



# **uMzimvubu Catchment Partnership Programme (UCPP)**

## **Review and Strategy for Phase 2**

**April 2019**

Version 1.0 - Draft for internal input    Version 1.1 – Draft for partner review



*Figure 1: participants of the midterm review session in Matatiele in mid February 2019*



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## A. Executive summary

The uMzimvubu Catchment Partnership (UCPP) was established in May 2013, by a voluntary alliance of civil and state partners, based on an MoU which underpins a common vision of working together to restore the natural resources and ecological functions of the catchment to secure livelihoods.

Founder members, Environmental & Rural Solutions (ERS) and Conservation SA (CSA), together with DEDEAT, drafted a 20 year vision, based on a catchment profile and a theory of change (see annexure A), with four 5-year strategy phases.

The first 5-year phase was reviewed in March 2017, facilitated by Dr Nick King, and some redirection and shifted foci were discussed in order to stay on track for achieving the core objectives of the UCPP, in the context of both local lessons and global trends.

The aim of the midterm review undertaken over two days in February 2019 was to take stock of where we are as a partnership, in terms of the current second 5 year phase. This would also provide clarity on what UCPP actually is, why it exists, what it does and how it gets done, fostering more clarity for partners on their roles.

Some guiding questions included:

- Is our vision still valid, and how do we best articulate it?
- What is working well: what keeps partners coming back and collaborating?
- What needs to change in order to do things better, and to maintain a vibrant community of stakeholders having a positive impact on the catchment and livelihoods.
- How can partners can best achieve their organizational AND collaborative vision, with their specific range of resources, placements and skills?

This document provides a consolidation of the outcomes of the February 2-019 midterm review and planning session, and is intended as a framework to guide partners in terms of their 'best fit' roles, to strengthen how they work together, what and how we monitor in order to track trends, and to guide the collaborative community of practise in the uMzimvubu catchment to have optimal impact.

The two-day session was ably facilitated by Ms Aimee Ginsberg, on behalf of a core UCPP planning team from CSA, ERS, SANBI, MDTP and WWF. The session had a wide spectrum of participants (see annexure B), including regular locals (NGOs, DEDEAT, Local Government and Traditional leaders), partners from the bigger cities such as Pretoria and Cape Town (WWF, DEA, UEIP, AVO Vision, DAFF, Solidaridad and others) and Conservation International from Washington.

The core planning team compiled a basic guiding framework / programme prior to the February session, and undertook a short survey of members, with 21 respondents indicating an overwhelmingly positive response and collective '*we want more*' (see annexure C for survey monkey outcomes).

The session included reference to and building upon the Phase 1 participatory review undertaken in March 2017,

The review session clearly resolved that **'together we can do more'**: a common vision statement, based on our goal and purpose, and where and how we work, was agreed upon, along with clarity that UCP is not a legal entity, but exists to bring partners together in order to do things better. This is summarised in the figure below, with the document providing further detail and context.

## B. Mission statement

Together we do more for people and environment in the uMzimvubu Catchment.

UCPP exists to be a co-created platform for proactive networking, sharing, learning and mobilising resources and knowledge through collaboration.	The UCPP goal/vision is for <i>healthy, resilient ecosystem function in the uMzimvubu Catchment providing services and benefiting local and downstream people.</i>	The land area (belonging to and used by people) from which rainfall drains into the uMzimvubu River, from source to sea, along its undammed length.
'Purpose'	'Vision'	'Where'

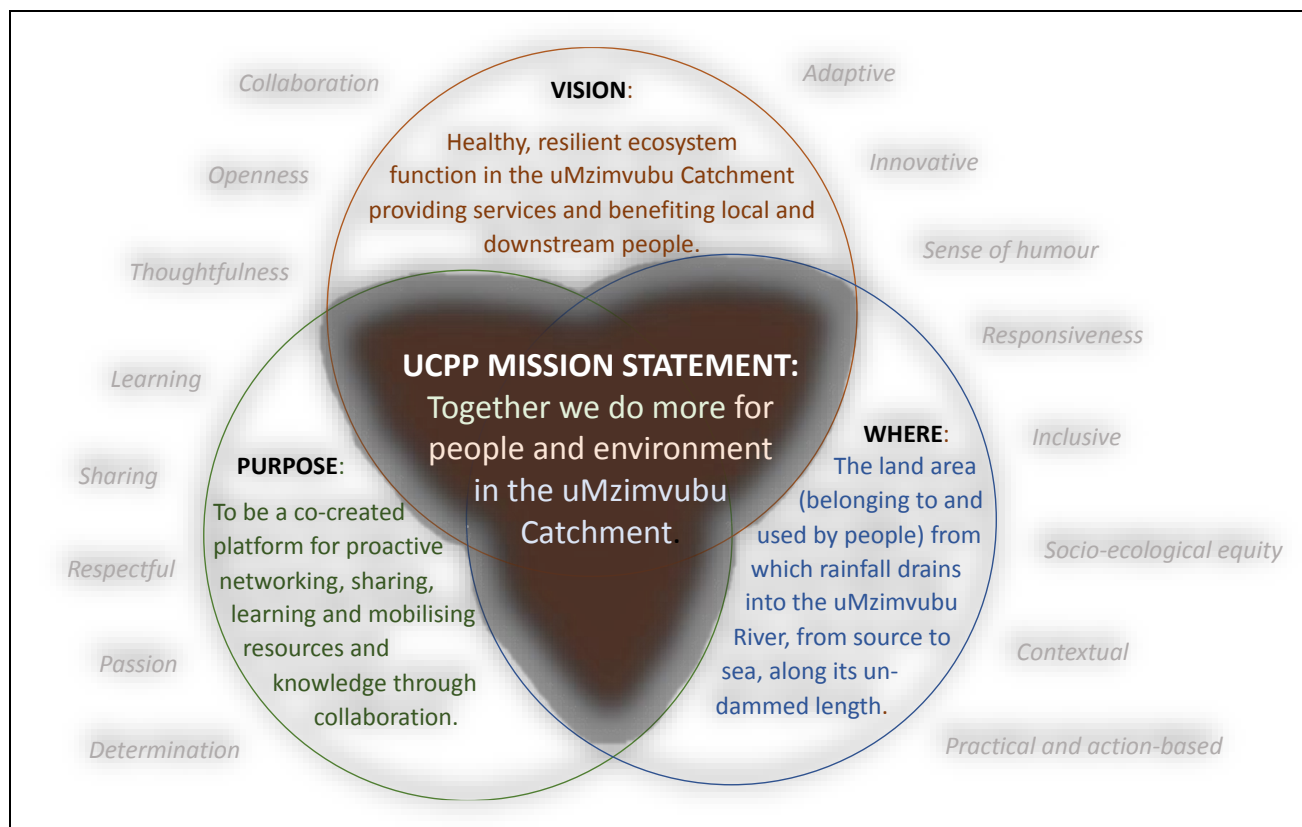


Figure 2: UCPP mission statement outline, February 2019

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## C. Elevator pitch

This is intended to provide a brief description of the UCPP: if partners cannot clearly and concisely articulate what the UCPP does, we stand to lose out on opportunities e.g. for others to find their place / contribution to it or relevance / benefit of it.

It can provide the opening for the question: "So what is this UCPP?"

<sup>1</sup> Note on Points of language:

- Beneficiary: a person who derives advantage from something; problematic term to some;
- Could use the term 'participant' or stakeholder?

**The uMzimvubu Catchment Partnership Programme (UCPP)** is a 7 year old civil society-driven collaborative of state, NGO and private sector role-players, with a common vision of restoring the uMzimvubu catchment, and which recognises the potential of the catchment to provide a wide range of ecosystem services to sustain the livelihoods of the surrounding and downstream rural communities.

The partnership focuses on restoration and maintenance of ecological infrastructure through communal custodianship in the catchment, and through piloting innovative CBNRM (Community Based Natural Resource Management) land care approaches.

The ecological infrastructure in the upper area along the shared Lesotho watershed provides a range of ecosystem goods and services that benefit society, including water security and purification, flood attenuation as well as recreational and spiritual services, indirectly supporting economic growth and livelihoods.

The partners recognise that self-organised catchment partnerships play an important role in coordinating and implementing effective on-the-ground activities, and providing a multi-sectoral understanding of the demands and pressures on catchments, as well as developing and sharing innovative ways to tackle these. Co-creation and action learning are core activities which underpin the network, with a recognition of the need to augment state investments in ecological security through ‘best deployment’ partnerships.

The UCPP is not a legal entity, but is comprised of a pragmatic alliance of implementers, leaders, state agencies and academics, who work closely with communities, governance structures and civil society, applying a range of adaptable approaches which suit the receiving socio-ecological landscape, exploring “practice into science, and science into practise”.


## D. Core values

<b>Togetherness</b>	A type of closeness or intimacy, a feeling of being intimate and belonging together.
<b>Openness</b>	Open to new partners, interested and affected people participating in meetings, open wrt data sharing
<b>Thoughtfulness</b>	Care and consideration for others; deliberate thinking before doing something resulting in knowledge and credibility; it is a type of kindness/humaneness
<b>Responsiveness</b>	Being able to react quickly; also a quality involving responding with emotion to people and events(shows how much you care)
<b>Contextual</b>	Relating to or determined by or in context, which in this case is the uMzimvubu Catchment.
<b>Adaptive</b>	Having capacity for adaptation, being flexible, always willing to learn new ways of doing things; important in an ever-changing world.
<b>Innovative</b>	Being or producing something like nothing done or experienced or created before; renewing or altering the way something has been done before.
<b>Learning</b>	Gaining skills or knowledge through sharing experience, knowledge from each other (amongst partners, local communities, action-based). Encouraging cognitive process of obtaining and storing knowledge.
<b>Sharing</b>	Type of reciprocal relation between interdependent entities; having in common; communication between individuals.
<b>Respectful</b>	Show consideration and regard for others.

<b>Inclusive</b>	Designed or inclined to include something that is broad or extensive; welcoming of all kinds of people; e.g. gender inclusiveness
<b>Socio-ecological equity</b>	State or quality of being fair. It is a type of non-discrimination or justice. Environmental and social problems are tightly linked in coupled social-ecological systems. Equity is an important factor in the adaptive capacity of a region.
<b>Practical and action-based</b>	Based on practical demonstration and implementation of actions in the landscape from which we learn; also pedagogy of brain-based learning using learning strategies that include physical movement, getting out and doing.
<b>Passion</b>	Strong feeling or emotion; a type of fieriness
<b>Determination</b>	The quality of being determined to do or achieve something; firmness of purpose.
<b>Sense of humour</b>	The trait of appreciating (and being able to express) the humorous. It is a type of fun or playfulness that is an important tool for learning. Laughter is a genuine and authentic human reaction to feeling enlivened and excited. Feeling excited is an important part of curiosity, and curiosity is one of the most significant aspects of learning. Humour keeps us engaged and interested; can help us feel like we are part of a community; and can help us maintain perspective when something feels hard.

## E. Roles: how the UCPP works, and where partners fit in

The UCPP exists because **together we can do more**. It's roles therefore are focused on those that aligned most closely with its being – those that bring together partners, their activities, knowledge and resources to do more together.

The UCPP is not a legal entity in itself and therefore has no ability be a fundraiser or implementer. Partners that participate in the UCPP bring funds into the pot and do implementation. Partners do the doing. UCPP does the bringing together to help the doing be more effective.

Role	Description	Responsibility & accountability
<b>Convenor</b>	Brings people together for a specific purpose (discussion, meetings, learning opportunities etc). The member of a group whose duty it is to convene meetings.	This role can be played by any of the partners, but generally held by the Secretariat.
<b>Co-creator of strategy/ big picture / organising / strategist</b> (towards more intentional organisation of partners)	Brings people together to jointly create strategy and plans that support strengthened and effective achievement of UCPP goals; organising or bringing order and organisation to a complex picture towards a big picture or decision. E.g. link priority area catchment management sites with landscape scale strategy.	This role can be played by any of the partners who choose to lead the co-creation of, for example strategies/plans that serve the UCPPs goal and objectives.
<b>Consolidator</b>	Consolidates data, information, lessons from experience or expertise for the purpose of growing knowledge, learning, credible evidence, or advocacy.	This role can be played by any of the partners.
<b>Influencer</b> (within catchment and outside it)	Affecting or changing the way that other people behave, or the opinions of others, in an important way. Influencing others in the catchment (type of replication), in other catchments, responsible for important decisions or policies.	Played by partners with influence in specific processes / reviews / plans / policy / platforms etc.

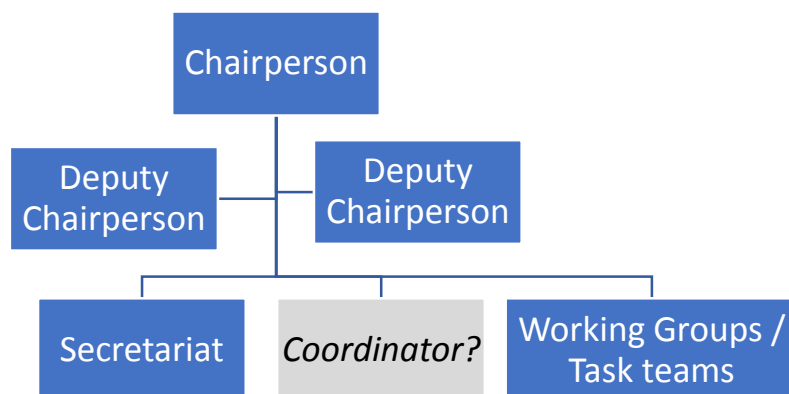
<b>Advocate (advocates amplify)</b>	Being the voice (speaking on behalf of others) or amplifying /bringing attention to the voices of others with regards to an injustice or problems occurring in society. Seeks to ensure that people, particularly those who are most vulnerable in society, are able to have their voice heard on issues that are important to them, defending or safeguarding their rights, have their views or wishes genuinely considered when decisions are made that affect their lives. Advocates aid activists.	Accountability as an advocate is as simple as using a hashtag, defending a peer online, or creating an online dialogue in support of an issue.  Advocates may choose to sit across the table from an object of protest to build a road map for reform.
<b>Activist (activists execute)</b>	UCPP may as a partnership agree to act as an activist in particular circumstances. Aided by advocate, the activist acts on behalf of solving social or political issues, to be at the forefront of a movement, often using your own energy to seek justice or evoke change.	Accountability as activist is complex!
<b>Learner or educator??</b>	Learning happens on the part of partners, but it is enabled by how the UCPP works to convene, co-create, consolidate.	

## F. Institutional arrangements

The position of chairperson and deputy chairpersons are nominated in accordance with the MoU.

The position of secretariat is assigned, as per the MoU to CSA and ERS. Currently ERS provides the full secretariat function, with some support for expenses from SANBI and Green Trust.

Working groups or task teams are not mentioned in the MoU but it was agreed by participants of the Strategic Review and Planning session that they were a good idea, and a way in which the responsibility of UCPP roles around consolidating information or leading the co-creation of strategy/plans could be shared by partners. There is no coordinator position in the UCPP however the need for such a position, and institutional arrangements of such a position, were raised (as illustrated by the light grey boxes in the diagram below). A key outcome of the strategic planning and subsequent monitoring framework session was the formation of M&E task teams for agreed focal themes (please refer to the UCP draft M&E framework, annexure C)



Feedback during the Strategic Review and Planning session indicated that:

- the Secretariat was being played recently almost predominantly by ERS, rather than being shared between ERS and CSA (as per the MoU). CSA has assisted in the past, especially with Chairing.



- ERS, as Secretariat, act as Coordinator in many instances.
- ERS felt the burden or opportunity costs linked to this position and sometimes felt unsupported in an administrative sense by most of partners (an example given was that partners very seldom share news or information through the email list or website, and communication can sometimes be w one way flow
- ERS expressed lack of clarity as to what partners get out of the partnership and why they come to meetings, but that feedback from individuals has been very encouraging: the fact that the 23<sup>rd</sup> meeting is being well attended, and the surveymonkey feedback was so positive, is a testament to the 'usefulness' of UCPP, but the details of WHY are unknown.
- ERS appreciate and enjoy being the Secretariat of the UCPP, but feel that more can be done to better serve the partnership and its positive and potential emergent properties.
- ERS are concerned that the dominant role that their staff play in the UCPP leads to confusion on the part of partners/outsideers that they are 'the face of UCPP', and that they are too strong a driving force or have too great an influence over the partnership.
- Direct accountability for UCP actions and progress is currently only by ERS to its own supporters (Green Trust and SANBI, for specific funded outcomes): UCP needs greater collaborative accountability.

It was agreed that:

- It is necessary to avoid a situation where a single partner, like ERS, carries an unreasonable or unnecessary burden of responsibilities and opportunity costs associated with the secretariat position.
- Support for secretariat is required to more effectively make use of all the opportunities available.
- Need to make the 'needs' clear, make the responsibilities and opportunity costs clear. This clarity is needed for partners to understand and identify where they might be able to contribute, for sustainability, managing expectations, sharing responsibilities and making decisions about issues such as whether a coordinator is needed etc.
- Stakeholder analysis and mapping may support this.
- A task team would be set up to discuss this further. Task team should review the MoU, revisit the roles of the Secretariat, support the stakeholder mapping exercise, clarify duties of parties etc. ERS, CSA, WWF, SANBI already having related discussions.

**Table 1. Summary of positions in the UCPP, responsibilities and potential opportunity costs**

Position	Responsibilities	Opportunity costs
<b>Chairperson</b>	chairs meetings, decisions, guidance (responsibility can be shared with deputy chairs) Signatory of key documents (requests, position statements, etc)	Time commitments (during meetings and helping prepare for meetings, review meeting outputs) Travel to meetings
<b>Deputy chairpersons</b>	shares responsibility with chairperson as required	Limited time commitments Travel to meetings
<b>Secretariat</b> (referred to in the MoU as UCPP coordinating staff)	Administrative roles related to minutes of meetings, registers of attendance, email information sharing, compilation of newflashes to share activities by implementing partners, etc. Event management (organising venues, agendas, timing, delegate coordination). Website management UCPP information management General partner liaison and information sharing Coordination	Time of various staff Paying for venues Paying for catering Website maintenance costs (time and money) Time spent arranging events (ERS has been supported by Green Trust and SANBI to do most of this for UCP through specific project funding) e,g, learning exchanges, conferences, etc Back-up systems to cache information



		Time answering emails and dealing with inquiries (this can become a daily occurrence, but is vital to the nurturing of the effective network.
<b>Working Groups / Task Teams</b>	Drive collaboration between partners around specific issues (e.g. to consolidate information for learning/sharing/influencing; to co-create strategy or planning: rangeland management and alien clearing are key learning areas here). Theme based according to needs and aligned with M&E framework e.g. Socio-economic; Governance; Ecological	Time of people from partner organisations. Participation will presumably be driven by shared interests of partners. Benefit of shared learning has generally outweighed time cost
<b>Partners</b>	Sign the MoU and appoint a representative to represent the partner at meetings. Collaborate with other partners towards achieving the goals of the UCPP Respond to the UCPP secretariat Monitor and review, independently and jointly with other partners, implementation of projects. Share news and recent/relevant information via available platforms (email list, website blog, at quarterly planning meetings)	Time of representatives Travel costs associated with attending meetings Other contributions dependent on the project/issue.

## G. Review of phase 1 and phase 2 (years 1 – 10)

Context:

The MoU was signed in 2013 with 34 signatories, quite a few unsigned partners who regularly participate (this is an admin issue, not a problem!)

UCPP is still guided by the original 20-year strategy drafted in late 2012, with four 5-year phases:

PHASE	TIMING	KEY OBJECTIVES AND ACTIVITIES of EACH PHASE
1	Years 1 - 5	<b>Awareness &amp; Action learning:</b> focus on establishing demonstration projects in collaboration with existing initiatives, develop baselines for the area through research and M&E framework, formalise collaboration and extract lessons learnt. Establish seller side of PES structures through stewardship. Identify possible buyers / markets. Develop basic policy strategy.
2	Years 6 - 10	<b>Replication:</b> share lessons learnt into possible models/approaches, replicate or upscale projects in wider river basin geography based on models from demonstration, formalize governance processes, policy influence through advocacy based on lessons learnt.
3	Years 11-15	<b>Policy influence &amp; Adoption:</b> supporting governance structures to adopt working models for improved catchment management, expand in wider catchment, bigger policy focus and influence
4	Years 15 -20	<b>Entrenchment:</b> measure wider ecosystem impacts from initial phases, provide ongoing support for improved governance and policy, continued monitoring and advocacy, finalise exit strategy with responsibility for communal PES management resolved

Figure 3: 20 year strategy outline, 2012

### Phase 1 review in March 2017:

Partners agreed in March 2017 that we were well on our way to achieving our first phase goals, and set some clearer intentions for the next 5 years (phase 2), mapping out capacity, responsibility and accountability (e.g. where do I see myself and my organisation within this).

The March 2017 phase 1 review session identified the following **OUTCOMES** i.e. the consequence of the UCPP collaborative efforts should be:

1. Integrated Planning: all planning agencies work together from a common baseline and towards a common vision; climate adaptive and resilience planning;
2. Ecological (Infrastructure) Integrity: minimal transformation, IAS eradication, indigenous groundcover, biodiversity protection, optimal connectivity...;
3. Optimal Water Management: protected water 'factories', fully functioning wetlands, free-flowing river, minimal silt loads, Green Drop compliant WWTW...;
4. Happy, healthy, empowered people: informed, participative planning, implementing and benefitting from stewardship through PES....;
5. 'Green Economy' beneficiation: more, and permanent jobs for 'eco-preneurs' from all the above, also recycling, env. education and training, eco-tourism, etc....
6. Climate change resilience?

### Midterm review of phase 2, and recalibrating if we are still on track:

Noted a lot of highlights and achievements with respect to approaches and positive impacts. These included:

- shared information, training opportunities and network links;
- co-created hands-on awareness days with schools and leadership, where partners pooled resources for bigger impact
- rangeland restoration progress with mobile auctions and grazing agreements based on restored governance,
- joint implementing of EPWP projects linked to longer term restoration approaches,
- learning exchanges, presentations at national seminars to share lessons
- watershed stewardship progress
- stance on shale gas application and fostering unity of stakeholders in catchment

The website [www.umzimvubu.org](http://www.umzimvubu.org) has extensive information on all quarterly sessions and the presentations from each, along with newsflashes, toolkits, updates, and themed resources like the Meat Naturally initiative. It is a resource for all partners to use and inputs are strongly encouraged. Currently maintained by ERS.

Current challenges faced by the partnership include continuity of input, taking responsibility by partners to support partnership activities (fewer free-loaders), sustainability of function in an informal 'organising unit', currently performed by ERS as secretariat.

This took a look back at the original 20 year strategy and four phases, along with the outcomes of the March 2017 review, and partners unpacked the objectives of each phase, along with the intended outcomes, captured in the following tables.

This provided more clarity on which themes and actions require focus, where our gaps lie and need greater effort or resources, as well as where we should not be spending time and resources, as outcomes are less likely to be achieved, for various reasons.

A key agreement here was the **need for better monitoring and evaluation**, with a common platform and protocols to allow for partners to track progress towards achieving the UCP goals along with their own organisational goals.

**The tables below summarise the collective review and directional focus for the rest of phase 2, reflecting on phase 1 and phase 2:**

### What we planned in Phase 1 – do we continue?

Phase 1	More?	Going forward
Demonstration projects	Yes	Demonstration projects
Develop baselines	Yes	Relevant baselines to know we're making a difference. M&E Framework planning
Formalise collaboration	Yes	Strengthen collaboration by clarifying roles and responsibilities. How to do this was discussed.
Extracting lessons learnt	Yes	Be strategic, link to Monitoring, Evaluation, Reporting & Learning (MERL), making sure lessons are relevant and there is coherence in packaging and encourage champions to take lessons beyond the Vubu.
Establish seller side of PES structures through stewardship	No	Adapted to Green Business Value Chain (including sustainable investment models like rangeland management)
Identify possible buyers/markets	Yes	But for the green business value chain
Develop basic policy strategy	Yes	Adapt to carrying on through appropriate leverage points (partners), focus on using well documented lessons learnt to influence, and maybe an advocacy strategy.

### What we did in Phase 1 that was unplanned – do we continue?

What else in Phase 1 (unplanned)	More?	Going forward
Youth engagement and participation	Yes	
Community engagement and gender equity	Yes	Part of how we work and rules of engagement
Securing land	Yes	Through protected area expansion and stewardship agreements
Recognition / status	Yes	Continue profiling and improve communication of lessons

### What we planned for Phase 2 – do we continue?

What is planned for Phase 2	Keep in?	Going forward
Share lessons learnt	Yes,.	Upscale sharing, package for replication
Replicate and upscale in wider catchment	Yes	Focus on fast tracking/embedding the work in upper catchment. Get geographic clarity of who is working where, doing what, and identify further needs for making strategic decisions on.
Formalise governance processes	Yes, already doing this.	Conservation agreements, grazing associations, formalizing protected area expansion processes And internal institutional mechanisms
Influence policy through advocacy based on lessons learnt	Yes, already doing this	As discussed above.

**Table 2. Discussion of Strategy review, in context review of original aims from Phase 1 and 2**

Activity	Have we done this?	Has it worked?	Do we carry on?	What else?
Demonstration projects – what are these? Restoring and securing land	Yes, mainly in upper catchment	Yes, with some excellent lessons and sharing	Yes	What is the demonstration” - Grazing and rangeland management - WASH - Alien clearing Know more about the demonstration projects, list of projects, geographical areas, gaps, challenges, etc. Dan’sile to lead this.
Develop baselines	Some/In part, not working in same places as where baseline were developed	Why don’t we have a SEE baseline? - Don’t know what we need - Different partners measuring different indicators - Need a leader, need direction - Need a framework	<b>Yes</b> , we need relevant baselines, to know if we’re making a difference, and make the case, show impact against goal. Tension is that it needs to be relevant to partners in order to invest in M&E, but it needs to be for UCPP	Clear protocols for each ‘part’ of M&E framework, allowing partners to align their planning and M&E approach with a common system which helps measure movement towards overall goal
Formalise collaboration	Yes, with the MoU serving as the formalising. Only some signed.	Need additional partners to sign and renew vows. Out of date.	Yes. Strengthen collaboration by clarifying roles and responsibilities. Streamline institutional arrangements. Rekindle relationships – signing AND who is the mandated person for engagement	Mapping who does what where, stakeholder analysis. Stakeholder analysis FOR catalysing collaboration: What work are you doing, how is your work furthered by collaborating with UCPP (will galvanise collaboration) (e.g. Garth mandate is to initiate community advocacy, UCPP needs to do advocacy, then we can understand each other better) = mutually beneficial. Map influencers, interested parties wrt different issues (e.g. sand mining, water). What is in it for me? Understand that of our analysis of stakeholders. Strategy/action plan/coach to help formalise – integrated planning.

Activity	Have we done this?	Has it worked?	Do we carry on?	What else?
<p>Extracting lessons learnt</p> <ul style="list-style-type: none"> <li>- Platforms, presentations, toolkits, learning exchanges</li> <li>- Extraction for whom?</li> </ul>	<p>Some. e.g. rangeland Learning exchanges (linked with colleagues in Lesotho for replication due to learning exchanges), rangeland model. More lessons to be extracted.</p>	<p>When we combine it with livelihoods. Making the narrative relevant (address the issue of governance). Have not been as good at extracting lessons for ourselves. We have a diverse, complex stakeholder base, so recognise we need different types of extracting lessons are needed. Partners could be enabled to be champions if the lessons learnt were extracted.</p>	<p>This is ongoing – “learning by doing”. Be strategic by understanding leverage points. Making the lessons relevant – link to MERL.</p> <ul style="list-style-type: none"> <li>- Is it the learning for UCPP?</li> <li>- Learning for others?</li> </ul> <p>Coherence in packaging learning (who is this for, why are they learning, how do we capture it).</p>	<p>Need champions – who are not part of this area, if I am capacitated by the learning that is packaged in a way that I can use and take elsewhere.</p>
<p>Establish seller side of PES structures through stewardship</p>	<p>No. Adapted model to one of rangeland management and market access. Is this PES?</p>			<p>Domesticated PES to Green business value chain (sustainable investment models like rangeland management etc).</p> <p>[PES doesn’t work in our landscapes, communal, municipalities won’t pay for upstream because PFMA etc, gov responsible for public good]</p>
<p>Identify possible buyers/markets</p>			<p>Yes, for the green business value chain</p>	
<p>Develop basic policy strategy</p> <p>Advocacy strategy for policy shift / influence.</p>	<p>No strategy. Been opportunistic.</p>	<p>Why have we not done it? We influence policy opportunistically, and partners need to highlight those opps, and need evidence/ documentation to inform/influence.</p>	<p>More needs to be done</p> <p>Use well documented practice to influence. Maybe an advocacy strategy for policy shift is needed. Identify leverage points, what partners can do to influence policy.</p> <p>Formulate good lessons learnt (best practice, locally relevant)</p>	<p>[Need to understand how to influence policy formally or informally, and who are the influencers]</p> <p>[extract lessons learnt is the responsibility of UCPP and not policy influence. UCPP is not policy makers!]</p>

Activity	Have we done this?	Has it worked?	Do we carry on?	What else?
		We have influenced policy by demonstration in various ways (e.g fracking).	from practice and use that to influence.  <u>Carry on through appropriate leverage points (partners), focus on lessons learnt, and maybe an advocacy strategy.</u>	[UKZN Chair: policies – institutions – processes; responsibility is to take lessons back to policy makers, so they are an influencer, as is SANBI]
Youth engagement and participation	Not enough, only starting now	Too early to tell	yes	Youth Employment Services – we can inform policy for having impact in rural areas
Community engagement and gender equity	Is this part of the how we establish demonstration projects, or is it a what?	Rules of engagement = how we do it. We do everything we do to uplift rural communities and foster gender equity etc		
Active response to risk and threats	This is one of our values, not an activity?			
Recognition / status	Has happened	Yes, more needed	Yes	Communication strategy to increase recognition of UCP work
Securing land	Through PA establishment and stewardship agreements		Yes	[stewardship- thru cons agreements and formal declaration] More involvement of DRDLR
Replication – adaptation context specific				
Share forward lessons learnt			Do it, and upscale sharing, packaging for replication, Think about how we capture lessons learnt for sharing (video, papers, etc)	[share – SCALE beyond the catchment: we are already doing it.
Replicate and upscale in wider geography			MORES: Geographic clarity of where we work and why	[there are partners doing stuff; need this informed by stocktake/stakeholder mapping so that we have a plan for where we replicate]

Activity	Have we done this?	Has it worked?	Do we carry on?	What else?
[can we fast track/embed the work in the upper (the water factory)]			Commercial farmers engagement (silt off middle farmers, commercial farms handed to communities) LIMA, SANBI, solidaridad	
Formalise governance processes	Already doing this. Cons agreements Grazing associations	Governance boundaries that don't match. Clarity of signatories for Cons Agreements Formalising PAES process	Internal institutional mechanisms OR Conservation agreements and grazing associations as a way of formalising governance	More work with local government to share effective lessons and include Traditional Authorities with better recognition
Policy influence through advocacy based on lessons learnt	Some e.g. DAFF and DRDLR rangeland restoration	Partially	Yes, and more strategically.	Better capturing of lessons and sharing at national and global platforms
Green business value chain	Not enough action, but good pre-planning and strategic thinking		Definitely	Explore markets for other catchment products
Other – open for feedback in further discussion after this session				

**Important note on baselines, monitoring and extracting lessons learnt:**

Are our inputs having an effect?

M&E gaps identified in Dartmouth College assessment last October, including irregular data collection and little inter-organisational sharing.

Partners agreed to draft a recommended action plan and protocols for each 'theme' we need to monitor, which will help us track how we are doing towards achieving the broad shared goal.



H.

## H. UCPP strategic plan moving forwards

### Framework for strategic plan

Proposed framework for strategic plan is one that outlines as far as strategic initiatives, and leaves the detail of the tactics to contribute to these to the partners within their individual capacity and resource bases.

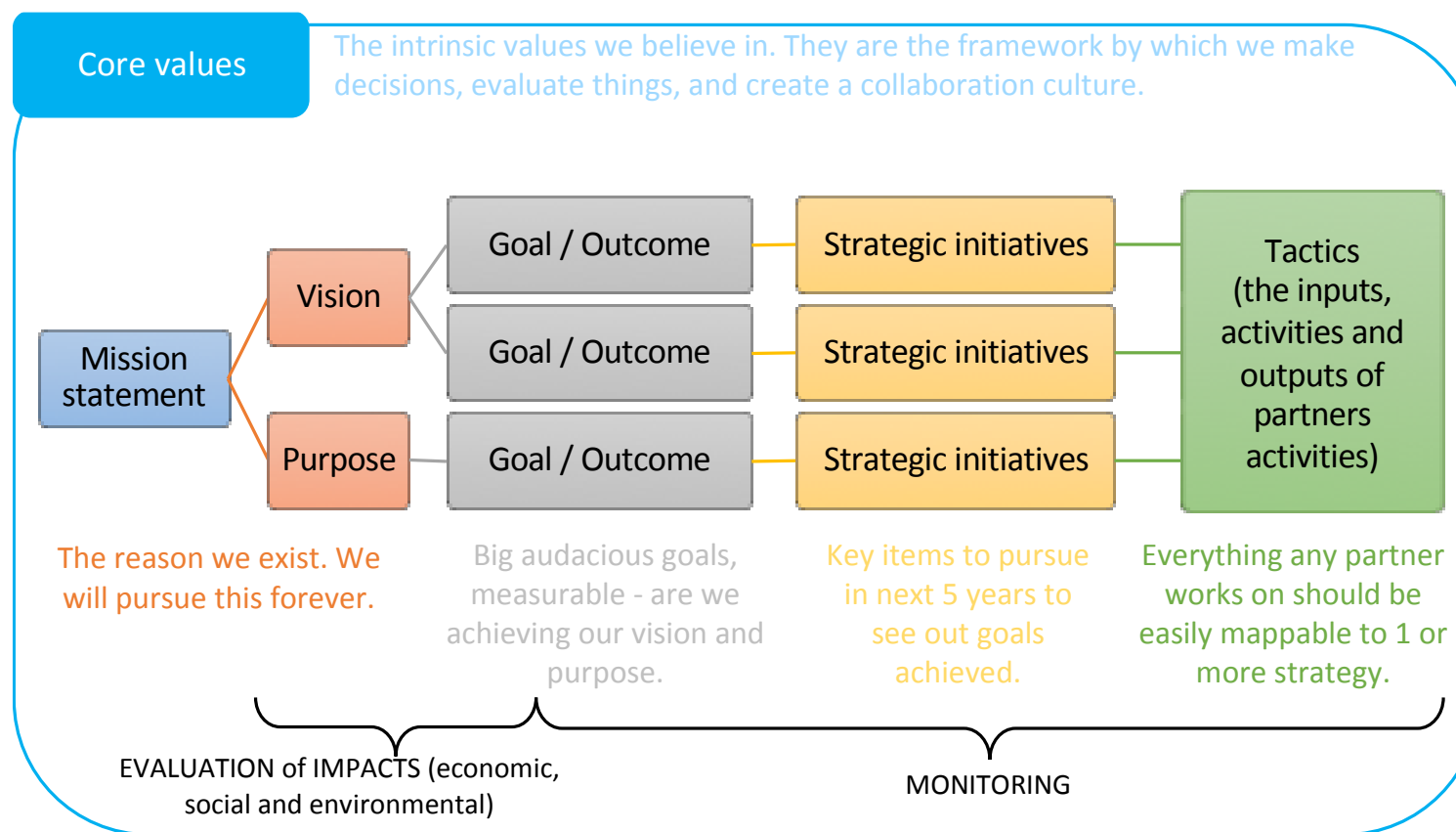


Figure 4. Mission, vision and purpose based framework for the UCPP<sup>3</sup>

<sup>3</sup>Combination of ideas from <https://blog.bufferapp.com/goal-setting-strategies> and <http://nickwrightplanning.co.uk/monitoring-outcomes-evaluating-impact-planning.htm/performance-framework-diagram>.

## UCP STRATEGIC PLAN OVERVIEW 2019 onwards

MISSION STATEMENT	Together we do more for people and environment in the uMzimvubu Catchment.					
PURPOSE	To be a co-created platform for proactive networking, sharing, learning and mobilising resources and knowledge through collaboration.					
VISION	Healthy, resilient ecosystem function in the uMzimvubu Catchment providing services and benefiting local and downstream people.					
GOALS / OUTCOME	<b>Integrated planning</b> e.g. Develop, refine or inform integrated planning in the uMzimvubu catchment	<b>Ecological (infrastructure) integrity</b> IAS eradication, indigenous groundcover (demo projects related to that)	<b>Optimal Water Management</b>	Happy, healthy, empowered people:	<b>‘Green Economy’ beneficiation</b>	<b>Respected forum of active partners sharing lessons and opportunities over next 7 years (Goal around effectiveness and sustainability of UCPP??)</b>
STRATEGIC INITIATIVES towards achieving goals (in line with roles of the UCPP and its values)						
Convenor	More involvement of CBOs and state Greater linkages with Local government planning process	Task team/ Working groups on themes requested by partners at quarterly sessions...  Convene learning exchanges  More involvement of CBOs	Convening meetings with community and youth around protected area expansion and stewardship agreements?  More involvement of CBOs, District Water Authority and Dept Water & Sanitation	informed, participative planning, implementing and benefitting from stewardship through PES....	Sharing/learning exchanges  Involve and empower more young people with agency to give themselves livelihoods	Strengthen collaboration, participation and contribution by clarifying roles and responsibilities, finalizing strategy... “Know each other” (web based info of partners people, photos and interests)
Strategist	Get geographic clarity on where we work and why; who is working where, doing what, and identify further needs for making strategic decisions on.	Focus on fast tracking/embedding the work in upper catchment. Focus on investable landscapes	Big picture on protected area expansion with Chiefs		How to get more Realistic tangible benefits to more local people	Develop and implement M&E framework for UCPP
Consolidator		Consolidate lessons learned and package for replication and to grow capacity to manage the landscape  Basic, accessible info about work of partners (visual, literature, film etc)	Consolidate information and resources necessary to support PA expansion??  Basic, accessible info about work of partners (visual, literature, film etc)		Basic, accessible info about work of partners (visual, literature, film etc)	Consolidate monitoring and evaluation efforts, making sure lessons are relevant and there is coherence in packaging and encourage champions to take lessons beyond the Vubu. Illustrations capturing the work of partners across the catchment.
Influencer		Upscale sharing of lessons learnt	Influence formalisation of PA expansion processes, signing of conservation agreements, grazing associations...			
Advocate	Use appropriate leverage points (partners), focus on using well documented lessons learnt to influence, and maybe an advocacy strategy – around specific issues – what are these related to the strategic initiatives or overall. What are the strategic leverage points?					

			Advocate around this? Doing what?			
<b>Alignment to international and national policies / priorities</b>						
<b>SDGs</b>	SDG 8. UCPP catchment restoration & mgnt strategies and demo projects are a major job creation initiative. SDG 12 & 13. UCPP uses action-learning and systems approach to improve ecosystem & economies, and stimulate sust devel practices.	SDG 2. Wattle clearing & rotational grazing systems, UCPP helps to improves agricultural production, ensures resilient agricultural practices and contributes to food security. SDG 15. UCPP work improves life on land by improving veg quality, increasing veg quantity and removing alien invasives.	SDG 6. UCPP aims to provide clean & abundant water by improving surface water replenishment, water quality & water infiltration and retention. SDG 9. UCPP works to prevent erosion, reduce sediment loads in water bodies and thus contributes to resilience of infrastructure.		SDG 5, 10: Providing jobs to people in communities, UCPP reduces inequalities in hh incomes & promotes women empowerment.	SDG 17
<b>NDP</b>						

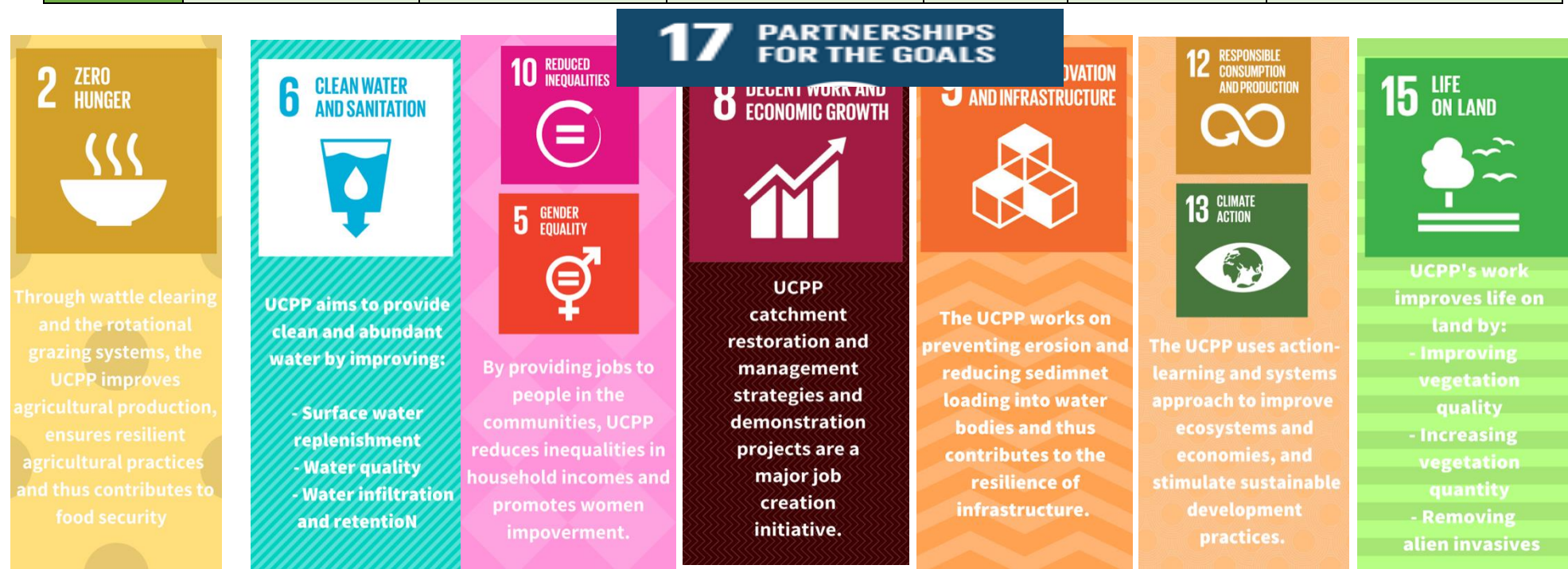
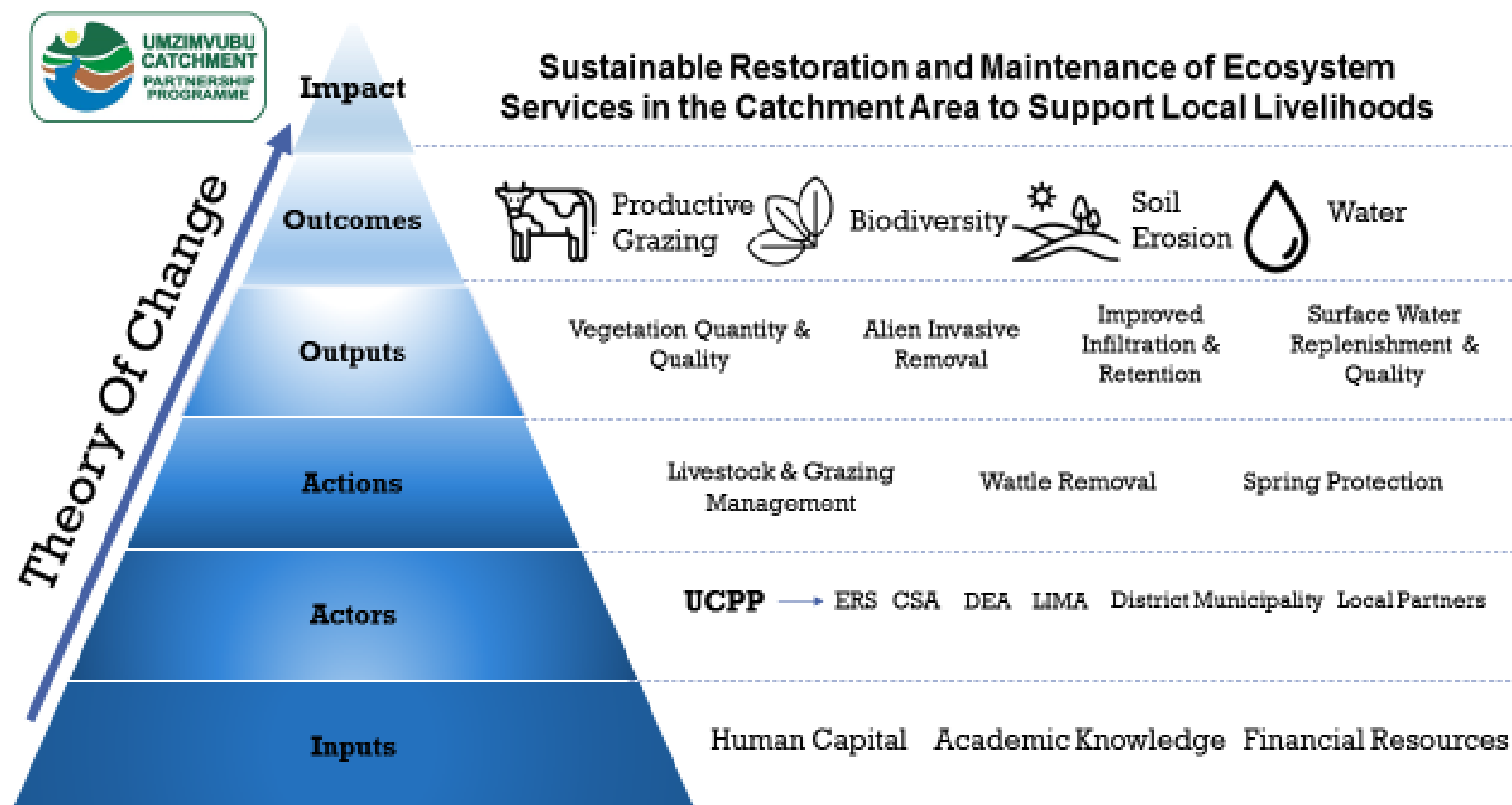


Figure 3: Sustainable Development Goals which are addressed through UCPP Initiatives, with the overarching partnership goal putting global objectives into local practise

## UCPP THEORY OF CHANGE revised with Dartmouth College, 2018



## ANNEXURE B:

participants register at 2019 UCPP midterm review

## ANNEXURE C:

*surveymonkey* results summary, Jan 2019