC-GMI to move to a hosted scenario in Gauteng with outsourced support for financial management

Financial management – lessons learned

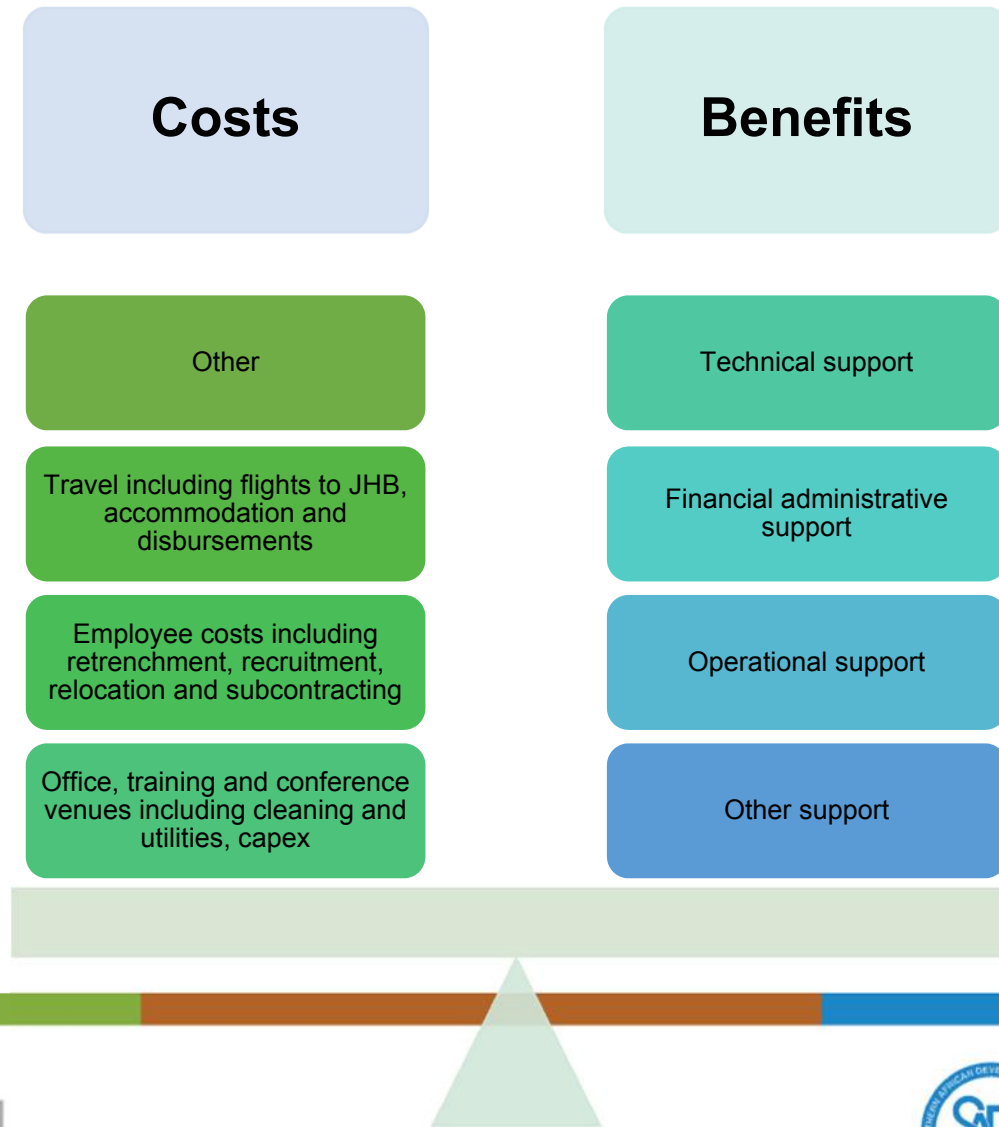
Grant funding mandate compared to actual and projected spend per program component



Financial management lessons learned

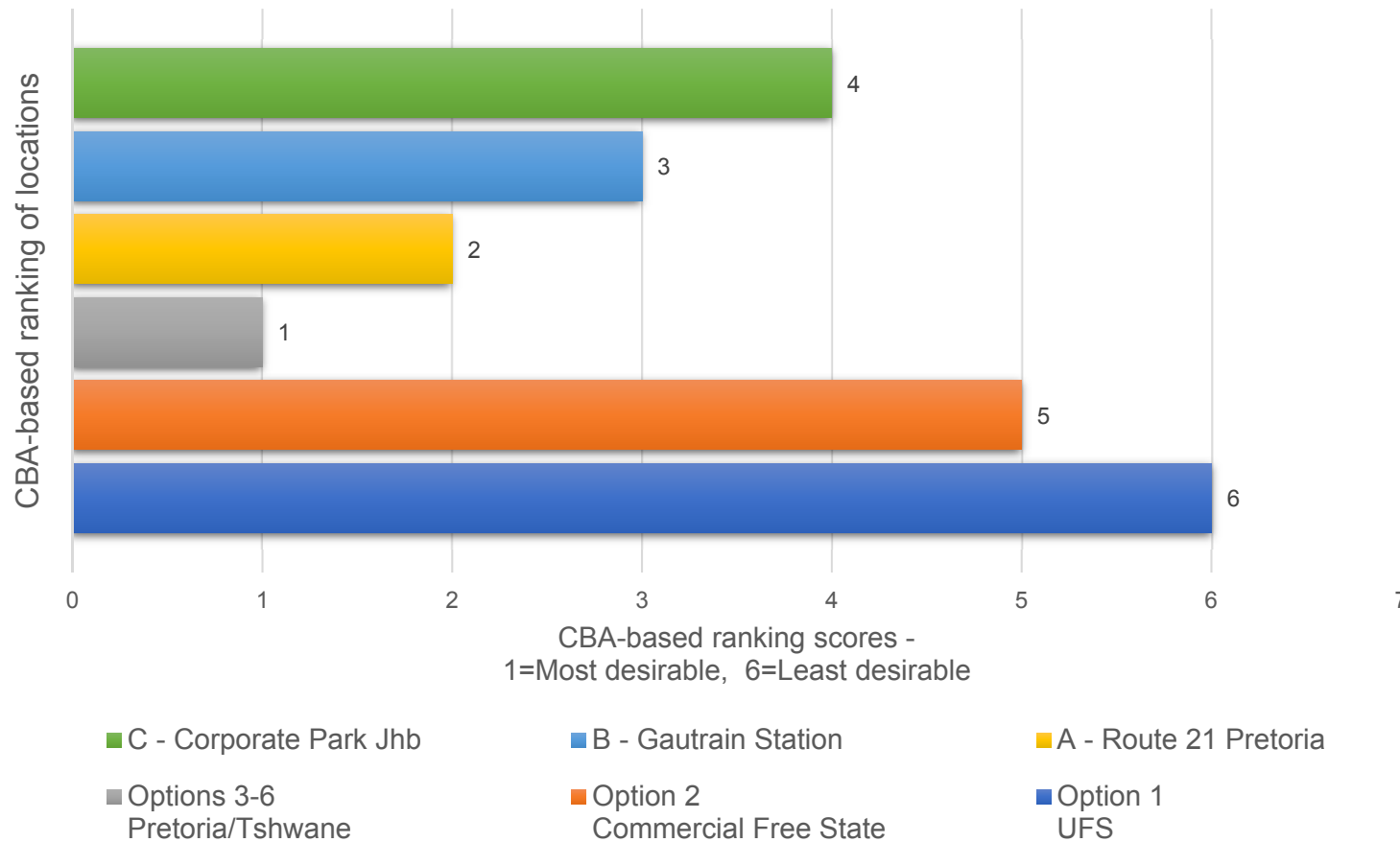
- Budget adequately for hosting and support services from project inception
- Plan for delays and budget a contingency for year-on-year inflation
- Plan staff capacity, tasks and activities per programme intervention to make sure that capacity needs are realistically budgeted for
- Build long term relationship with professional service provider to build capacity, provide ad hoc, specialist service and build credibility and flexibility to successfully achieve funding requirements
- Plan for long project lead time due to:
 - lengthy process to obtain buy-in from key stakeholders; time necessary for project advocacy, procurement processes and consultation
 - multifactorial nature of projects where socio-economic, political, geological, hydro-geological, legal and policy frameworks contribute to success

Cost benefit analysis



Cost benefit analysis

Summary of the findings of the SADC-GMI location CBA





Conclusion

- Technical
- Organisational
- Funding and governance
- Financial management
- Cost benefit analysis

Feedback on Lessons Learned Report



Feedback on Lessons Learned Report

- If you have **comments** go to www.menti.com and use the following code to add your comments:
- If you have **questions** for the experts and/or team – use the chat function in Teams. Address your questions to specific people.



Comfort Break



Breakaway groups

Please send an e-mail to the person indicated in the breakaway group you want to attend. You will receive a calendar invitation to join the appropriate group.

Technical and innovation

Facilitator:
Brighton Munyai

Experts (SRK):
Gert Nel
Tim Hart
Ashleigh Maritz

E-mail:
amaritz@srk.co.za

Institutional capacity and skills development

Facilitator:
James Sauramba

Experts (SRK):
Darryll Killian
Natasha Anamuthoo

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Groundwater for social impact

Facilitator:
Kasonde Mulenga

Experts (SRK):
Geralda Wildschutt
Retha Eastes
Lisl Fair

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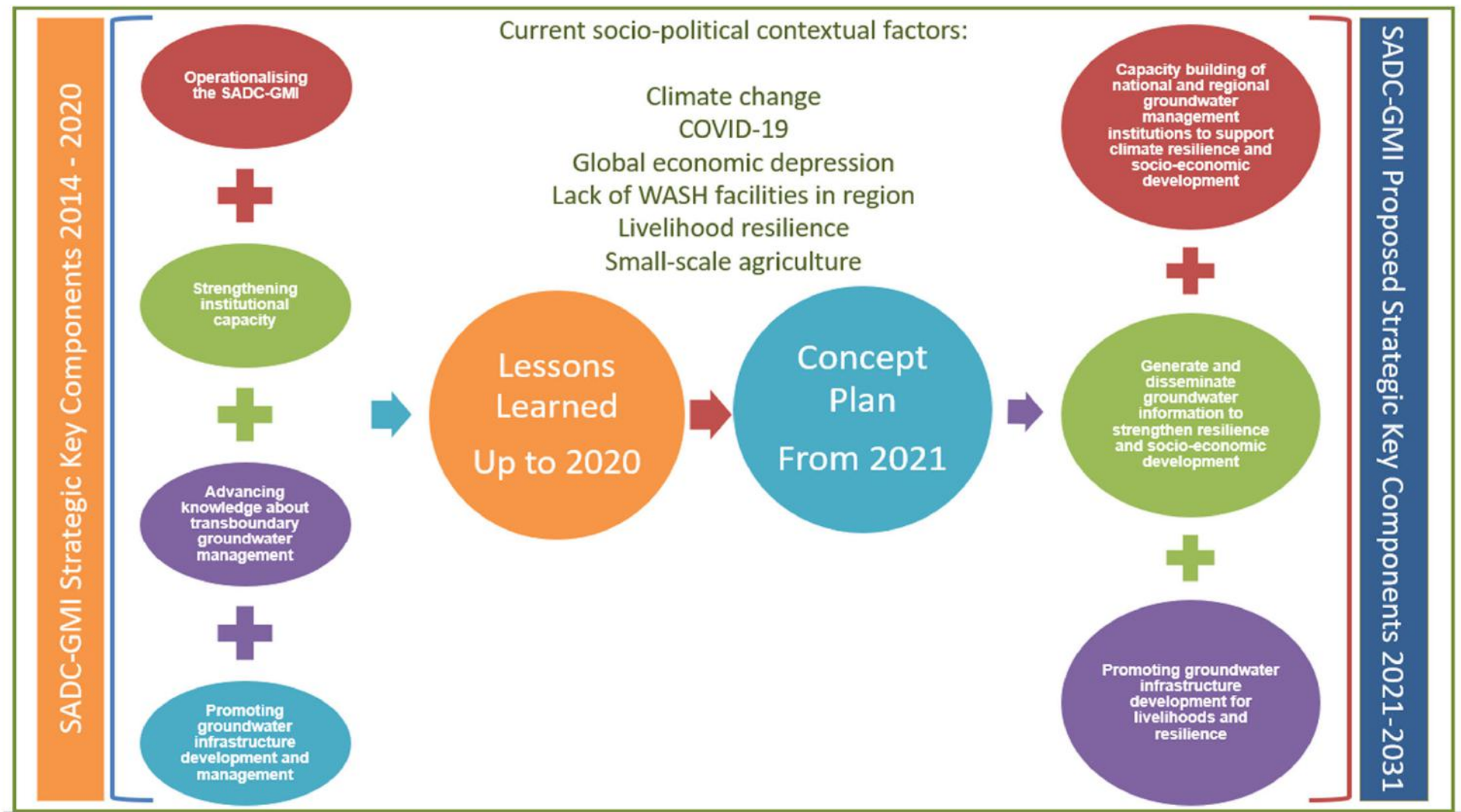
Proposed Future Programme



Proposed future programme - Overview

Topic	Presenter
Introduction and organizational evolution	James Sauramba
Theory of change to measure impact	Lisl Fair
Key success factors	Tim Hart
Interventions in 3 key result areas	Brighton Munyai
Conclusion and Feedback	All

Organizational evolution





1
Key result area 1 – Institutions
Build capacity of national and regional institutions and develop skills for GW management to improve resilience and support economic development

2
Key result area 2 – Information
Generate knowledge through data gathering, analytics and information sharing

3
Key result area 3 – Infrastructure
Support resilient livelihoods through sustainable groundwater management and innovative infrastructure for socio-economic development

SADC-GMI Theory of Change 2021 - 2031

Enablers
SADC-GMI staff and associates

Implementers
Focus groups, river basin organisations and subgrantees

Influencers
SADC Secretariat, donors, partners member states

1

2

3

Support national and transboundary institutions
Create knowledge through data management
Prototype and pilot innovative GW infrastructure for livelihoods

1

2

3

Engage with SADC-GMI on GW issues
Share data and participate in data consolidation efforts
Participate in piloting innovative GW infrastructure for livelihoods

1

2

3

Support SADC-GMI institutional capacity building
Support SADC-GMI's quest for quality data
Provide policy, safeguard and legal framework for implementation of pilot projects

Technical advice, good practice guidance, project benchmarks
GIP, research, data standardisation and dissemination
Support qualifying projects to test concepts and initiatives

Attend workshops, online forums and events
Collaboration on data gathering and interpretation
Comply with SADC-GMI standards in pilot project

Provide access to networks and potential funding
Leverage off networks to open avenues to inaccessible GW data
ESS requirements, regulatory requirements and monitoring and evaluation

Increased capacity to implement resilient, equitable and sustainable programs
Increased GW knowledge base, data integration and interpretation
Develop proven good-practice GW infrastructure for livelihoods

Increased capacity and uniformity in GW management
Improved data quality and quantity
Deliver pilot projects that can be replicated

Increase reach of influence of SADC-GMI
Increased data integration and consolidation to improve transboundary GW knowledge
Improved quality of pilot infrastructure projects and increased replication possibilities

Expanded skills base, increased resilience and access to groundwater for development
Informed decisions to improve resilience and socio-economic development
Increased resilience and livelihood security in participants

Expand skills base and quality of GW management programs
Inform better decision making regarding disaster management
Increased livelihood security and socio-economic development

More partners from a wider range of organisations impacted
Improved quality and quantity knowledge base leads to improved sectoral planning
Increased success rate of expansion of GW pilot projects due to donor support

Interventions

Outputs

Outcome

Impact

Mission

To be a center of excellence for groundwater management for resilience and sustainable socio-economic development in SADC region

Vision

To contribute to climate resilience and equitable groundwater management for socio-economic development in the SADC region

Key success factors

Internal management and funding

- BoD capacity building
- ToC and log frame development
- Diversification of funding
- Increased inhouse technical competence
- Outsourced financial management
- Improved internal and external monitoring and evaluation

1: institutional capacity building

- National focus groups
- Cooperation with international bodies on transboundary aquifer management

2: information generation and dissemination

- Standardise and develop knowledge products
- Advocate and lobby for standardization of groundwater data
- Become a thought leader on groundwater data management

3: Livelihood support through groundwater management

- Answer the question – ‘*Groundwater for what?*’
- Responsiveness to current issues such as gender, land-use, WASH and climate resilience
- Advocate for a bottom up approach

Concept plan framework

Sustainable groundwater management for resilience and economic development in the SADC region	
Project development objective:	To contribute to climate change resilience and equitable groundwater management for socio-economic development in the SADC region
Outcomes:	The successful establishment SADC-GMI followed by project implementation based on four key objectives, have positioned SADC-GMI well to envision and plan a new programme to expand and deepen efforts in addressing some of the great development challenges of the SADC region
Key result areas:	<ul style="list-style-type: none">• Build institutional groundwater capacity to improve resilience and support economic development• Generate and disseminate information through data analytics and sharing• Support resilient livelihoods through groundwater management and innovative infrastructure for socio-economic development

Institutional

Information

Infrastructure

Feedback on Proposed Future Programme



Feedback on Lessons Learned Report

- If you have **comments** go to www.menti.com and use the following code to add your comments:
- If you have **questions** for the experts and/or team – use the chat function in Teams. Address your questions to specific people.



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Tim Hart
Ashleigh Maritz

E-mail:
amaritz@srk.co.za

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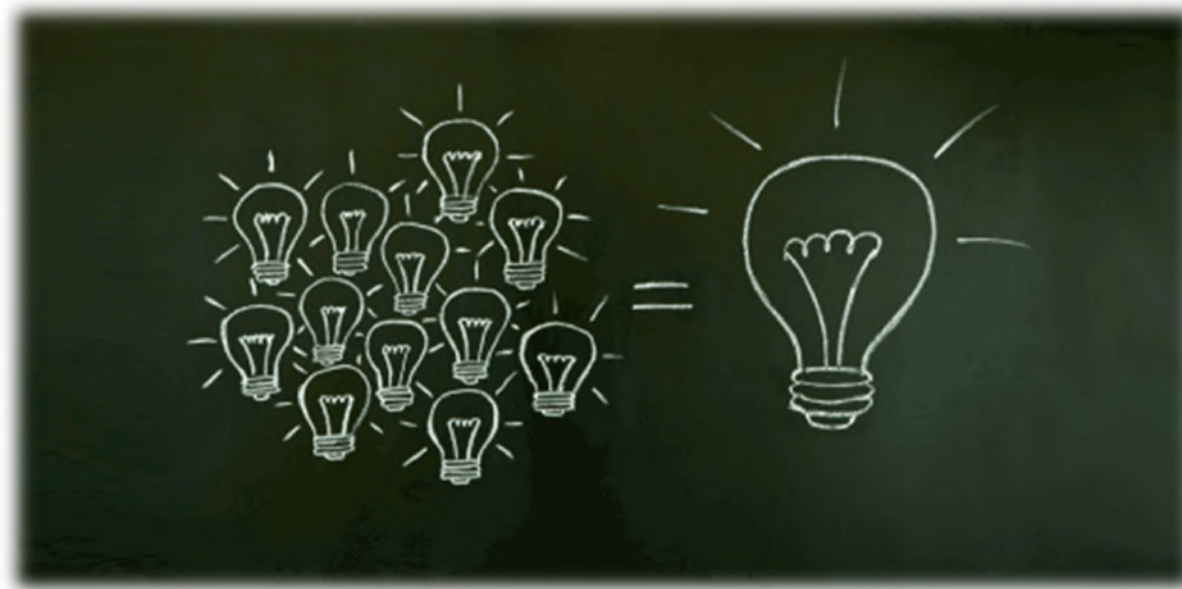
Groundwater for social impact

Facilitator:
Kasonde Mulenga

Experts (SRK):
Geralda Wildschutt
Retha Eastes
Lisl Fair

E-mail:
Slunsche@srk.co.za

Breakaway Groups



Feedback from Breakaway Groups



Feedback from Breakaway sessions

A: Technical and Innovation

Feedback from Breakaway sessions

B: Institutional Capacity and Skills Development

Feedback from Breakaway sessions

C: Groundwater for Social Impact

Way Forward





Way Forward

- Analyse input received during the workshop
- Incorporate it into the concept plan
- Develop the bankable project plan document
- Consult with various donors on possible participation
- Conclude donor negotiations
- Follow up on organisational, funding and financial management recommendations in the lessons learned report

Close workshop: Thank you



Appendix B: Agenda and Attendance Register



AGENDA FOR:

ONLINE DISCLOSURE WORKSHOP FOR THE SUSTAINABLE GROUNDWATER MANAGEMENT IN SADC-MEMBER STATES PROJECT, LESSONS LEARNED AND EMERGING ISSUES

TIME	TOPIC	PRESENTER
9:15 – 09:30	Log into Teams meeting through the calendar invitation link Join Microsoft Teams Meeting and open Mentimeter.com in browser	All
09:30 – 09:35	Housekeeping	SRK
09:35 - 09:40	Welcome and introduction, meet the team	SADC-GMI
09:40 – 09:45	Purpose of the workshop Background	SRK
09:45 – 10:30	Results from Lessons Learned Report	SRK
10:30 – 10:40	Feedback on Lessons Learned Report	Participants
10:40 - 10:50	Comfort break	All
10:50 – 11:15	Proposed future programme	SRK
11:15 – 11: 25	Feedback on proposed future programme	Participants
11:25 – 11:30	Comfort break	All
11:30 – 12:00	Breakaway groups	All
12:00 – 12:30	Feedback and way Forward	All/ SRK



Contact
Details

t: +27 51 401-7734
e: info@sadc-gmi.org



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Address

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c/o Institute for Groundwater Studies
P.O. Box 339,
Bloemfontein 9300
South Africa



Physical
Address

IGS Building, Dean Street,
University of the Free State
205 Nelson Mandela Drive,
Bloemfontein, South Africa

Stakeholder List - Disclosure workshop

Name	Surname	Designation	Organization	Status	Attendance
Mr Domingos	Gove	Director	(FANR)	No response	No Attendance
Mr Duncan	Samikwa	Director	(FANR)	No response	No Attendance
Mr Manuel	Quintino	SADC-GMI Focal Person	INRH-MINEA	Acknowledged	No Attendance
Mr Keodumetsw	Keetile	SADC-GMI Focal Person	Ministry of Land Management, Water and	Acknowledged	No Attendance
Mme CHADHOULIATI ABDO	CHAKOUR	SADC-GMI Focal Person	DIRECTRICE DE L'EAU ET DE L'ASSAINISSE	Acknowledged	No Attendance
Mr Cyrille	Masamba	SADC-GMI Focal Person	Ministry of Water	Acknowledged	No Attendance
Mr Trevor	Shongwe	SADC-GMI Focal Person	Department of water Affairs	Acknowledged	In Attendance
Mrs Christinah	Makoe	SADC-GMI Focal Person	Department of water Affairs	Acknowledged	In Attendance
Mr Luciano	Andriavelojaona	SADC-GMI Focal Person	DGT/Min of WASH	No response	No Attendance
Ms Zion	Uka	SADC-GMI Focal Person	DWR	Acknowledged	In Attendance
Mr Pokhun	Rajeshwar	SADC-GMI Focal Person	Ministry of Energy and Public Utilities	Confirmed	In Attendance
Ms Ana Isabel	Fotine	SADC-GMI Focal Person	DNGRH	Confirmed	No Attendance
Ms Maria	Amakali	SADC-GMI Focal Person	MAWLR	No response	In Attendance
Mr Frankie Jose	Dupres	SADC-GMI Focal Person	Water and Sewerage Division	No response	No Attendance
Mr Zacharia	Maswuma	SADC-GMI Focal Person	Department of water and sanitation	No response	No Attendance
Ms Mwanamkuu	Mwanyika	SADC-GMI Focal Person	Ministry of Water, Tanzania	Confirmed	No Attendance
Mr Pasca	Mwila	SADC-GMI Focal Person	Ministry of Water Development, Sanitati	Confirmed	No Attendance
Mr Robert	Mutepfa	SADC-GMI Focal Person	Ministry of Lands, Agriculture, Water, Cli	No response	No Attendance
Mr Eelco	Lukas	Board Member	UFS	No response	In Attendance
Dr Patrice Kandolo	Kabeya	Board Member	SADC Secretariat	No response	In Attendance
Ms Zandile	Kabini	Board Member	Board Member	No response	In Attendance
Mr Michael	Marler	Board Member	Board Member	Confirmed	No Attendance
Mr Koen	Verbist	Programme Specialist nat	UNESCO -IHP	Confirmed	In Attendance
Dr Krasposy Kanganga	Kujinga		Waternet	No response	In Attendance
Dr Richard	Owen	AGW-Net Manager	Africa Groundwater Network	No response	In Attendance
Dr Shafick	Adam		Water Research Commission	No response	No Attendance
Mr Alex	Simalabwi		Global Water Partnership for Southern A	No response	No Attendance
Ms Eglina	Tauya		SARDC	Confirmed	No Attendance
Mr Saruchera	Davison		International Union for Conservation of N	Confirmed	No Attendance
Dr Nkobi	Moleele	COP / Chief Technical Adv	Resilient Waters Programme	Confirmed	No Attendance
Mr Kule	Chitepo		Resilient Waters Programme	No response	No Attendance

Stakeholder List - Disclosure workshop

Name	Surname	Designation	Organization	Status	Attendance
Dr Jonathan	Lautze		IWMI	Confirmed	In Attendance
Prof Alan	MacDonald	Academic Head	British Geological Survey (BGS)	Confirmed	In Attendance
Mr Brentführer	Ramon		Bundesanstalt für Geowissenschaften und	No response	No Attendance
Dr Neno	Kukuric		IGRAC	Confirmed	In Attendance
Prof. Robert	Katlin		Strathclyde University	Confirmed	In Attendance
Ms Joanna	Fatch		SANWATCE	No response	No Attendance
Mr Sergio	Sitoe	Executive Secretary	The Limpopo Watercourse Commission -	Confirmed	No Attendance
Mr Lenka	Thamae	Executive Secretary	The Orange-Senqu Commision - ORASEC	No response	No Attendance
Mr Michael	Mutale	Executive Secretary	The Zambezi Watercourse Commission -	No response	No Attendance
Mr Phera	Ramoeli	Executive Secretary	The Permanent Okavango River Basin Co	No response	No Attendance
Mr Silvanus	Uunona	Executive Secretary	CUVECOM	Confirmed	In Attendance
Mr Marcus	Wijnen	Consultant	World Bank	Confirmed	In Attendance
Ms Anna	Cestari	Team leader	World Bank	Confirmed	In Attendance
Ms Palesa	Mokorosi		World Bank	Confirmed	In Attendance
Mr Graham	Paul	Fund Manager	USAID	Confirmed	In Attendance
Mr Alexander	Erich	Programme Manager	Deutsche Gesellschaft Für Internationale	No response	No Attendance
Mr Ezio	Crestaz		Joint Research Centre (JCR)	Confirmed	In Attendance
Prof Moshood	Tijani	Groundwater Desk Office	African Ministers' Council on Water (AM	Confirmed	In Attendance
Dr Kevin	Pietersen		L2K2	Confirmed	In Attendance
Derek	Weston		Pegasys	No response	In Attendance
Belynda	Petrie	CEO	OneWorld	No response	In Attendance
Prof Piet	Kenabatho		University of Botswana	Confirmed	In Attendance
Dr Kawawa	Banda		University of Zambia	Confirmed	In Attendance
Dr Modreck	Gomo	Lecture	UFS	Confirmed	No Attendance
Mr Steve	Kamwenda		BaseFlow	Confirmed	No Attendance
Mr Eneas	Nhidza		ZINWA	No response	No Attendance
Mr Albert	Ndanga	WASH Programme Mana	World Vision- Zimbabwe	Confirmed	In Attendance
Mr Nixon	Sinyiza	Country Director	Water Mission - Malawi	Confirmed	In Attendance
Mr Ben	Longwe	Senior Engineer	Water Mission - Malawi	Confirmed	In Attendance
Ms Wongani	Msika	Com Dev Coordinator	Water Mission - Malawi	Confirmed	No Attendance
Mtisunge	Mganga	Project Manager	Water Mission - Malawi	Confirmed	No Attendance

Stakeholder List - Disclosure workshop

Name	Surname	Designation	Organization	Status	Attendance
Ms Thato	Morule	CEO	KCS	No response	In Attendance
Ms Thobile	Phungwayo	Programme Coordinator	WaterAid	Confirmed	In Attendance
Mr Mark	Schapers	Technical Director	JG Africa	Confirmed	In Attendance
Charles	Reeve		CRIDF	Confirmed	In Attendance
SADC-GMI					
James	Sauramba	SADC-GMI Executive Dire	SADC-GMI	Confirmed	In Attendance
Brighton	Munyai	Senior Groundwater Tech	SADC-GMI	Confirmed	In Attendance
Thokozani	Dlamini	SADC-GMI Head of Comm	SADC-GMI	Confirmed	In Attendance

In attendance, but not on the preliminary list:

Perle Du Plessis
 James Manda
 Munamati, Muchaneta
 Motoho Maseatile
 Thabang Phori
 Tlhoriso Morienyane
 Batayani Colletta
 Marlete Paulsen
 Tan Siying
 Bertram Swartz

Appendix C: Breakaway Sessions

Appendix C1: Breakaway Group 1 Presentation - Technical Knowledge and Innovation

Breakaway group 1 – Technical and Innovation

Facilitator: Brighton Munyai



Introduction

- Welcome and purpose of the breakaway group discussion
- Each member introduce themselves and state which organisation they represent
- Please re-join the main presentation. Use the original email link that was provided to you



Proposed interventions for Key Result Area 2 Generating & Disseminating Knowledge

Generating and disseminating information to institutions

Expansion of:

SADC-GIP
SADC-GLA

Information products to support sustainable and equitable groundwater use for economic development

Manage knowledge through data/information sharing events, platforms and networks

Generating and providing timely access to knowledge to local stakeholders and water users

Update SADC-GIP with near real-time monitoring data

Provide timely and targeted info through digital means on relevant topics to specific users

Generating and providing timely access to knowledge for planners and decisionmakers

Provide sector specific info to inform medium and long term economic planning

Timely and targeted information products to help conjunctive use, investment and infrastructure decisions

Generate regular bulletins on resource status to support disaster preparedness and response

Discussion questions

- What knowledge is required to support socio-economic development and resilience
- For which specific users should the knowledge and information products be tailored and for what purpose?
- What type of interventions would create the largest technical advances in groundwater management in member states?
- Who should SADC-GMI partner within order to enhance success in this scope of work?

Please re-join the main presentation. Use the original email link that was provided to you.

Appendix C2: Breakaway Group 2 Presentation - Institutional Capacity and Skills Development

Breakaway group 2 – Institutional capacity and skills development

Facilitator: James Sauramba



Introduction

- Welcome and purpose of the breakaway group discussion
- Each member introduce themselves and state which organisation they represent
- Please re-join the main presentation. Use the original email link that was provided to you



Proposed interventions for Key Result Area 1

Build institutions and develop skills



Enhance capacity of SADC-GMI to support national and transboundary institutions to improve resilience and economic development



Improve capacity of SADC Secretariat, RBOs and Member States to include groundwater management for economic development on agendas



Develop technical and vocational skills in SADC region for effective groundwater-based resilience and economic development

Discussion questions

- In terms of capacity, what is the biggest limiting factor in advancing groundwater management in member states?
- Which other national, sub-regional and/or regional institutions should be a part of this scope of work as (a) beneficiaries; (b) partners
- What type of interventions would create the largest institutional and capacity advances in groundwater management in member states?
- What individual skills development models should be considered?

Please re-join the main presentation. Use the original email link that was provided to you.

Appendix C3: Breakaway Group 3 Presentation - Groundwater for Social Impact

Breakaway group 3 – Groundwater management for social impact through resilient livelihoods

Facilitator: Kasonde Mulenga



Introduction

- Welcome and purpose of the breakaway group discussion
- Each member introduce themselves and state which organisation they represent
- Please re-join the main presentation. Use the original email link that was provided to you



Proposed interventions for Key Result Area 3

Building resilient livelihoods



Pilot and upscale innovative and ESS compliant infrastructure projects promoting sustainable groundwater practices for socio-economic development



Build capacity of communities in Member States to improve resilience and socio-economic development through groundwater use



Design and install groundwater monitoring networks to support equitable and sustainable use of groundwater for socio-economic development

Discussion questions

- What livelihood activities should be supported under this scope of work?
- What are the greatest barriers to equitable groundwater management practices in the member states and how can these be overcome?
- Who should be the key partners/actors at national, sub-regional and regional level for this work?

Please re-join the main presentation. Use the original email link that was provided to you.