

Annex I to the Contribution Agreement

FED/2019/412-339

Description of the Action

“Support to Integrated Catchment Management in Lesotho”

Project Details

Project Title: Support to Integrated Catchment Management in Lesotho

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Table of Contents

<u>Table of Contents</u>	i
<u>List of Abbreviations</u>	ii
<u>1 Summary</u>	1
<u>2 Context</u>	2
2.1 Background.....	2
2.2 Problem Analysis.....	3
2.3 Relevance of the Action.....	4
2.2 Institutional setting	5
<u>3 Design of the Action</u>	6
3.1 Objectives and Outputs.....	6
3.2 Methods of Implementation	8
3.3 Indicative fields of activities	13
3.4 Main Partners, Target Group, Direct Beneficiaries	21
3.5 Resource Allocation	23
<u>4 Programme Governance (Governance Structure)</u>	29
<u>5. Sustainability, Complementarity and Cross-Cutting Issues</u>	30
5.1 Sustainability of the Action	30
5.2 Complementarity, Synergy with other relevant Actions	31
5.3 Mainstreaming	32
<u>6 Risks and Assumptions</u>	33
<u>7 Monitoring, Evaluation and Reporting</u>	36
<u>8 Communication and Visibility</u>	37
<u>9 Timing, Indicative Work Plan and Logical Framework</u>	38
9.1 Timing	38
9.2 Indicative Work Plan	39
9.3 Logframe Matrix	42

List of Abbreviations

AfDB	African Development Bank
BMZ	German Federal Ministry for Economic Cooperation and Development
CC	Community Council
CD	Capacity Development
CMA	Catchment Management Area
CMJC	Catchment Management Joint Committee
CoW	Commissioner of Water
CPU	Catchment Planning and Implementation Support Unit
DA	District Administrator
DC	District Council
DfID	Department for International Development (UK)
DPP	Development Partnership with the Private Sector
DRRM	Department of Range Resources Management
DRWS	Department of Rural Water Supply
DWA	Department of Water Affairs
EU	European Union
EUD	European Union Delegation
EPA	Economic Partnership Agreement
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GMI	Groundwater Management Institute
GNI	Gross National Income
GoL	Government of Lesotho
GWP	Global Water Partnership
HCD	Human Capacity Development
ICM	Integrated Catchment Management
IFAD	International Fund for Agricultural Development
IWRM	Integrated Water Resources Management
LCN	Lesotho Council of NGOs
LHWP	Lesotho Highlands Water Project
LMS	Lesotho Meteorological Services
LTS	Long-Term Water and Sanitation Strategy

LWSP	Lesotho Water and Sanitation Policy
MoFRSC	Ministry of Forestry, Range and Soil Conservation
MoLGCA	Ministry of Local Government and Chieftainship Affairs
MoW	Ministry of Water
MS	Member States
MTR	Midterm Review
NDC	Nationally Determined Contributions
NICMC	National Integrated Catchment Management Committee
NSDP	National Strategic Development Plan
NTS	National Technical Secretariat
NUL	National University of Lesotho
OKACOM	The Permanent Okavango River Basin Water Commission
ORASECOM	Orange-Senqu River Commission
PFM	Public Finance Management
Q&M	Operation and Maintenance
RBO	River Basin Organisation
ROM	Results-oriented monitoring
RSA	Republic of South Africa
RSAP	SADC Regional Strategic Action Plan on Integrated Water Resources Development and Management
SADC	Southern African Development Community
SARDC	Southern African Research and Documentation Centre
TA	Technical Advisor
UNECE	United Nations Economic Commission for Europe
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
WaterNet	Regional network specialising in capacity development for the water sector
WSRG	SDAC Water Strategy Reference Group
WRTC	SADC Water Resources Technical Committee
ZAMCOM	Zambezi Watercourse Commission

1. Summary

This Multi-Donor Action is jointly co-financed by the European Union and the Federal Republic of Germany, Federal Ministry of Economic Cooperation and Development (BMZ), implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The Overall Objective of the Action is that “Integrated Catchment Management (ICM) facilitates socio-economic development and adaptation to climate change in Lesotho”. Land degradation and erosion in the catchment areas of Lesotho, caused by unsustainable land use patterns and aggravated by climate change, threaten rural livelihoods and the traditional herding culture.

The Specific Objective of the Action is “ICM institutionalised and under full implementation in Lesotho, based on gender equality and climate adaptation principles”. ICM that delivers results for farmers in Lesotho must be embedded in an effective institutional framework. National policies have to be enacted, which allow ICM to be implemented at all levels. The unblocking of the decentralisation process to empower councils to take charge of the planning and execution of interventions is essential. Sustainable financial mechanisms must be developed to allow decision makers to decide on funding at local level. Particularly, women and youth should be targeted to make ICM an inclusive community-based effort.

The objective of the Action is of utmost importance to the Orange-Senqu River Basin and the SADC region at large. Lesotho is the “water tower” of the region. All water related interventions in that country are therefore transboundary in nature and have an immediate impact downstream. Lesotho is a signatory to the SADC Treaty and the Revised Protocol on Shared Watercourses (RSAP, 2000) as well as a founding member of the Orange-Senqu River Commission (ORASECOM). Therefore, the Action will support Lesotho to fully participate in and benefit from the regional Integrated Water Resource Management (IWRM) agenda. In short, ICM in Lesotho is an integral part of Integrated Water Resource Management (IWRM) in the region. On a regional level, the Action will support such capacity development measures which are important for the sustainability of ICM in Lesotho.

The Action’s Outputs are as follows: 1) Effective and efficient, gender sensitive and climate-resilient policy framework for ICM is developed and applied; 2) Effective and efficient institutions for ICM are established, with equitable representation of women and youth; 3) Capacity, skills and knowledge of public, private sector and civil society for sustainable ICM is facilitated; 4) ICM measures are implemented; 5) Capacity strengthened for coordination, monitoring, supervision and general programme management.

The main implementing partner is the National ICM Coordination Unit in the Ministry of Water (MoW) as the lead entity with the mandate for coordinating ICM. GIZ is the contracting partner and responsible to the EU Delegation for the implementation and management of funds contributed by the EU. The Action will be implemented by a team of GIZ experts from a central project office in Maseru and up to six field offices (“regional hubs”) supported by two liaison officers at SADC head office in Gaborone, Botswana, on a part time basis. Subcontracting and provision of grants for certain aspects to local, regional and international consulting and engineering firms as well as international agencies are anticipated. Implementation will be based on harnessing existing in-country capacity and scaling up of on-going initiatives.

2 Context

2.1 Background

Lesotho is a lower middle-income country with a population of around 2.1 million and a small economy. GDP amounts to U\$ 2.2 billion with a GNI of U\$ 1,210 per capita¹. Lesotho is ranked 160th out of 188 countries in the 2016 UN Human Development Index and faces serious social and macro-economic challenges and weak economic growth with poverty, unemployment, significant food insecurity, low life expectancy – partly due to very high levels of HIV and AIDS -, inequality and gender disparity. The youth comprises well over 50 percent of the population. They also make up the largest group of the unemployed.

The country is landlocked within the borders of the Republic of South Africa (RSA) and located mainly within the Orange River basin. Its area of 30,350 km² can be divided into three main river catchments. A main catchment supplies the Senqu (or Orange) river and spreads over two thirds of Lesotho. The two smaller catchments are the Makhaleng river catchment as well as the Mohokare (or Caledon) river catchment. Water is Lesotho's most important natural resource. The importance of wetland ecosystems for the economy cannot be overstated. Wetlands in Lesotho are found to account for 22% of GDP, the equivalent of USD 910 million, while thirty percent of employment is estimated to directly or indirectly dependent on wetland ecosystems.²

The unique geographic location, high altitude and pristine natural quality of the mountain areas position Lesotho as the 'water tower' of southern Africa. As such, Lesotho's contribution to the annual run-off in the Orange-Senqu basin is 40% with only 3% of the basin area. This makes the protection and sustainable use of Lesotho's water resources a priority, not just for the country itself but for all riparian states of the Orange-Senqu river basin. Around 30% of all water supplied to 12 million people in the Gauteng Province of South Africa derives from the dam system of the Lesotho Highlands Water Project (LHWP). The Republic of South Africa (RSA) pays the Government of Lesotho (GoL) for the water. 40% of GDP of the RSA is generated in Gauteng, which shows the huge importance of Lesotho's water resources for RSA and the whole region. A project is currently investigated to take Lesotho's water as far as Botswana via the Lesotho-Botswana Water Transfer Scheme. The development of the project is managed by the Orange-Senqu River Commission (ORASECOM) Secretariat.

The political situation in Lesotho has been marked by periods of instability since the earliest years of independence in 1966 with a rapid sequence of political events in the last five years. As from 2014, the collapsing of fragile coalition governments, partly supported by security forces operations, has led to two snap elections in 2015 and 2017 as well as mediation and peace keeping efforts led by the Southern African Development Community (SADC). Meanwhile, a national process for constitutional, public service and security sector reforms is stumbling forward. In 2014, the Government of Lesotho adopted a National Decentralisation Policy that foresees a transfer of competences and resources for service delivery to local

¹ <http://data.worldbank.org/country/lesotho>

² Strategic Performance Assessment of the Lesotho Wetlands Restoration and Conservation project, MCA Lesotho, Contract No WS-F-045-12 Euroconsult Mott MacDonald in association with Green's Integrated Services, Final Report, 29 April 2013

authorities. The policy created a new layer of decentralised local government through 76 elected local councils (i.e. Municipal, Urban, and Community Councils). However, while local government institutions have been created and the third round of local government elections took place in September 2017, decentralisation is regarded as incomplete in terms of devolution of powers and fiscal decentralisation.

2.2 Problem Analysis

As the population has grown, poverty and food insecurity have increased forcing people to move into previously uninhabited areas, such as wetlands and mountain slopes, often with very little knowledge of rangeland protection. As a result, the country has suffered severe land degradation in both cultivated lands and range resources for many decades. Resulting from overgrazing and land degradation in the catchment areas of Lesotho erosion is alarming to the level that the traditional herding and livelihood are threatened. Declining soil fertility is affecting pasture productivity, woody biomass and biodiversity. The annual depletion of natural resources is estimated at 5.9 % of GNI. The country loses at least 2 per cent of its topsoil annually due to erosion.³ The cultivated lands and the range complex are threatened by water and wind erosion, declining soil fertility, sediment deposition on and outside cultivated areas. The significant reduction in arable land increases food insecurity for the predominantly poor rural population and reduces livelihood opportunities. In addition, access to dwindling grazing land fuels communal conflicts. The degradation of wetlands in the highlands of Lesotho creates a risk to the available supply of water for the country as well as for the wider Orange-Senqu river basin. The degradation is also leading to increasing variability in stream flow and lower water tables within Lesotho as well as hydrological instability in stream flows and off-site sediment deposition within and beyond Lesotho. The erosion of top soil creates significant siltation in the main dams for Lesotho and its neighbouring countries. The uncontrolled land degradation, especially gullying, is not only affecting water resources and human livelihoods but is increasingly threatening essential infrastructure such as dams, roads and buildings. Climate change presents an aggravating factor, causing erratic rainfall, periodic flooding and drought. Without changes in current water management practices, improvements of environmental protection and the development of sustainable water infrastructure, there will be considerable problems with water availability and resilience against droughts and floods in large parts of Lesotho and the region.

The root cause of the problem is poor governance and management of natural resources⁴. Although Integrated Water Resource Management (IWRM) has been agreed in SADC as a principle, the SADC Revised Protocol on Shared Watercourses (2000), the SADC Regional Water Strategy and Policy have not been translated into the national regulatory framework. This is further demonstrated by the absence of modern water and land use policies and the lack of viable means to enforce regulations. Coordination between sector ministries is not effectively in place. The national stakeholder workshops in the past demonstrated that political consensus across sector ministries is still lacking. Local government at district and council level is poorly resourced and capacitated to carry out its mandates, while sector

³ World Bank (2016).

⁴ United Nations (2017). Lesotho Country Analysis.

ministries continue fulfilling functions of the Community Councils (CCs) through their deconcentrated services. This has led to two parallel administrative structures at district level. An effective and efficient policy framework for ICM is missing. Furthermore, effective and efficient institutions for ICM are not established. With the support of the EU and BMZ, the latter implemented by GIZ, initial ICM structures have been established in the Khubelu, Makhalaneng and Likhethla pilot sub-catchments. The public, the private sector and the civil society are lacking capacity, skills and knowledge to facilitate sustainable ICM. There is no coordinated implementation of meaningful ICM measures in the country. Relevant government institutions lack capacities for coordination, monitoring, supervision and general programme management. A functioning ICM in Lesotho, based on gender equality and climate adaptation principles, however, has the potential to promote socio-economic development and enhance adaptation to Climate Change. The Action is further expected to have a positive environmental impact on economic development deriving from the catchment management activities (see 3.1).

The absence of effective regulations on land use also has human rights implications, in particular, for vulnerable population groups like herders, whose labour rights are not sufficiently protected, and rural women, who make up the majority of the agricultural workforce. Related policies do not sufficiently address gender sensitivity or climate change adaptation. Lesotho has introduced a legal framework for gender equality and non-discrimination. However, customary law is excluded from the principle of non-discrimination. This dual legal system creates barriers to empowering women in Lesotho. Equitable representation of women and youth in the relevant institutions is not prioritised. Regarding human rights in general, there may be discrimination in the access of certain groups of people to resources, services or participation. Human rights-compliant procedures, rights of participation and relocation are enshrined in SADC's regional strategies and policy documents. The biggest challenge here is the implementation at national level through carefully planned measures.

2.3 Relevance of the Action

This Action is relevant for achieving the Agenda 2030. It contributes primarily to the progressive achievement of SDG Goal 15, Life on land, and Goal 1, Poverty eradication, and promotes progress towards the Goals on climate action (13) and clean water and sanitation (6) (see EU AD). Furthermore, the objectives are in line with the goals of the Federal Government of Germany, as outlined in the 2017 BMZ Water Strategy, and make a key contribution to the Implementation of the Agenda 2030, the Paris Climate Agreement and the 2018 BMZ Strategy for Interlinkages between Water, Energy and Agriculture (BMZ Strategy Paper 430). The objectives of this Action relate, in particular, to managing water resources sustainably and efficiently, minimizing climate-related water risks and achieving long-term impact and sustainability.

Lesotho's policy goals as set out in the National Strategic Development Plan (NSDP) and the Lesotho Water and Sanitation Policy (LWSP 2007) are the basis for the EU water policy support defined in the EU's National Indicative Programme (NIP) for Lesotho. The NSDP⁵

⁵ The National Strategic Development Plan 2018/19 – 2022/23 (subject to approval) lists Integrated Catchment Management as a Strategic Objectives for Sustainable Production and Use of Water Resources, and Improved Sanitation and Hygiene

aims at reaching Lesotho's development goals set out in the Vision 2020 which are, amongst others, focussing on developing a strong economy and a well-managed environment. This is to be achieved by stimulating economic growth, developing key infrastructure, enhancing the skills base, reversing environmental degradation and adapting to climate change. Lesotho's LWSP⁶ addresses the right of access to affordable water services and promotes participatory approaches in planning and management of water resources and services. The LWSP 2007 and the Water Act 2008⁷ were the foundation for the development of the Long-Term Water and Sanitation Strategy (LTS) in 2014, which was enacted in 2016. The LTS provides the direct mandate for ICM in Lesotho⁸. It sets out the objective and gives guidance towards its implementation. In addition, the Lesotho Meteorological Services (LMS) with support from the EU recently completed a Climate Change Policy and Strategy, including a Sustainable Energy Strategy.

As a founding member of SADC and ORASECOM, Lesotho is well embedded in the regional political setting. SADC Member States (MS) outline their commitment to the protection and preservation of all shared water resources in the Revised Protocol on Shared Watercourses⁹ (2000). The SADC Regional Strategic Action Plan on Integrated Water Resources Development and Management (RSAP IV)¹⁰ includes direct interventions to protect fragile ecosystems, including the management of wetlands and catchments.¹¹ Lesotho's run-off contribution to the basin requires stringent reporting on the status of its water resources within the Orange-Senqu River Commission, both to the Forum of Ministers as well as to the respective Technical Committees. ICM is anchored in the ORASECOM IWRM Plan through the 'Protection of the Orange River Sources: Khubelu Sponges Pilot Project'.

2.4 Institutional setting

Lesotho's three main catchments are divided into six Catchment Management Areas (CMA): the upper- and lower Senqu, the upper-, central- and lower Mohokare and the Makhalleng catchment area. Each CMA is again sub-divided into sub-catchments resulting to a total of 74 sub-catchments. The Ministry of Water, through the Department of Water Affairs (DWA), developed a framework for ICM with EU support in 2016. In essence, ICM is a broad-based Multi-Stakeholder Partnership that includes role players from all sectors and at all levels of intervention.

(Intermediate Outcome 3.3). ICM is also listed as an intervention in the related Strategic Objectives "Build Sustainable Infrastructure and Agriculture" and "Increase Access to Sustainable Water, Sanitation and Hygiene".

⁶ The 2007 Lesotho Water and Sanitation Policy sets out the objectives to manage water resources in an integrated and sustainable manner for present and future social, economic and environmental needs (policy statement 1), to protect and conserve water resources from adverse effects of socio-economic development (policy statement 3), and to manage trans-boundary water resources to ensure maximum benefits while taking cognisance of obligations to downstream users under international law (policy statement 4).

⁷ The 2008 Water Act provides provisions for catchment management (clause 15), contents of a catchment management plan (clause 16), wetlands protection and rehabilitation (clause 18), as well as various provisions for the use of water resources.

⁸ Focus area 1 of the LTS sets out the rationale for ICM and precise provisions for an ICM framework, and implementation of ICM from priority areas to country-wide rollout.

⁹ Source: <https://www.sadc.int/documents-publications/show/1975>

¹⁰ Source: https://www.sadc.int/files/9914/6823/9107/SADC_Water_4th_Regional_Strategic_Action_Plan_English_version.pdf

¹¹ P 6.3.5: Protection of Fragile Ecosystems (Wetland Management)

Following the established approach in the LTS, a National Integrated Catchment Management Committee (NICMC) guides the harmonised ICM approach in nationwide implementation. The NICMC that is chaired by the Minister of Water with Ministers responsible for Forestry, Range and Soil Conservation, Local Government and Chieftainship Affairs, Agriculture and Food Security, Tourism, Environment and Culture and Development Planning. This reflects the shared responsibilities of various sector ministries for catchment management (see 3.4). The NICMC has a National Technical Secretariat (NTS) that provides technical advice and quality control on the overall framework and is currently constituted by technical individuals based on required skills. Under the chairmanship of the Principle Secretary in the Ministry of Water, an ICM Steering Committee constituted of six Principal Secretaries mirroring the sectoral constitution of the NICMC has the mandate to oversee implementation. Within the Ministry of Water, an ICM National Coordinating Unit coordinates the technical implementation through the various sector ministries.

In each of the six Catchment Management Areas, Catchment Management Joint Committees (CMJCs) will be established. They are mandated to develop and oversee the implementation of catchment management plans. The development of such plans should be supported by Technical Secretariats for each CMJC, consisting of the respective sector ministries' district offices and based on consultations with local stakeholders. The LTS prescribes implementation of catchment management measures to be managed by Community and Urban Councils with direct engagement of the communities. On the sub-catchment level, additional Sub-Catchment Planning and Implementation Support Units (CPU) provide technical support to the Community Councils in establishing and implementing watershed improvement plans in each of the 74 sub-catchments.

3 Design of the Action

3.1 Objectives and Outputs

The **overall objective** of the Action is that “Integrated Catchment Management facilitates socio-economic development and adaptation to climate change in Lesotho”. The Action will specifically address the NSDP objectives on water and sanitation, agriculture and the rural economy. The action will contribute to improving the environment and to adapting to climate change, while furthering food security through sustainable water resources and utilising opportunities of the green economy, building upon the nexus ‘water-energy-food security’ (see EU AD). Furthermore, the action contributes through its objective to several SDG (see 2.3).

The **specific objective** of the Action is “ICM institutionalised and under full implementation in Lesotho, based on gender equality and climate adaptation principles”. To achieve this objective, the Action will work concurrently on **five interlinked outputs**:

- Output 1: Effective and efficient, gender sensitive and climate-resilient policy framework for ICM is developed and applied.
- Output 2: Effective and efficient institutions for ICM are established, with equitable representation of women and youth.
- Output 3: Capacity, skills and knowledge of public, private sector and civil society for sustainable ICM is facilitated.

- Output 4: ICM measures are implemented.
- Output 5: Capacity strengthened for coordination, monitoring, supervision and general programme management.

On the one hand, efforts will be directed at all levels of capacity development for ICM in Lesotho and in the region to establish and promote a sustainable framework and institutional structures in the long-term. On the other hand, the Action will support concrete ICM measures in sub-catchments that produce tangible benefits for farmers in rural communities. Improved range management, water resource management and agricultural practices have the potential to increase assets and incomes. While it would be desirable to build capacities first to have structures for implementation in place, the Action will link capacity development with ICM implementation, i.e. implementation is considered an integral part of capacity development. The measures serve as demonstration cases for stakeholders and ordinary Basotho to appreciate the process and benefits of ICM, to build capacity on-the-job, and to generate lessons and evidence for feedback to national strategic processes. The Action is thus conceptualised as an “**ICM learning loop**”.

Intervention logic: To facilitate socio-economic development and adaptation to climate change in Lesotho (Overall Objective), ICM needs to be institutionalised and under full implementation, based on gender equality and climate adaptation principles (Specific Objective).

The outputs are interrelated with a hypothesis being that the achievements of all outputs lead to the achievements of the outcome. While Outputs 1, 2, 3 and 5 aim at establishing capacities across the four capacity development levels over a longer timeframe, Output 4 will spearhead the implementation of catchment management and rehabilitation measures within selected sub-catchments.

The hypothesis supported by Output 1 is that the alignment of national policies for ICM along the regional guidelines, including the ORASECOM IWRM Plan, the SADC Revised Protocol on Shared Watercourses and the SADC Regional Strategic Action Plan on Integrated Water Resources Development and Management (RSAP IV), while taking into account gender and climate change principles, facilitates cooperation and community use of resources and improves water resource and land management. These supported framework conditions form the basis for the success of the “ICM Cooperation System”. Output 2 provides role clarity and enables efficient interface management for this cooperation system. In order to achieve sustainable integrated resource management, the organisations in the cooperation system must fulfil their core tasks. Output 2 thus contributes to the Specific Objective in interaction with Output 1. Another hypothesis is that the employees of relevant institutions implement the changed strategies and policies when they have the necessary capacities (Output 3 and Output 5). Local people need to change their behavior regarding resource use. It is assumed that the ICM approach has a direct economic benefit. Furthermore, Output 3 builds capacity at the individual level needed to reach Output 4. The intervention logic of Output 4 is that the preparation and implementation of ICM measures (including infrastructure measures and nexus projects) results in rapidly visible ecological improvements and economic benefits and incentives for those involved. Another hypothesis is that this leads to behavioral change and improved resilience to climate change, i.e. the sustainable use of water resources. The hypothesis is that this in turn informs the implementation of Output 1 and 2 in terms of feasibility and design. Outputs 1 and 2 ensure

the embedding of Output 4 measures in national policies, strategies and processes, and thus their sustainability.

The underlying assumption for the ICM framework is that the Action has the influencing power to ignite and stimulate behaviour change for sustainable land practices. This applies to the ICM stakeholders, who regulate land use, as well as for ordinary Basotho, who are the users of the land and water resources. For this to happen, an attractive enabling environment must be created that promotes behaviour change. This includes internal and external incentives, such as environmental awareness, increased business opportunities, improved livelihoods, enhanced social status, and sanctions such as penalties for disobeying grazing regulations. The Action will be based on an incentive approach that is built on consensus among all stakeholders and which is cognisant of the different situation of communities in Lesotho (see EU AD). Further assumptions the implementation approach and the results chain are based on are detailed in section 6 below.

Regional dimension: Like in the European Union, where IWRM has a clear regional approach and is strictly regulated by the EU Water Framework Directive, ICM in Lesotho must be embedded in the respective protocols, policies and strategies of the SADC region. However, engagement between regional bodies, like SADC and ORASECOM, and with GoL on IWRM should be intensified. The Action will therefore ensure that ICM in Lesotho is aligned with the SADC agenda and sufficiently addressed in all relevant forums. To this effect, the Action will support alignment of national and regional policy frameworks as well as promote learning and knowledge exchange. Respective activities are designed and implemented to the benefit of Lesotho. On the one hand, stakeholders in Lesotho will be supported to learn from experience available in the region. On the other hand, the Action will promote avenues for Lesotho stakeholders to contribute to and shape the regional agenda.

3.2 Methods of Implementation

GIZ defines capacity and capacity development in line with the current OECD-DAC definition¹² and identifies four main levels: 1) Promotion of enabling legal, political and socio-economic framework, 2) Developing and strengthening cooperation between organisations to improve coordination and performance, 3) Organisational development to foster efficiency, performance capability and flexibility of an organisation and 4) Individual or human capacity

¹² Capacity is the ability of people, organisations and societies to manage their own sustainable development processes. This includes recognising development problems, designing strategies to solve them, and successfully implementing these. At GIZ we often refer to this ability as proactive management capacity, by which we mean the ability of stakeholders to effectively combine political will, interests, knowledge, values and financial resources in order to achieve their own development goals and satisfy their development needs.

Capacity development is a holistic process through which individuals, organisations and societies mobilise, retain, adapt and extend their ability to make development sustainable. Capacity development support delivered by external partners is a key instrument of development cooperation that enables people, organisations and societies to develop and expand their proactive management capacities. Capacity development is fundamentally a process which must be driven by stakeholders themselves, and which presupposes a high level of ownership, i.e. identification and commitment, on the part of those involved in achieving the intended changes. This does not, however, preclude ownership developing in the course of a reform process. External partners can support the development of ownership and can temporarily assume a share of the responsibility during these processes.

development to promote technical, managerial and methodological competencies and leadership competencies.

The Action has five outputs to achieve the Action's Specific Objective. The following paragraphs outline broadly how the outputs are intended to be reached (strategy), while the indicative activities related to the outputs are detailed in the next chapter.

A strong and widely accepted policy and legal framework is key to ensuring sustainable institutionalisation of ICM in Lesotho and in the SADC region in general. To achieve **output 1**, GoL will receive **policy advisory services** to promote an environment that allows for effective, efficient and lean entities to implement ICM considering the principles of gender equality and climate change adaptation, as well as regional policies and strategies. The Action will support cross-sectoral policy harmonization and reform, building upon the recommendations from the EU-funded review of water legislation and policy in Lesotho. The responsible ministries and subordinate technical authorities will be assisted to assume the roles and responsibilities assigned to them in the LTS. This also includes empowering decentralized structures at district and local level. As the implementation of ICM in Lesotho progresses, Lesotho's lessons learnt and newly built capacities will be utilized to support the implementation of SADC and ORASECOM regional instruments among other Member States, strengthening cooperation with riparian states and promoting the joined planning and management of transboundary water resources, as outlined in Lesotho's Water and Sanitation Policy. Providing policy and technical advice through SADC and ORAESOM will also raise the profile of Lesotho as a regional leader for IWRM and further professionalize Lesotho's water sector.

Output 2 addresses the need of building strong institutions. The aim of **organisational development measures** is to develop institutional capacity for sustainable ICM. The Action's focus at the national level is on enabling effective coordination of ICM stakeholders through the agreed coordination structure, on setting up a financing mechanism for ICM, and budgeting for watershed development and climate change adaptation measures in decentralized development planning. The Action will support the establishment of structures at the subnational level, in particular, the CMJCs for the CMA, including their Technical Secretariats, and CPUs at sub-catchment level.

Capacity Development of the ICM cooperation system involves actors at regional, national and sub-national level. Role clarity and interface management are a precondition for a good cooperation. Facilitating cooperation and consensus-building in the implementation of ICM guidelines will be essential for the Action. This includes the strengthening of decentralized structures with the appropriate participation of women and young people. Above all, the Ministry of Water and the decentral structures (including local community groups) require organizational advice.

For ICM to be successful, it will be important that the approach supported by this Action is aligned to existing structures. The adopted Decentralisation Policy provides Community and Urban Councils with the mandate to manage the country's resources, including land and water. Each Community Council (CC) should create technical committees, amongst others to manage environmental resources. To create ownership and ensure the sustainability of the ICM approach, no parallel structures should be established. Instead, the entities defined in the LTS and the ICM Framework need to be embedded in the existing decentralized planning

and implementation structures. In the absence of a fiscal decentralisation that provides financial resources to district and community institutions, adequate funding of ICM measures on the ground is mandatory. Therefore, the establishment of a financing mechanism will be supported and tested.

The private sector in Lesotho is not sufficiently involved in water resource management through Public Private Partnership, hence support to securing and maintaining the involvement of the private sector, particularly from the Southern African region, in ICM for water and eco-system services will be essential.

At basin-level, the Action will support the establishment of parameters to monitor significant harm or significant adverse effect of development measures on shared water resources, as well as the elaboration of joint guidelines for IWRM with riparian states within the Orange-Senqu basin. The aim of these transboundary interventions is to manage Lesotho's water resources in a way that ensures maximum benefits while taking cognisance of obligations to downstream users under international law.

Output 3 relates to individual or human capacity development with a regional dimension. **Awareness, knowledge and skills of public, private sector and civil society actors** for sustainable ICM will be strengthened. The human capacity development approach creates the understanding, knowledge and skills required to implement ICM and, particularly, to change outdated practices. Professional training will be required for associations of land and water users, as well as within the public and civil society institutions. For a longer-term skills development approach, ICM needs to be sustainably embedded in extension services, vocational training and tertiary education curricula. The approach will be as much as possible linked to the SADC Water Sector Human Capacity Development Plan.

Specialised regional training and knowledge sharing institutions hold significant expertise and will be utilised to build capacities for ICM in Lesotho: WaterNet has been the prime capacity development institute over decades. The Groundwater Management Institute (GMI) located at the University of the Free State, RSA, in Bloemfontein, is a highly specialised technical institute. The Global Water Partnership (GWP) acts as a convener and has long time experiences in IWRM policies and practices across the region. The wide spectrum of training measures ranges from symposia to specialised technical traineeships and internships that can be harnessed for Basotho professionals. ORASECOM provides for a broad learning platform and facilitates exposures and global exchanges for young professionals of member states, including Lesotho, while the Water Research Fund for Southern Africa (WARFSA) is the mechanism for implementing research innovation and technological advancement in the area of 1) Infrastructure for Health, Livelihoods and Economic Development and 2) Water Resources Management and Environment. GIZ intends to explore cooperation potentials with these institutions, with a clear emphasis on benefitting the ICM programme in Lesotho.

Apart from technical skills, the sustainable management of Lesotho's catchments requires broad awareness creation and campaigns that demonstrate how human behaviour is linked to the deterioration of catchments. A good understanding for the need to change the way natural resources are used and managed in Lesotho is needed. Long-term change of behaviour, however, requires more than normative messaging through campaigns. All stakeholders will be required to "think ICM" for a behaviour change to occur. At the local level, participatory planning processes for ICM measures need to involve all user groups of

land and water resources, including traditionally underrepresented or marginalized population groups. CCs, including the chiefs representing the traditional authorities, must guide the development of catchment management plans by members of the community and coordinate their implementation. This falls within the scope of work of the councils' standing committees on environment. While the decentralisation process is taking more time than expected, the implementation of the LTS, with CCs responsible for water and sanitation services and catchment management activities, may present an ideal entry point for strengthening and testing the decentralisation policy.

Output 4 refers to the implementation of measures to improve water resource management for the slowing down, stoppage, reversal and prevention of land degradation at the level of sub-catchments across Lesotho. Here, the Action applies a “dual track approach” that distinguishes between a) “fast track” emergency measures in hot spots of degradation and b) long-term prevention measures. This dual track approach is intended to be underpinned by a process of sequencing and rolling out ICM measures from priority catchments to broad and ideally nationwide coverage. Both tracks follow the same community-based approach¹³ as per the Guidelines for Watershed Planning. Thereby, the guidelines and institutions supported under output 2 will be tested and lessons from the field feed into the institutional setting for continuous improvement (“learning loop”). The implementation of measures will include a focus on the water-energy-food nexus, aiming to increase livelihoods of vulnerable population groups, which will also act as an incentive for watershed improvement.

Where degradation is most severe and close to becoming irreversible, the Action intends to support “fast track” measures to immediately stop and slowly reverse further damage to the catchments. Hot spots of degradation, which require urgent action to halt and reverse environmental damage, negative impacts on livelihood or further damage downstream will be targeted. These may also include measures to build resilience of communities to prevalent shocks and stresses. However, even where sites are selected for immediate rehabilitation measures, a close engagement and participation of the involved communities will be crucial. It is also intended to build momentum for ICM by showcasing how efforts to protect catchments bears visible results both to the land and water resources and to create economic incentives for communities.

The other track of long-term preventive measures is intended to be carried out by first developing community watershed plans implemented through the established decentralized channels in the local governments. The approach will be participatory, community-based and in stages. As sustainable capacities to implement ICM nation-wide are foreseen to only be gradually established through the first three Action outputs, the implementation of ICM measures should follow a phased approach (see EU AD):

- Phase 1: The Action will start with a small selected group of priority sub-catchments implementing capacity development and modest ICM action plans;

¹³ Experience from the DWA-implemented Khubelu 'Sponges' Project (2012-2017) has shown that while rehabilitation structures showed good success in improving ecological functions of wetlands, actions ranging from mere non-compliance to agreed grazing patterns to the active vandalism of structures and equipment can happen, if the immediate users of the land resources are not sufficiently engaged over a longer time period.

- Phase 2: The Action slowly expands its operation in following years to a new group of sub-catchments, building upon lessons learned and good practices accrued;
- Phase 3: The Action rewards those sub-catchments, which successfully implemented their ICM action plan, with increasing annual budget allocations for the implementation of ICM measures.

The selection of additional sub-catchments will use the ranking tool of DWA, which was developed with EU support. The selection criteria will maximize positive impacts for the sustainable management of land and water resources at national and basin-wide levels through the restoration of wetlands, rehabilitation of degraded land, improved range management, water harvesting and clearance of harmful invasive species. While the full rehabilitation of degraded catchment areas after successful interventions can take over a decade, measurable positive effects at national scale will be produced with support from this Action during the implementation period.

The above approach also means that the complexity and level of detail in the ICM plans of the prioritised sub-catchments should be limited, working with a modest budget per sub-catchment to start with. Generally, the approach of the Action enables the CCs to implement their ICM plans through local community organisations. To this end, the ICM plans should be incorporated into the regular council planning schemes to avoid multiple processes and plans. The implementation of the measures will be systematically documented to serve as lessons learnt for adoption in other places in the region. Implementation of ICM measures is an integral part of capacity development (see Output 3 and 5). Measures serve as demonstration cases for citizens to observe the process and benefits of ICM and for stakeholders to build competencies on-the-job. Regional stakeholders from the basin will have a chance of participating. An incentive system, whereby local communities and their “ICM groups” can be rewarded for performance through an increase of budget allocation for the following year and/or an annual competition, could be part of the process of furthering ICM attitudes and behaviour among communities.

Output 5 supports the GoL in providing the overall management for ICM. This includes strengthening individual capacities and skills but also promoting institutional change to improve coordination, monitoring and supervisory functions of the various Government actors and the establishment of an ICM monitoring and evaluation system (M&E) with gender-disaggregated data. Therefore, the activities are linked to Outputs 2 and 3, but they are explicitly distinguished here due to the relevance of improved coordination between stakeholders involved in the steering of the national ICM programme. The engagements of the SADC Water Division and the ORASECOM Secretariat aim to ensure alignment to regional policy framework as well as additional support for the coordination and implementation from the regional level.

Over the last nine years, the Ministry of Water in Lesotho has headed the Water Sector Coordination Forum, with quarterly meetings and annual sector reviews. Participation in the meetings and reviews has improved over the years and includes development partners as well as ministries engaged with the broader water sector, the private sector and civil society. Although exchange of sector information among stakeholders has greatly improved, the advisory function of the Forum to Government with regard to management and utilisation of water resources has still to be further developed in view of the specific ICM sub-sector.

A national data and monitoring system for ICM, hosted by the GoL, is intended to be established with support from this Action to provide relevant information for ICM stakeholders and support evidence-based policymaking.

3.3 Indicative fields of activities

The following indicative activities will be further specified in annual operational plans, which are to be developed through consultative processes with field staff and partners. The following list of key activities is indicative and not exhaustive and may change over the project cycle.

Output	Key Activities
Output 1: ICM Policy Framework Development	<p>1.1 National policy harmonisation and updates</p> <p>The Action will contribute to identifying sector policies, frameworks and regulations that require revision to adapt to an agreed ICM approach. Policy harmonisation and updates will build upon the recommendations from the EU-funded review of water legislation and policy in Lesotho. They include updates to the Lesotho Water and Sanitation Policy to integrate key aspects of the ICM planning documents as well as suggested revisions to the Water Act to clarify ICM functions, roles and responsibilities, as well as provisions for water use charges and catchment management planning. Other policies, regulations and frameworks that are of critical concern for the effective implementation of ICM are the land act, environment act, forestry act, local government act, range management act as well as the rangeland management policy, the climate change response policy and strategy and the required framework for public private partnership arrangements in ICM. In addition, it is important to analyse which policies still require enactment through the passing of bills and regulations to “unlock” legal frameworks. The Action will therefore support systematic analysis of the various policy and legal documents and provide technical advice to the respective sector ministries through the NICMC and NTS.</p>
	<p>1.2 Alignment of national policies to regional instruments</p> <p>All policy and regulatory frameworks in Lesotho require alignment to the SADC Revised Protocol on Shared Watercourses, the SADC Regional Water Strategy and Policy, the various mainstreaming policies on Climate and Gender (see Act. 1.) and the SADC RSAP. Equally important are the obligations reflected in the ORASECOM IWRM plan. All policy advisory services provided under this Action will ensure that policy harmonisation and updates in Lesotho reflect the commitments that Lesotho has made under SADC and ORASECOM regional instruments. Further, this Action will support Lesotho’s objective to strengthen cooperation with riparian states and to jointly plan and manage transboundary water resources as per policy statement 4 of the LWSP. Within this context, GoL will be supported to continuously report its learnings through basin-wide and regional fora, most importantly the SADC Water Resource Technical Committee (WRTC) and the ORASECOM Forum of the Parties.</p>
	<p>1.3 Development of a regulatory framework for the use of land and water resources</p> <p>The Action will support regulatory measures for sustainable land and water management by formulating user rights and obligations, which address causes of</p>

degradation that are associated with human land use for agriculture, construction, biomass for energy, infrastructure and extractive industries. This will also prevent and mitigate conflicts over the use of these resources. At the local level, this may include technical advice and support to the development of by-laws, certification and licensing, surveillance and enforcement of regulations, either by communities themselves or by officials with the necessary means and authority. It also involves support to the clarification of roles and responsibilities and where needed institutional support (see Act. 1.1).

1.4 Promote gender- and climate sensitive policy framework

The Action will support efforts of promoting inclusive ICM-related policy frameworks through inclusive dialogue platforms that can examine and inform relevant policy documents. The Action intends to collaborate with existing platforms and to make use of ongoing initiatives provided by civil society and the GIZ-implemented Participatory Initiative for Social Accountability (PISA). The current legal framework in Lesotho, in particular, the constitutional exempts of customary law from the non-discriminatory principle, discriminates against women and girls in various ways and contravenes regional human rights instruments including the SADC Protocol on Gender and Development and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). The action will therefore support the ICM policy framework in a way that addresses these inequalities, building upon the 2018 National Gender Policy that aims to address these challenges. Steering and management of gender and climate change adaptation must be aligned with regional protocols, policies and strategies, in particular, as long-term sustainability of ICM in Lesotho greatly depends on complimentary actions of members states in SADC sharing the same vision and principles. The Action will therefore support the engagement with international institutions to embed international best practice for gender mainstreaming and climate change mitigation and adaptation into the implementation of ICM in Lesotho. Relevant and binding reference documents under the auspices of SADC include the Policy on Gender and Development, the Climate Adaptation Strategy, the Water Sector Climate and Resilience Strategy. Within the basin, the ORASECOM Gender Mainstreaming Strategy and its Implementation Plan of December 2018 in alignment with the ORASECOM IWRM Plan serve as the basin-wide reference documents to adhere to. Consultative policy processes at regional level will be supported in order to shape regional policies in view of Lesotho’s needs for gender mainstreaming and climate change adaptation.

1.5 Support community councils to pass by-laws

CCs are mandated to oversee ICM in their areas of jurisdiction. However, challenges, solutions and institutional settings differ from one community to another. Therefore, a top-down, “one-size-fits-all” approach to regulating ICM at the local level will not be effective. Rather, councillors and chiefs need to agree on how to organise ICM in their areas and pass by-laws to that effect. This will “unlock” the local implementation of national level policies in the context of incomplete decentralisation. Selected CCs will be supported to identify and prioritise necessary by-laws required to establish a local legal basis allowing to implement ICM in their respective territories. The drafting, consultations and agreements on these prioritised by laws in the selected councils will be supported through technical advice and facilitation. Where required, the council’s personnel will receive targeted capacity development to increase the necessary understanding on the by-laws. Cooperation and coordination with the

	<p>respective sector structures and peer-to-peer learning between the councils will be supported through technical advice and facilitation of meetings. The Action intends to support the documentation and dissemination of the experiences in the selected councils.</p>
<p>Output 2: Institutional Development</p>	<p>2.1 Promote national consensus of ICM governance structure</p> <p>As a multi-sector initiative, ICM requires well-coordinated action from several sectors. This needs to be reflected in agreements on the roles, functions and mandates of the various actors. Therefore, the Action will support final agreement among Lesotho's national stakeholders on the ICM governance structure through ongoing and regular consultations with stakeholders at different levels and with the NICMC.</p> <hr/> <p>2.2 Finalise ICM Guidelines for approval and adoption</p> <p>ICM measures will have to be agreed upon by the relevant structures, including local community formations ("ICM groups")¹⁴, on the basis of nationally accepted ICM Guidelines and Technical Information Kits. The ICM draft final guidelines will be tested, reviewed and finalised with support from the Action to ready them for approval and adoption by the relevant entities. The activities under Output 4 feed into this iterative learning loop, contributing to updates and revisions of the guidelines based on the lessons learnt from ICM implementation at the local level. The Action will also contribute to the further elaborations of regional guidelines for the Orange-Senqu basin to facilitate a common approach towards the implementation of planned measures. At basin level, the Action will contribute to developing parameters for a planned measure that has potential to cause "Significant Harm" or "Significant Adverse Effect" based on SADC's regional guideline. The parameters could include, inter alia, water abstraction, reservoir size, pollution thresholds for the river as well as wetland restoration and erosion control measures or cross border sediment levels.</p> <hr/> <p>2.3 Establishment of structures in catchments and communities</p> <p>The entities defined in the LTS and the ICM Framework need to be embedded in the existing decentralized planning and implementation structures, which is one of the main responsibilities of the ICM Coordination Unit. The action will support this through capacity development measures for the establishment of the CMJCs, which include District Councillors and technical staff of the involved sector ministries at district level, and for the development of catchment management plans for each CMA. The Action will also provide technical support for the ICM Coordination Unit to establish CPUs within sub-catchments in support of the respective CC technical committees in their planning and implementation oversight. Through an NGO partnership, the Action will support facilitation services for catchment planning processes as well as technical support on implementing different ICM measures for CC and the relevant Departments under various involved Ministries. Furthermore, the Action will support the participation of both women and youth within relevant entities and institutions to ensure equitable participation of all users.</p> <hr/> <p>2.4 Develop and test financing mechanisms for local ICM plans</p> <p>The Action foresees the establishment of financing mechanisms for ICM as a pre-</p>

¹⁴ Representatives of the community watershed, which is typically an area of up to 500 ha, comprising one or more villages.

	<p>cursor to a fully operational Local Development Grant Facility, once decentralisation has gained momentum. Such financing mechanisms should be in the position to pool funds from government, private sector and development partners. GIZ will make technical expertise available and may take over the management for a bridging period. As fiscal decentralisation is a new process and recipients are local councils directly implementing measures for the protection of Lesotho's catchments, such financing mechanisms will need tight monitoring to prevent misuse. GIZ will use various financial instruments in accordance with its respective internal Rules and Regulations. In combination with the close supervision and monitoring of funds, GIZ will render capacity building measures for local structures.</p> <p>Experiences made with financing mechanisms at national level are relevant when developing a strategy for innovative development finance mechanisms for other basins, which equip Member States and RBO to mobilise sufficient funding for IWRM programmes. The transboundary importance of ICM, assuring water of sufficient quantity and good quality for neighbouring countries, is a selling point to attract resources outside Lesotho. Hence, the GoL will receive technical advice in developing such a strategy</p>
	<p>2.5 Promote Private sector engagement in ICM</p> <p>GIZ will give technical support to GoL to build capacity to approach private corporations both in Lesotho and within the entire Orange basin for financial contributions to ICM under development partnerships (DPPs) or Water Stewardship approaches. GoL will be supported to produce appropriate information to invite institutions for co-financing certain interventions. GIZ will provide linkages to regional platforms to raise significant funding. In cooperation with the SADC Private Public Partnership (PPP) network, GIZ will support GoL in updating an interactive database of water financing institutions based on the existing SADC database. Finance options will be explored in greater details including blending strategies for infrastructure financing.</p>

<p>Output 3:</p> <p>Human Capacity Development</p>	<p>3.1 Professional training for ICM</p> <p>Technical support to educational institutions, such as the Water Institute at the National University of Lesotho (NUL) and Lerotholi Polytechnic, will lead to the development and implementation of specific national ICM curricula for students, including a post graduate programme for professionals within relevant ICM sectors and periodic refresher courses. The Action also supports training provided through regional academic and learning networks (e.g. WaterNet), which will comprise professional training, research studies, academic exchange programmes and peer-to-peer learning. Through its Rotational Internship Programme, ORASECOM facilitates exposures for young professionals from member states to join the secretariat and gain professional experiences in transboundary water management. It is envisaged that GIZ awards grants to those institutions (see 3.5).</p> <p>Professional training will also be required for communities, especially for farmers and herders. Training topics will include, amongst others, sustainable agriculture and livestock management practices. Non-formal farmer training will play an additional important aspect and can be built upon the experiences made in the Khubelu Sponges pilot and other successful training activities by NGOs. Youth capacity development as described in the SADC Human Capacity Development Plan facilitates youth innovation, entrepreneurship and employment creation. GIZ aims to engage NGOs from Lesotho with a track record of successful training measures for such target groups.</p> <hr/> <p>3.2 Regional learning and exchange</p> <p>As Lesotho greatly depends on complimentary actions of neighbouring countries to address priority environmental problems, the national ICM programme can only be sustainable, if it adds value to the regional IWRM agenda, At the same time, Lesotho needs to play an active role in regional water diplomacy. Therefore, the Action will contribute the achievement of Strategic Aim 1.5 of the LTS (“Effective participation in transboundary water resources management”) and Element 5 of the LWSP (“Manage trans-boundary water resources on the basis of Lesotho’s sovereignty in a way that ensures maximum benefits while taking cognisance of her obligations to downstream users under international law”). Support to regional communities of practice will serve to transfer knowledge from Lesotho to the region, and vice versa, which will further raise Lesotho’s profile as a regional leader and help to professionalize the country’s water sector. To this end, Lesotho’s experience on relevant topics, such as the implementation of various ICM measures, decentralised catchment management, infrastructure development, climate change adaptation in the water sector, sustainable financing for catchment management, will be compiled and disseminated regionally in the form of studies compiled and learning formats hosted by the Government of Lesotho and selected regional organisations (e.g. ORASECOM, SADC, WaterNet and GWP-SA).</p> <hr/> <p>3.3 Awareness campaigns and behaviour change communication</p> <p>The Action will support the development and implementation of an ICM communication strategy by the GoL. The strategy aims to directly address ‘internal’ attitudes among the population, such as individuals’ personal or cultural values towards the protection of natural resources, but it should also emphasize incentives, such as economic gains or improved livelihood opportunities. Information about effective climate change adaptation needs to be communicated in a credible and</p>
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	<p>relevant manner to build determination across various target groups to address risks. Good practices should be packaged in a manner that is useable to relevant key population groups, like rural farmers and other users. The Action will also support the implementation of demonstration projects on local and indigenous knowledge, accruing best practices for climate change adaptation and disaster risk reduction to be transferred to other areas, which are implementing respective activities out of their ICM plans. The Southern African Research and Documentation Centre (SARDC) has been working in this field and could contribute with its wealth of experiences.</p> <p>3.4 Advocacy for stakeholder engagement</p> <p>A specific focus on communicating with and creating awareness among the political, traditional and administrative leadership is required. In order to facilitate a longer-term change of practices in the population, “champions” will be identified and supported that have a catalytic effect on communities. For example, Lesotho’s traditional authorities, including Area Chiefs and Principal Chiefs, continue to play an important role in creating consensus and spearheading changing practices within their constituents. In addition, Principal Chiefs play an important role in forming national political consensus in the Senate. In communicating to these leaders, an approach to understanding and addressing incentives for supporting ICM will be applied. The Action will support cooperation and coordination between traditional leaders, Local Councils, associations and Government Departments and build awareness and understanding of ICM by conducting national level events (such as breakfast meetings, workshops and conferences) and using different dialogue platforms at local level, including traditional formats (e.g. <i>lipitso</i>) as well as more innovative mechanisms, such as the ones developed by the PISA programme (e.g. ‘Meet your MP’).</p>
<p>Output 4: Implementation of ICM Measures¹⁵</p>	<p>4.1 Implementation of “fast track” emergency measures</p> <p>Analysis and selection of degradation hot spots is foreseen to be undertaken by the National ICM Coordination Unit in accordance to agreed principles, in a transparent way and by a credible decision-making process. The Action will carry out a reconnaissance study to assess the present situation and identify hot spots requiring immediate corrective action. The study will be undertaken by technical experts working together with the National ICM Coordination Unit, relevant stakeholders and the affected communities. It is expected that part of the recommended measures will be short-term infrastructure works that stop or minimise further deterioration. Such measures will most likely focus on construction of gabions, embankments and other similar civil structures for effective erosion control. Once the hot spots have been identified and agreed with stakeholder and communities, detailed feasibility studies will be undertaken. The findings will be presented to, and discussed with, the stakeholders and communities to ensure agreement on the finally implemented designs. Once the designs are agreed and passed for implementation service, providers will be procured and commissioned to construct the designed structures</p>

¹⁵ ICM measures implemented could be, but are not limited to, (improved) terracing for increased arable production; re-grassing, re-vegetation and removal of shrubs through high density grazing and mobile kraaling for improved livestock production; rainwater harvesting; rehabilitation of degraded wetlands through storm water structures like concrete weirs, rock-filled gabions, gabion walls, rock packings; marking of “no-grazing” zones; protection of animal drinking places; promotion of improved agricultural practices, like conservation agriculture / climate smart agriculture, and markets (value chain promotion).

	<p>under supervision by GIZ. However, to transfer skills, build local capacity, foster sustainability and contribute to the local economy, contractors should, where possible, recruit non-specialist staff from the local community in line with applicable legislation and rules. Such local workers will be trained and are expected to take the lead in the subsequent Operation and Maintenance (O&M) of the installed infrastructure post construction. The approach will be accompanied by technical advisors and facilitators to ensure the “learning by doing”. The planning and implementation processes will be documented right from the beginning to allow future replication in other basins outside the scope of this Action.</p>
	<p>4.2 Support to ICM plans for prevention measures</p> <p>For this phased approach, the Action will develop a system of selection criteria¹⁶ and decision-making processes that will inform the sequencing of catchments for nationwide roll-out of ICM. The Action will initially provide financing for implementation to CCs and community organisations through direct financing through GIZ to local implementing agents or through a temporary financing facility. Once budgeted, ICM plans have been developed, budget allocations to local councils will be done based on annual ICM action plans by the CMJCs. Technical support to develop and implement plans is foreseen to be provided through the established CPUs. The Action will support the development of ICM plans, at the community watershed level, becoming the building blocks for planning at the level of the CMJCs and selected CCs, through technical assistance in the form of coaching on-the-job. Promoting gender mainstreaming, adaptation to climate change and participation of marginalised groups will be part of the planning process right from the beginning. Application of local and indigenous knowledge and practices for climate forecasting and adaptation measures is encouraged. Measures that include the utilisation of community labour may adopt a cash-for-work approach. However, as a matter of principle any cash transfers to communities will only be applied if, after an assessment, no other incentives can be identified that support the implementation of such measures. In this sense, financial incentives will strictly be of a subsidiary nature.</p>

¹⁶ The selection of sub-catchments and measures to be implemented under the Action must follow transparent and evidence-based criteria. These criteria may include geo-physical characteristics (e.g. slope, soil) and aspects such as environmental severity (i.e. where actions to rehabilitate and protect catchments are most necessarily needed based on the current status of erosion and degradation); socio-economic dimensions such as the vulnerability of communities; political considerations such as the existence of strong political support by stakeholders in a given community (including chiefs and councillors); opportunities arising (for example, through various project funds available to communities); and efficiency criteria (“value for money”). GIZ may expand and amend these criteria.

	<p>4.3 Support to Nexus Project</p> <p>The action aims to strengthen food security through sustainable water resources and utilizing opportunities of the green economy, building upon the 'water-energy-food' nexus in Lesotho (see EU AD). While ICM measures in general aim to incorporate all sectors and interests, they are not per se nexus projects, which will require additional input to be negotiated amongst all involved sectors and stakeholders. Therefore, the Action foresees a dedicated activity to identify and prepare a Nexus Project and to document the lessons learnt for upscaling and replication within ICM in Lesotho and in the region. The SADC thematic water and nexus groups, which provide a platform for International Cooperating Partners and SADC sector ministries for a strategic dialogue, have been proven effective in the past and may be used for the latter. The Action will thereby build upon existing activities in the region, e.g. the recent Discussion Forum “Water-Energy-Food Nexus: Towards Efficient National Planning”.</p>
<p>Output 5: Capacity for Coordination and Implementation</p>	<p>5.1 Strengthening management capacity of ICM coordination structures</p> <p>Support under the Action aims to ensure that the national ICM coordination structures have the adequate management capacity for effective sector coordination at the national level and of ICM measures at the catchment and sub-catchment level. The Action will provide capacity development measures for the national ICM coordination structures, specifically the ICM Coordination Unit and the NTS, the CMJC at catchment level and the CPU at sub-catchment level. This activity will build upon assistance previously provided by the EU, which had initiated various change management and institutional reform processes, including capacity reviews of existing structures, a proposed organigram with terms of reference of relevant entities and key positions, and guidelines containing principles and processes for effective ICM implementation. Support will include availing change management and organisational development know-how through long- and short-term experts and management training by specialised institutions, e.g. WaterNet.</p> <hr/> <p>5.2 Strengthening ICM sector coordination</p> <p>The Action will support coordination in the ICM sector as a sub-set of the broader water sector in Lesotho, by providing technical assistance towards the functioning of mutual reporting and accountability systems of involved stakeholders. The Action will support sector coordination through long-term experts that will assist in establishing functional coordination mechanisms through institutional measures (e.g. terms of reference, agenda setting, reporting templates). This will enable effective information flows for joint planning and monitoring and eventually consolidated national sector-wide reporting.</p> <hr/> <p>5.3 Supporting data, monitoring and learning</p> <p>The Action will support improvements in the collection and use of data for national monitoring of ICM-related parameters and learning across the ICM sector and beyond in the basin and the region. The aim is that data informs the creation of evidence on effective approaches as well as steering of funding to those sub-catchments, CC and local communities that are successful in implementing ICM. This system is not to be confused with the internal, technical and financial monitoring system for the Action (see 7). The Action will support the establishment of an ICM Data and Monitoring Unit to serve as a focal point for data collection, analysis and storage. This Unit will also assist in spearheading innovation and building in-country capacity. The intention is to improve the digital literacy of the involved staff. Support</p>

	<p>will be also given to design the system as much as possible gender disaggregated. The work of the Unit should align itself with existing national frameworks, collaborate with national stakeholders (e.g. the Bureau of Statistics) and build on existing datasets and processes (e.g. Land Cover Database, Lesotho Soil Information System, farmer registration). Regional institutions such as GWP-SA or the Southern African Research and Documentation Centre (SARDC) may be engaged to provide linkages to regional good practice and ensure that experiences generated in Lesotho are widely circulated in the region.</p>
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The implementation of all the Action’s activities is conditional on eligibility under European Development Fund rules, including those pertaining to the eligibility of SADC countries, and the potential to apply the Notional Approach in line with Art. 155(5) FR (July 2018).

3.4 Main Partners, Target Group, Direct Beneficiaries

ICM is an integrated multi-stakeholder approach that requires close coordination among various sector agencies. The main implementing partner is the National ICM Coordination Unit as the lead entity with the mandate for coordinating catchment management.

Within the **national public sector**, the NICMC is the highest ICM-specific decision-making forum followed by the ICM Steering Committee (see Chapter 2.2). While ICM is inter-sectoral with implementing functions resting with various sector ministries, it is the Ministry of Water which has the mandate to coordinate the nation-wide process. Other public sector institutions will be engaged, if their mandates have the potential to reduce environment degradation (e.g. Roads), or if they can act as significant cross-cutting enablers (e.g. Labour, Gender, Bureau of Statistics). Directors of various sector ministries share responsibilities for catchment management. The Ministry of Forestry, Range and Soil Conservation is responsible for rangeland management, forestry and soil conservation; earth dams, rainwater harvesting, erosion protection; the Ministry of Agriculture and Food Security supports crops and livestock farmers and, at a limited scale, irrigation; the Department of Environment is responsible for the overall regulatory framework for environmental management and pollution control; the Department for Water Affairs carries out functions related to wetlands management, water quality monitoring and pollution related to water resources; the Ministry of Local Government and Chieftainship promotes effective and sustainable land management and administration, rural and urban development in Lesotho as provided for under relevant legislation and national policies.

At **sub-national levels**, the main partners are the district and local government structures. These include the appointed District Administrators in all districts, as well as the elected (political) and appointed (administrative) officials of the Community and Urban and District Councils. In addition, line ministries represented at district and community levels will be an important resource for technical support. Chiefs and traditional leaders in cooperation with Councils have the responsibilities over conflict resolution and land management, including rangelands, maintenance of water supplies in villages and grazing permits. Political leaders (Parliamentarians and Councillors) and especially Chiefs, as well as civil society organisations, are important stakeholders and potential change agents, especially in relation to building consensus on catchment management approaches or promotion of sanitation and

hygiene. Principal Chiefs make up the Lesotho Senate and have an important legislative function towards ICM.

Community organisations are important champions for ICM and will play a direct role both in catchment planning and implementation of ICM measures. These groups may include livestock or grazing associations, village water and health committees, but also groups engaged in tourism, herbal medicine or various forms of commerce. Capacity development will focus on enabling these groups to become ICM champions and allowing them to collaborate effectively with the CCs and the CPUs. They will also contribute to interventions for livelihood and income generation.

International development partners and NGOs like FAO, UNDP, WFP, World Vision International and Catholic Relief Services (CRS), who are also active in natural resources management and are supporting farmers in improved farming techniques and rangeland management will be involved through partnerships and coordination mechanisms. At local level, civil society through local non-governmental organisations (NGOs) play an important role in mobilising and coordinating community efforts for natural resource management¹⁷. This also includes grazing associations, village committees and watershed committees. For this purpose, community-based ICM organisations, will be capacitated to be an integral part in planning and implementing ICM measures.

The **private sector** in Lesotho is not yet involved in actual service provision such as operational contracts or Public Private Partnership arrangements for water and eco-system services except within the DWA Khubelu 'Sponges' Project, where the Letšeng Diamonds contributed significantly. However, as the GoL seeks to grow small and medium enterprises, e.g. horticulture and tourism, private sector involvement in ICM is likely to increase. In addition, private corporations both in Lesotho and within the entire Orange basin should be approached for financial contributions to ICM under development partnerships (DPPs) or Water Stewardship approaches.

In the **education sector**, the National University of Lesotho (NUL) has established the interdisciplinary Water Institute. Two Masters' programmes on Water Resources Management and Water Engineering will be launched in 2019. Lerotholi Polytechnic has launched a diploma programme on water and environmental engineering. The Water Institute and Lerotholi Polytechnic are expected to be important partners in the development of education curricula and in rolling out training to youth Basotho as well as professionals within the relevant sectors.

On the **regional level**, the main partners include the SADC Secretariat, SADC's subsidiary organisations in the field of capacity development and ORASECOM as well as other River Basin Organisations.

Indirect Beneficiaries are all 2 million Basotho and indirectly the entire population of the Orange-Senqu river basin, who will benefit from improved water quality and availability,

¹⁷ This includes NGOs organised within the Lesotho Council of NGOs (LCN) who are organised in the commission on agriculture, natural resources and the environment, for example Boseele Association, Care for Basotho Association, Environmental and Sustainable Education Network of Lesotho, Khathang Tema Baitšukuli, Leribe Forestry Association, Monna Ka Khomo, Rural Self-Help Development Association, Serumula Development Association, Small Scales Farmers Forum.

significantly reduced quantities of soil erosion and subsequent land degradation. In particular, the 12 million people living within the supply area of Rand Water in Gauteng Province in the RSA will benefit from improved catchment management. A methodology for the identification and monitoring of indirect beneficiaries will be established as part of the Action.

Direct target beneficiaries include agricultural producers (focussed on commercial and subsistence crop and livestock farmers) as well as rural and semi-urban populations whose livelihoods depend on natural resources provided by the land (incl. water, wood for heating, cooking). It is expected that at least 20.000 persons will benefit through increased income. The Action will ensure that women can benefit meaningfully from ICM. Women already play a pivotal role in natural resource management on household level. Their engagement and participation in measures will be fostered. At least 2.000 women will directly benefit from access to improved and increased economic activity.

All **SADC member states** have the potential to benefit from this Action. Through embedding the ICM approach in Lesotho in the basin-wide and regional agenda and strategies, important lessons from ICM Lesotho will be made available to decision makers and practitioners in the SADC MS as learning experiences.

3.5 Resource Allocation

GIZ is the contracting partner and responsible to the EU Delegation for the implementation of the Action and the management of funds.

Subcontracting certain aspects to local, regional and international **consulting and engineering firms** is anticipated for specific technical tasks (e.g. ICM financing mechanism, ICM curricula development) as well as the works on the infrastructure-related emergency measures under the “dual track strategy” of Output 4.

Implementation will be based on harnessing existing in-country capacity and scaling up of ongoing initiatives. To this end, GIZ will enter into agreements with international, regional and local organisations through **grants for the implementation of specific parts** of the Action. Local partnerships will be prioritized to harness and build in-country expertise. Further, GIZ will harness its long-standing relationships with implementing partners in the SADC region. Tentatively and in accordance with applicable EU and German regulations, pillar-assessed GIZ rules, and the special and general conditions governing this Contribution Agreement, the following grants are proposed:

- Partnerships with international and local civil society actors active in natural resource management in Lesotho such as CRS, World Vision, World Food Programme and members of the Lesotho Council of NGOs (LCN), possibly through an NGO consortium, may be tasked with supporting the community-based ICM planning processes.
- FAO in Lesotho is expected to develop and coordinate an “ICM Data and Monitoring Unit” that will support the Action’s monitoring system, as well as overall data management and research activities, thereby building on and repeating existing work (e.g. Land Cover Atlas, the soil database, farmer registration). This will contribute to

the establishment of a national monitoring and data system for ICM, managed by the GoL.

- Further to national organisations, regional training providers (e.g. Waternet, Ground Water Management Institute) are intended to be engaged to support targeted human capacity development on ICM, thereby using their experience from the region and promoting regional learning between experts.
- Global Water Partnership (GWP) based in South Africa is foreseen to play a role in linking ICM in Lesotho to the SADC Regional Strategic Action Plan (RSAP) for IWRM
- SARDC as SADC’s Think Tank and Research Centre is foreseen to promote indigenous knowledge in the field of conservation and sustainable land management.
- RBOs (e.g. ORASECOM, OKACOM, BUPUSA and ZAMCOM) shall play an important role in making available experience for Lesotho as well as disseminating lessons from ICM in Lesotho in the region.

National, district and community-level, and regional **workshops** and other human capacity development measures (e.g. trainings, study tours and exchange visits, awareness sessions and campaigns) will be employed across all outputs of the Action. Regional activities will bear an interest for Lesotho, either directly through contribution to successful implementation of the national ICM programme, or indirectly through regional buy-in for ICM in Lesotho. Hence, they shall all contribute to the augmentation of catchment management in Lesotho.

As annual planning workshops will further define and specify the annual operational plans in the ICM programme, including detailed operational plans for each output (see also chapter 9) and including regional activities to be assigned to the ICM programme with specific interest and benefit for Lesotho, preparatory consultations between GIZ and the EU Delegation on each annual operational plan will take place to generate consensus.

Materials and equipment will be procured for the project offices, including up to 8 vehicles, for the implementation of ICM measures under output 4. For the implementation of physical emergency ICM measures in the catchments within Lesotho, **construction works** will be carried out.

Project Offices

The Action will be managed out of a total of up to 8 project offices:

- The **central project office**, housing the programme management team and administration and finance unit as well as the Technical Assistance Team will be established in Maseru. Possibly, the GIZ team will share premises with its counterparts on the GoL side and implementing partners. Rent is expected to be paid by GIZ. Possibilities of financial contributions from GoL through its parallel financing will be checked.
- In addition, the Action will have **up to six field offices** throughout the country. These field offices will function as “**regional hubs**” and serve specific numbers of sub-catchments. Once the offices have been set up, GIZ will inform the EU about their locations. This structure is important to demonstrate that ICM is a decentralised initiative as well as enabling close cooperation with local stakeholders and their capacity development. Each hub will start with one of the priority sub-catchments already selected and expand its scope as the programme is rolled out. The offices in the “regional hubs” will house GIZ field staff as well as their counterparts from DWA

and implementing partners (e.g. international and/or local NGOs). For practical reasons, the offices will be located in selected district towns that enable the most efficient access to sites of ICM measures implemented. Where possible, they will be shared with the EU-BMZ Multi-Donor Action PISA II.

- A further **project office for regional integration** will be set up in Gaborone, Botswana. This will be the contact for the SADC Secretariat and ensures the regional integration of the Action in the SADC-wide policy agenda.

In Lesotho, the **existing GIZ project office in Maseru** will be strengthened and expanded to handle procurement, contracts, human resource management and logistics in Lesotho. The existing **GIZ country office in Pretoria**, South Africa, supports the Action with additional administrative support and be a project office for this purpose. **GIZ headquarter office as well as existing GIZ countries offices in Botswana and other SADC countries** will provide administrative and technical support for activities of the Action within and outside Lesotho and be considered project offices for this purpose. All project offices have the primary responsibility and purpose of actively following up, monitoring, checking quality, timeliness delivery of activities. The proposed Action also requires office equipment as well as the covering of set-up and operating costs (e.g. rent, water, electricity, insurances, maintenance, telephone, security, and ICT related costs, travel costs, fuel, etc.). For all project offices in Lesotho and in the Gaborone project office equipment needs to be purchased, and operating costs will accrue.

Personnel

The Action will be implemented by a team of **up to 30 GIZ staff members**. The exact size and composition of the team will depend on the progress of the Action, in particular, capacities within the ICM Coordination Unit as the direct counterpart. In principle, all positions can be filled with international, regional or national experts, whereas some positions may require German language skills and knowledge of GIZ procedures, rules and regulations.

The Action will be led by a **Management Team** headed by a Programme Manager. A Technical Advisor (TA) for M&E and Quality Assurance, a TA for Gender and Climate Mainstreaming and a TA for Communication and Visibility will directly report to the Programme Manager. The programme management will be supported by a Head of Administration and Finance assisted by four professionals as well as two drivers and one support staff. Some positions are required for the closing down of the Action beyond the implementation period. These positions are planned for 54 months.

A Senior Technical Advisor (TA) will lead a **Technical Assistance Team** composed of six TA. The TA support specific areas of the various Outputs: the Senior TA will work on Policy Development (Output 1), two TA on Institutional Development (Output 2), two on TA for Human Capacity Development (Output 3), one on TA for Multi-Stakeholder Coordination (Output 5) and one Chief Engineer to oversee implementation of ICM measures (Output 4). The TA team will work directly with members of the ICM Coordination Unit at national level and the various structures at catchment level. These structures are currently incomplete and will become functional with support of the Action. The GIZ personnel will not replace or substitute staff in the national and local institutions, but team members will be paired with local counterparts for technical advice. It is important to note that while the government counterparts in the various units and committees are organised according to technical areas

of expertise and mandates of their respective line ministries, the TA team of GIZ is structured according to the functional areas described in the Outputs. This enables the TA to work with and across all units and its members regardless of technical area and mandate.

The regional dimension of ICM Lesotho will be taken care of through **TA team members in Gaborone** that includes a part-time TA for regional integration (50%) who will provide liaison and coordination with the SADC Secretariat and ORASECOM and ensure adequate exchange and harmonisation between national and regional efforts. As the contact for the SADC Secretariat and liaison with BMZ and German Embassy, the Programme Manager for the GIZ Transboundary Water Management Programme, Phase 5 will also need to ensure coherence of the GIZ programme with SADC and ICM Lesotho with some part of his/her time (12.5%).

The GIZ personnel will further include a **field team** based in the “regional hubs”. The Chief Engineer will coordinate the ICM technical measures under Output 4 with the support of three TA that will provide technical oversight and quality control of ICM measures. It is foreseen that the TA team under the Chief Engineer will oversee a number of short-term experts and works contracts to implement physical land management measures in the various watersheds across the country. These TA are housed with a total of six other TA, and they will support the work of the “regional hubs” through on-the-job coaching of and coordination with decentralised ICM structures.

Overview

Staff (% of working time)	Function, Tasks and Responsibilities	Location
Management Team		
1. Programme Manager ICM Lesotho (100%) Up to 54 months	Overall responsibility for implementation strategy and management and budget of the Action Responsible for closure-related activities after the end of the implementation period.	Lesotho
2. Technical Advisor / M&E and Quality Assurance Expert (100%) Up to 48 months	Monitoring and evaluation; management of ICM monitoring and data support; reporting.	Lesotho
3. Gender & Climate Change Expert (100%) Up to 48 months	Technical advice and quality control of mainstreaming issues (gender, climate change)	Lesotho
4. Communication Expert (50%) Up to 48 months	Coordinating the Visibility Strategy of the Action	Lesotho

5. Head of Administration and Finance (100%) Up to 54 months	Team leader administration and finance unit; management of administration, procurement, finances and logistics. Responsible for closure-related activities after the end of the implementation period.	Lesotho
6. Procurement Officer (100%) Up to 48 months	Management of procurement of goods and services	Lesotho
7. Finance Officer (100%) Up to 54 months	Management of finances Responsible for closure-related activities after the end of the implementation period	Lesotho
8. Accountant (100%) Up to 48 months	Management of project accounts; bookkeeping	Lesotho
9. Administrative Assistant / Reception (100%) Up to 48 months	Assistance to administration and finance, receptionist	Lesotho
10. Driver (100%) Up to 48 months	Driver	Lesotho
11. Driver (100%) Up to 48 months	Driver	Lesotho
12. Office Support Staff (100%) Up to 48 months	Office support	Lesotho
Technical Assistance Team		
13. Senior Technical Advisor / Policy Development (100%) Up to 48 months	Output 1 (Policy Development) with a focus on harmonisation of policy and legal frameworks Team Leader for Outputs 1, 2, 3 and 5	Lesotho
14. Technical Advisor / Local government (100%) Up to 48 months	Output 2 (Institutional Development) with a focus on strengthening of decentralised structures, including support to ICM planning and community engagement (Output 4)	Lesotho
15. Technical Advisor / Finance Mechanisms (100%) Up to 48 months	Output 2 (Institutional Development) with a focus on financial mechanisms at local level	Lesotho
16. Technical Advisor / Multi-stakeholder Coordination (100%) Up to 48 months	Output 2 (Institutional Development) and 5 (Coordination) with a focus on strengthening national-level coordination structures	Lesotho

17. Technical Advisor / Human Capacity Development (100%) Up to 48 months	Output 3 (Human Capacity Development), with a focus on professional training	Lesotho
18. Awareness Campaign Expert (100%) Up to 48 months	Output 3 (Human Capacity Development) with a focus on awareness campaigns	Lesotho
19. Chief Engineer (100%) Up to 48 months	Output 4 (implementation of ICM measures and works), coordination and oversight of implementation of ICM measures Team Leader for positions 20, 21 and 22	Lesotho
Field team		
20. Technical Advisor / ICM Catchment Advisor (100%) Up to 48 months	Advisor for catchment planning northern districts; Outputs 2 and 4	Lesotho (field office*)
21. Technical Advisor / ICM Catchment Advisor (100%) Up to 48 months	Advisor for catchment planning southern districts; Outputs 2 and 4	Lesotho (field office*)
22. Technical Advisor / ICM Catchment Advisor (100%) Up to 48 months	Advisor for catchment planning highlands districts; Outputs 2 and 4	Lesotho (field office*)
23. Technical Advisor / institutional development support to regional hubs (100%) Up to 48 months	Output 2 (Institutional Development), support to decentralised structures	Lesotho (field office*)
24. Technical Advisor / institutional development support to regional hubs (100%) Up to 48 months	Output 2 (Institutional Development), support to decentralised structures	Lesotho (field office*)
25. Technical Advisor / institutional development support to regional hubs (100%) Up to 48 months	Output 2 (Institutional Development), support to decentralised structures	Lesotho (field office*)
26. Technical Advisor / institutional development support to regional hubs (100%) Up to 48 months	Output 2 (Institutional Development), support to decentralised structures	Lesotho (field office*)

27. Technical Advisor / institutional development support to regional hubs (100%) Up to 48 months	Output 2 (Institutional Development), support to decentralised structures	Lesotho (field office*)
28. Technical Advisor / institutional development support to regional hubs (100%) Up to 48 months	Output 2 (Institutional Development), support to decentralised structures	Lesotho (field office*)
Regional integration team		
29. Programme Manager SADC (12.5 %) Up to 48 months	Liaise with BMZ, German Embassy (Botswana and SADC) and SADC Secretariat Responsible for the implementation of the overall programme to SADC	Botswana (SADC, Secretariat, Gaborone)
30. Technical Advisor / Regional integration (50%) Up to 48 months	Regional engagement; strategy and implementation of regional activities; liaison with SADC and ORASECOM	Botswana (SADC, Secretariat, Gaborone)

*) GIZ will advise the EU of the project office at which the staff member is based following recruitment.

The staffing in the programme will be complemented by procurement of equipment and project vehicles under GIZ procurement rules, as the case may require.

4 Programme Governance

ICM in Lesotho will be steered by the GoL. The **NICMC**, the highest ICM-specific body as defined in the ICM organogram, consists of Ministers of all relevant sector ministries in Lesotho and Senators under the chairmanship of the Ministry of Water. The NICMC meets bi-annually and whenever political decisions are required. Decision-making can be escalated to the next highest level of decision-making in the country, the **Cabinet of Ministers** presided over by Lesotho's Prime Minister.

To support the establishment of the national ICM movement, regular **ICM Stakeholder Forums** will be organized as part of the Action.

- National ICM Workshops include all ICM related stakeholders, incl. government, civil society, private sector. The National ICM Coordination Unit will invite and convene.
- ICM Coordination meetings chaired by DWA include parties directly involved in the implementation of ICM. GIZ will be the convener.

The Action, in complementarity to the national ICM process, will be steered by a **Project Steering Committee (PSC)**. The PSC will consist of members in representation of the National Authorizing Officer (Minister of Finance) as well as the Ministry of Water, the EU Delegation in Maseru, BMZ, the SADC Secretariat and ORASECOM. Other stakeholders may be invited based on agreement of all members. The PSC will meet at least twice per year. It will provide strategic oversight, review progress in the implementation of the project and provide recommendations to the management of the project. GIZ, as the implementing organization, and National ICM Coordination Unit, will form part of the PSC and will report

progress in the PSC and highlight challenges, risks and other relevant aspects to the members of the PSC. GIZ will be responsible to prepare and document all PSC meetings.

A **Project Management Committee (PMC)** between the implementing partners, National ICM Coordination Unit and GIZ, will serve the purpose to synchronise the interventions, review progress and exchange plans of operations. Detailed Terms of References will be agreed upon.

Team

5. Sustainability, Complementarity and Cross-Cutting Issues

5.1 Sustainability of the Action

Institutionalising ICM in Lesotho and achieving the Overall Objective will be a long-term process that goes well beyond the timeframe of this Action. ICM requires adaptation of a multitude of actors across various sectors and all levels of government. In addition, Basotho need to adapt their practices and behaviour to sustainably protect the country's catchments and effectively stop and reverse the problem of erosion and general land degradation. The Action ensures that the outputs and Specific Objective of this Action can catalyse the necessary long-term change through various aspects in its design:

- **ICM movement:** ICM must be considered a national process rather than a project with a defined and short lifespan. Hence, the Action intends to establish a national ICM movement involving national ministries but also local governments, traditional authorities, civil society, the private sector and other international development partners. Such movement must also be carried by ordinary Basotho, and it is therefore important not only to raise awareness and skills, but also to promote ownership among land users for sustainable practices by demonstrating direct benefits of ICM.
- **Skills development:** Building specific technical and managerial skills through professional training and tertiary education is needed to address longer-term skills gaps in relation to water resource and land management.
- **Integration in existing local structures:** Ensuring that ICM processes are integrated into planning processes on national level and especially on district and community level. Catchment plans should be elaborated in councils and form part of community development plans. ICM and the Decentralisation process should mutually support the institutionalisation of each other.
- **Funding mobilisation strategy:** The Action will work towards progressive funding for ICM measures through the National Budget. Also, the ICM financing mechanisms supported by the Action as a precursor to a foreseen Local Development Grant Facility can attract additional funding, especially from private sector, philanthropy and potentially development partners and development banks.
- **Regionalisation:** In addition to local ownership and capacity, long-term sustainability of ICM in Lesotho greatly depends on complimentary actions of members states in SADC sharing the same vision and principles. Without the political support of a regional ICM movement and, in particular, without the financial support of Governments, the private sector and civil society, ICM in Lesotho will hardly succeed. It is therefore imperative that right from the onset ICM in Lesotho is implemented in

full recognition that it is part of the ORASECOM IWRM Plan and the Regional Strategic Action Plan for Integrated Water Resource Management (RSAP) of SADC.

5.2 Complementarity, Synergy with other relevant Actions

Several international organizations support ICM-related programmes in Lesotho. Close cooperation will be sought with all organizations in this dynamic sector:

- The Food and Agricultural Organization (FAO), the UN Development Programme (UNDP/GEF) and the World Food Programme (WFP) support Government and local communities strengthening capacities for improving sustainable land use.
- The IFAD-financed Wool and Mohair Promotion Project (WAMPP) promotes sustainable livestock practices and has started exploring how to invest further in ICM measures in their project area.
- The Millennium Challenge Cooperation (MCC) is in preparation for a second compact with Lesotho and is investigating possible investments in ICM.
- The planned Smallholder Agricultural Development Project (SADP II) of IFAD and the Climate Smart Agriculture Investment Plan of the World Bank intend to commercialise further smallholder agricultural production.
- International non-governmental organizations, including Catholic Relief Services (CRS) and World Vision (WV) are mainly active in community engagement for sustainable land and resource use.

Within the Orange River basin and the wider SADC region, a total of 13 international donors support capacities for improved, transboundary water resources management. UNDP-GEF directly supports the implementation of the ORASECOM IWRM Plan within the four riparian states. Other prominent donors include DFID, USAID, AfDB and the World Bank. Donor coordination is organized by the SADC Secretariat in the Water Strategy Reference Group (WSRG).

Linkages to EDF11 support to the energy sector and to governance are many and very important for the successful implementation of the EDF11 support to the broader water sector and economic development in general, including for creating and sustaining jobs¹⁸. The linkages to the governance support under EDF10 and EDF11 include the progress in the decentralisation process and capacity in local councils for procurement, contract management and financial management; democratisation at local level to ensure effective and gender sensitive participation at community level including through the EU/BMZ-co-financed GIZ-implemented Participatory Initiative for Social Accountability (PISA)¹⁹; capacity for effective parliamentary oversight on financing of the water sector; continued improvements in Public Financial Management (PFM) reform and fiscal decentralisation;

¹⁸ The linkages to the energy sector include: hydropower planning and catchment management and development plans; energy requirements for irrigation, market centres and for cold storage; increased biomass availability from improved catchment management; fuel pellets production from removal of invasive species combined with promotion of fuel-efficient stoves; and sewerage treatment and biogas.

¹⁹ PISA is a nationwide decentralised civic education programme in Lesotho co-financed by EU and the German Government. The rationale is to build capacities of citizens and duty bearers as well as promote systems for inclusive dialogue that will enable collaborative community responses to service delivery problems.

improvements to the public service conditions and working environment; and awareness raising and communication including access to information and data sharing.

Synergies will be explored with EDF11-funded regional Actions, including the EU/BMZ-co-financed “Integrated Institutional Capacity Building for the SADC Secretariat and National Stakeholders” (IICB) programme and the Programme on Regional and National Linkages (SNRL). The upcoming National EPA Implementation Plan can take ICM into account. Technical cooperation would need to be closely coordinated with other Development Partners. This will be important for the ongoing and possible continuation of the World Bank support to the water sector.

Further synergies will be sought regionally with the new BMZ-financed SADC Climate Change Resilience Programme. Knowledge products will be disseminated through the Nationally Determined Contributions Partnership and the use of their available tools is intended.

5.3 Mainstreaming and Safeguards

In the areas of the environment, climate change mitigation and adaptation, human rights, conflict and context sensitivity and gender equality, the corporate safeguard and gender system of GIZ identifies unintended negative impacts at an early stage to be addressed in the design and implementation of projects through targeted mitigation measures. In the area of climate change adaptation, this approach extends to external risks based on climatic parameters (climate change), while in the area of gender equality it involves identifying potential support measures.

In an initial screening before implementation, a standardised checklist was used to assess, if there are potential considerable risks or unintended negative impacts for the Action in the areas of environment, climate change adaptation and mitigation, and human rights. The screening also checked, whether a gender analysis is already available and whether it has to be adapted for the specific Action. For the conflict and context sensitivity safeguard, the screening will assess the context of fragility, violence or conflict within the area of implementation.

The screening indicated that there are potential considerable risks for one or more of the safeguards. Therefore, an in-depth assessment was performed for the relevant safeguards: a) climate change b) environment, c) fragility, violence or conflict, and d) human rights. The mandatory gender analysis was used to examine risks and potentials for the promotion of gender equality.

Based on the results of the in-depth assessments, the Action was assigned to a medium risk. On the basis of the in-depth analyses and in line with the assigned risk category, response, prevention and mitigation efforts will be considered to adjust planning and effectively monitor the progress of the proposed Action. The findings of the analyses are intended to be used to develop comprehensive Mainstreaming Strategies for the implementation of the Action. The Action intends to develop mainstreaming for gender and human rights, which includes of marginalised groups (“leave no one behind”-principle) and the guidance on how to deal with human rights issues (e.g. access to land, child labour). Furthermore, a dedicated climate change adaptation and mitigation strategy is intended to be developed addressing the environment safeguard. The strategy will include conflict prevention mechanisms (e.g. over land use) by employing a do-no-harm approach.

6 Risks and Assumptions

Risks	Risk level (H/M/L)	Mitigating measures
Political instability in SADC may jeopardize the regional water agenda, i.e. the implementation of the RISDP and RSAP	Low	<ul style="list-style-type: none"> Active participation in the WSRG and the ICP cooperation fora with SADC
The mandate of ORASECOM and other RBOs in SADC are weakened.	Low	<ul style="list-style-type: none"> Support to an effect RBO network and peer learning mechanism Active participation in RBO ICP meetings
Political instability (e.g. short-lived governments) lead to short-term thinking and rent-seeking behaviour that threaten the effectiveness and sustainability of the programme. Instability can make sector policy dialogue impossible.	Medium	<ul style="list-style-type: none"> Engagement of senior officials and decision makers in Lesotho and SADC to ensure political consensus and continued support of the programme Communication strategy will take steps to prevent political biases and keep ICM outside of the political arena, using a consensus building approach Continued emphasis on political dialogue and diplomacy, underlining the potential negative repercussions of instability and positive effects of sustained investments from development cooperation.
Government Effectiveness – e.g. insufficient performance-based sector budgeting. No incentives can affect commitment to performance of Community Councils etc.	High	<ul style="list-style-type: none"> Financing mechanism will be established that allows planning and financing decisions for ICM measures to be taken at the local level Support to PFM reform, including provision of TA by EU (ongoing);
PFM – Budget comprehensiveness falling short, insufficient budget discipline, procurement flaws. Non-adherence to budget rules can erode discipline of e.g. Community Councils.	High	<ul style="list-style-type: none"> Support to PFM reform covering procurement compliance, including provision of TA by EU (ongoing); Support to Civil Service reforms (also supported by World Bank); Scrutiny of public sector wage bill.
Competing mandates / responsibilities resulting from non-alignment of administrative structures with catchments.	Medium to Low	<ul style="list-style-type: none"> Identify the important change agents in each specific case; Create awareness of, ownership for and commitment on ICM among such leaders

Risks	Risk level (H/M/L)	Mitigating measures
Inefficiency in ICM planning and implementation.		of change and other key stakeholders; <ul style="list-style-type: none"> • harmonisation of mandates and responsibilities in water resources management.
Low levels of social capital and trust in institutions lead to a weak sense of shared responsibility and ownership among the population	Medium	<ul style="list-style-type: none"> • Programme follows subsidiary approach, with planning and financing of ICM measures directly at the local level • Capacity building measures involve user groups, formal and traditional authorities jointly at the local level • Communication strategy will focus on building sense of shared responsibility
Violation of the human rights of vulnerable groups in relation to prevalent land and water use patterns, e.g. violations of child and labour rights, gender-based violence, lack of access to basic services	Medium	<ul style="list-style-type: none"> • Gender and human rights safeguards carried out in the design and implementation of the Action • Equity-orientation and inclusion of vulnerable groups in local participatory processes • Human rights orientation in policy engagement
Sectorial Risks	Risk level (H/M/L)	
Government not prioritising capacity development and planning / M&E tools and systems. Impact on cost effectiveness of investments.	Medium to High	<ul style="list-style-type: none"> • Raise profile of sector through communication of the results • Assistance to the Bureau of Statistics • Incentivize sound planning systems and results-based management through financing mechanism • Technical support and capacity development for planning, data tools and M&E provided through this Action
Decentralisation process encounters institutional obstacles that slow down progress. Stalling of decentralisation erodes commitment of Local Councils	Medium	<ul style="list-style-type: none"> • Performance targets for capacity of the local councils; • Performance targets for number of projects funded through the proposed sustainable financing mechanism (as precursor for a fully operational Local Development Grant Facility); • GoL clarifies responsibilities of administrative structures (i.e. Councils and District Administrators) and the chiefdom structure for effective implementation of ICM.
Individual interests and silo approaches endanger	Medium	<ul style="list-style-type: none"> • ICM steering structure established in consultative manner and with high level

Risks	Risk level (H/M/L)	Mitigating measures
quality of functional coordination between ICM stakeholders. Impact on cost effectiveness of ICM measures		approval <ul style="list-style-type: none"> • Secondment of GoL staff from various departments into ICM Coordination Unit • High level political engagement by the programme • Performance targets that create incentives for coordination • Communicate results of good coordination
Professional capacity in key sectors not adequate for effective utilisation of ICM funding. Reduced cost efficiency of investments	Medium	<ul style="list-style-type: none"> • Incentives in employment contracts for attracting scarce skills; • Flexibility and mobility for highly experienced staff; • Cooperation with universities and training institutions; • Support to professional associations.
Lack of political willingness hampers establishment of autonomous financing mechanism. Fully operational Local Development Grant Facility will also be at stake.	Medium	<ul style="list-style-type: none"> • Create awareness of and commitment among ICM leaders on importance of autonomous decision making status of sustainable financing mechanism; • Ensure full involvement of the Community Councils into decision-making process in Fund, so as to increase their oversight for exerting control.
Enforcement of regulations related to environmental management not prioritised. Non-adherence can result in ineffective catchment management.	Medium	<ul style="list-style-type: none"> • Development of comprehensive Catchment Management Guidelines that effectively define roles of stakeholders in enforcement of environmental regulations; • Facilitating regulations that create an equitable and transparent framework for private initiative to development and sustainable utilisation of natural environment; • Community level structures will be capacitated to enforce regulation and implement measures (e.g. by-laws) • Awareness raising at all levels to build political interest.
Risk of communities not adopting the ICM practices. Not buying in will lead to unsustainable catchment management.	Medium to Low	<ul style="list-style-type: none"> • Focus during start-up of ICM programme on quick benefits, generating benefits / increased income and employment for local communities; • Sufficient financial allocation to local ICM plans to foster above; • Awareness raising activities at all levels, e.g. as was done through the responsible herding campaign of PISA (see 1.4 and

Risks	Risk level (H/M/L)	Mitigating measures
		3.4); <ul style="list-style-type: none"> Demonstration projects combined with effective communication campaigns.
Unclear situation on right of use of unused (farm) land. People moving to town therefore not handing-over to newcomers.	Medium to Low	<ul style="list-style-type: none"> Better enforcement of regulation ruling the re-allocation of unused land; Awareness raising on the consequences (erosion) of converting unsuitable rangeland to plots for arable cropping.
Assumptions		
<ul style="list-style-type: none"> The Government continues to exercise political willingness and leadership to tackle environment degradation, taking decisive action to change the prior piecemeal approach to catchment management; and remains successful in enabling the environment for effective ICM through the defined entities in the ICM structure, including the pivotal role assigned to the NICMC and includes the implementation of key policies and legal instruments to allow for a smooth and efficient ICM approach Stakeholders and institutions within the relevant sectors remain committed to ICM. The ICM Guidelines will be used for developing management plans through the involvement of stakeholders and beneficiaries. Outputs of the project will be accessible and efficiently used by stakeholders facilitated through high level political support at both SADC and Member States Relevant line ministries display the willingness to cooperate and coordinate better with each other and leave the decision-making authority and implementation responsibility for ICM with the Community and District Councils. Capacity needs including at local level are given priority by Government over short-term immediate needs; Continuation of the present political drive for decentralisation; Attracting and retaining professional staff in the government will improve; Regulations on integrated catchment management will be enforced; For the regional level it is assumed that SADC keeps its policy leadership in natural resource management and stays to be an important convener for its member states during and beyond project implementation. 		

7 Monitoring, Evaluation and Reporting

A results-based monitoring system will be established to generate data on the progress and results of the Action on a regular basis. Close coordination and cooperation with already ongoing M&E initiatives in the sector will be pursued. Data will be used for knowledge management, learning, programme steering as well as for progress reporting. All monitoring activities and plans shall be shared with the EU in order to strengthen joint monitoring efforts.

The basis for the monitoring system is the Action's logframe with its underlying indicators for specific objectives and outputs. The logframe will be used as a management tool, allowing for adjustments and revisions at the output, activity and indicator level depending on context factors and data availability.

A multitude of assessments on ICM or ICM-related parameters have been conducted by various organisations, including the EU, the GoL, GIZ and other development partners, like FAO. The National ICM Coordination Unit, using its own funds, has also conducted baseline assessments on socio-economic and environmental parameters in the six pilot catchments in 2018 and 2019. However, additional baseline studies may be carried out to feed differentiated data into the logical framework in the first year of the Action. Where possible, it is intended to collect and present indicators disaggregated by gender, age, urban/rural location and social status.

In the first six months of the Action, a detailed monitoring framework will be developed and agreed with all stakeholders to guide systematic work on all data-related activities under the Action. During project implementation, a variety of tools and methods will be applied to regularly assess both quantitative and qualitative indicators. This includes, among others, review of documentation, comparative and retrospective surveys as well as focus group discussions, stakeholder consultations and real-time evaluation. The Action will also explore the potentials of innovations in Earth Observation by applying latest technologies in geo-spatial remote sensing.

Beyond the monitoring of logframe indicators, the Action will contribute to the strengthening of national data systems through the establishment of an ICM Data and Monitoring Unit (see Act. 5.3), and the monitoring system will therefore be aligned as much as possible to national frameworks.

A dedicated GIZ staff member will be responsible for maintaining and updating the monitoring system and liaising with the ICM Data and Monitoring Unit once established.

A mid-term review (MTR) will be conducted at the end of 2021 in view of drawing lessons learnt. The EU will procure the services of independent consultants through framework contracts to carry out the MTR with funding separate from the Action. Alternatively, GIZ and the EU can explore the possibility to conduct the MTR as a joint evaluation.

A financial performance audit for this Action will be conducted annually by external auditors in the form of an expenditure verification.

8 Communication and Visibility

The project will develop a set of suitable communication activities that relate to the different target groups and stakeholders such as project beneficiaries, implementing partners at national and sub-national level, local media and other donors and embassies. GIZ will comply with the EU's visibility requirements as set out in the Communication and Visibility Manual for EU External Action as well as the visibility guidelines of the Federal Republic of Germany, Ministry of Economic Cooperation and Development. See Annex VI "Communication and Visibility Plan" for detailed planned activities.

9 Timing, Indicative Work Plan and Logical Framework

9.1 Timing


The timeframe for the implementation of this Action will be from 1 January 2020 until 31 December 2023. In case of consideration for a no-cost extension this would have to be timely agreed by EU, BMZ and GoL, also through an addendum to the Financing Agreement which has as the end date of implementation 28th March 2024.

The implementation of the Action requires no formal inception phase, as sufficient information, including technical and strategic assessments, is available. The implementation of ICM has started in Lesotho in 2017 (incl. a government budget commitments of ca. EUR 1,000,000 in 2018) with support from an EU-financed TA project. The first six months of the Action will be focussed on establishing the operational functions, including establishment of project offices, procurement of project equipment, recruitment of project staff etc.

Implementation of activities across the five outputs will start as soon as the implementing structures have been established. Annual planning workshops with all relevant stakeholders should define and specify the annual operational plans of the project, including detailed operational plans for each output. The first planning workshop will also specify the overall work plan and define annual milestones. The initial, proposed timing is shown in the Indicative Work Plan below.

Closing the Action requires an Exit Strategy that will be developed within the first year of implementation. This approach will ensure that all activities lead to sustainable results on output and outcome level. At the same time, an effective Exit Strategy will identify aspects, including for knowledge management, sustainability, financial transfer implications, hand-over and transition periods as well as aspects of financial and administrative closure.

9.2 Indicative Work Plan

Activities	2020											
	1	2	3	4	5	6	7	8	9	10	11	12
 Milestone												
Output 0: Project Management, administration and operations for the Action												
0.1 Set up office infrastructure for the Action												
0.2 Recruitment of personnel												
0.3 Establish steering structure for the Action												
0.4 Launch event for the Action												
0.5 Establish context sensitive M&E for Action												
0.6 Annual Planning Workshop for the Action												
Output 1: ICM Policy Framework Development												
1.1 Support alignment of national policies with Regional Water Agenda												
1.2 Support national policy harmonisation and updates												
1.3 Support the development of a regulatory framework for the use of land and water resources												
1.4 Promote gender- and climate sensitive policy framework												
1.5 Support community councils to pass by-laws												
Output 2: Institutional Development												

2.1 Promote national consensus of ICM governance structure													
2.2 Finalise ICM Guidelines for approval and adoption													
2.3 Support establishment of structures in catchments and communities													
2.4 Develop and test financing mechanism for local ICM plans													
2.5 Promote Private sector engagement in ICM													
Output 3: Human Capacity Development													
3.1 Awareness campaigns and behaviour change communication													
3.2 Advocacy for stakeholder engagement													
3.3 Professional training for ICM													
3.4 Regional learning and exchange													
Output 4: ICM Measures													
4.1 Implementation of fast-track emergency measures													
4.2 Support to ICM plans for prevention measures													
4.3 Support to Nexus Project													
Output 5: Capacity for Coordination and Implementation													
5.1 Strengthening management capacity of ICM coordination structures													
5.2 Strengthening ICM sector coordination													

5.3 Supporting data, monitoring and learning



9.3 Logframe Matrix

Meeting indicators on impact level will not be part of the responsibility of GIZ, but monitoring reports will report on their trends whenever data is available. The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix on output level are indicative and may be updated during the implementation of the Action, When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes will be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the Action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Indicators will be disaggregated by sex where possible and relevant. Changes in e.g. targets on outcome level will however require an addendum to the Contribution Agreement.

Indicators aligned with the NIP Sector Intervention Framework – Sector 1 – Water are marked with "*" and indicators aligned to the EU Results Framework with "***".

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	Integrated Catchment management facilitates socio-economic development and adaptation to Climate Change in Lesotho	1. Number of people benefiting indirectly from implementation of ICM - improved resilience to climate variability, where available disaggregated by sex (**, level 1, 1, 8 & 22)	2019: 0 persons benefitting; no measures under ICM framework yet implemented	2023 1,000,000 persons benefitting (indirectly ²⁰ , of which at least 50% women)	Annual programme reports Bureau of Statistics / line ministries reports	
		2. Number of individuals with increased income / revenue from ICM measures	2019: 0 individuals with increased income, as no ICM	2023: 20,000 individuals with increased	Annual programme reports	

²⁰ Indicators for ICM can also be distinguished in those affecting direct beneficiaries (actual ICM involvement at individual / community level: farmers, associations, households which are directly benefiting from ICM activities) and those related to benefits for indirect beneficiaries, often downstream. Indirect benefits can be assigned to part of population in Lesotho e.g. profiting from longer lifespans of reservoirs in large dams resulting in better services (e.g. more water security for Maseru) and also in the form of more royalties and fees paid to the Government. Indirect benefits can even be trans-border.

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
		(**, level 1, 1)	measures yet implemented	income (benefitting directly or indirectly from this Action)	Bureau of Statistics / line ministries reports	
Specific objective: Outcome(s)	ICM institutionalised and under full implementation in Lesotho based on gender equality and climate adaptation principles	1. % of Local Councils in supported sub-catchments which implemented > 75% of their ICM Plans (*, 1.1.2)	2019: no Local Councils in supported sub-catchments with developed ICM Plans	2023: 80% of Local Councils in supported sub-catchments implemented > 75% of their ICM Plans	Annual programme reports	
		2. Volume of project proposal funding disbursed by financing mechanism to community organisations, CMJCs & Local Councils etc. (*, 1.1.2)	2019: Financing mechanism not existing	2023: minimum EUR 2,000,000 in 4 th year of Action	Reports Financing mechanism / programme documents	Autonomous decision-making status of financing mechanism secured
		3. Monetised in-kind contribution of farmers and corporates to ICM implementation	2019: 0 in-kind contribution of farmers and corporates	2023: Farmers: LSL 2,000,000; Corporates: LSL 3,000,000	Ministry of Agriculture & Food Security reports Annual reports ICM programme	Counting methodology to be developed under programme is effective
		4. Monetised financial contribution of farmers and corporates to ICM implementation	2019: 0 financial contribution of farmers and corporates	2023: Farmers: LSL 1,000,000; Corporates: LSL 1,500,000	Ministry of Agriculture & Food Security reports	Counting methodology to be developed under programme is

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
					Annual reports ICM programme	effective
		5. Number of women with meaningful economic activity through this Action	2019: 0 women with economic activity through this Action	2023: 2,000 women with economic activity, benefitting directly from this Action	Annual reports ICM programme ROM / MTR	Counting methodology to be developed under programme is effective
	1. Effective and efficient gender sensitive and climate-resilient policy framework for ICM developed and applied (i.e. rangeland management policy; climate change policy & strategy; local government act etc.)	1.1 Status of ICM related policies (see also list in scoping study water 2015) (*,1.1.3)	2019: some critical policies and strategies for ICM have no legal status yet	2023: All critical ICM policies and strategies finalised for gazetting by Cabinet	Water Commission (WC) reports Annual reports ICM programme ROM / MTR	Procedure for timely approval / enactment within Government efficient and effective
1.2 Status of ICM guidelines, including countrywide roll-out (*,1.1.2)		2019: Framework for ICM available, guidelines being tested	2023: Roll-out of ICM guidelines in all catchment management areas	ICM Coordination Unit reports ROM / MTR		
1.3 Status of ICM implementation monitoring in Water Sector Coordination Forum (WSCF) with stakeholder interests represented in balanced manner		2019: ICM issues discussed in Forum meetings, of which private sector and civil society are also part	2023: All ICM activities reported to WSCF and approved, with participation from private sector and civil society	ICM Coordination Unit reports WSCF minutes ROM / MTR	Private sector and civil society remain committed participants of WSCF	

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
		1.4 Status of alignment of ICM related policies to the regional and basin-wide climate-change adaptation policy framework	2019: Limited alignment of the ICM policy framework in Lesotho to the regional climate change adaptation policy framework.	2023: All ICM related policies are aligned and harmonised to the regional climate change adaptation policy framework.	ICM Coordination Unit reports WSCF minutes Annual reports ICM programme ROM / MTR	
Outputs	2. Effective and efficient institutions for ICM are established, with equitable representation of women and youth.	2.1 Number of CMJCs and their Secretariat with mature ²¹ operational plans (*,1.1.1 & 1.1.2)	2019:0 CMJCs	2023: 6 CMJCs and their Secretariat with mature operational plans	ICM Coordination Unit reports	
		2.2a - % of women in ICM institutions	2019: 0 % women	2023: > 30 % women in ICM institutions	Annual reports ICM programme ROM / MTR	Commitment and equitable participation by the stakeholder groups
		2.2b - % of youth in ICM institutions	2019: 0 % youth	2023: > 10% youth in ICM institutions		
		2.3 Legal status of Financing mechanism	2019: no procedures and audit rules for Financing mechanism	2023: Fully equipped Financing mechanism with established	DWA / WC reports Annual reports	

²¹ Maturity of plans as a qualitative parameter will be defined for its benchmark under the guidance of the WSCF and preferably on an annual basis.

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
				procedures and audit rules	ICM programme ROM / MTR	
		2.4 Number of ICM community associations and commercial farmer businesses strengthened or established with equitable representation of women/youth with support from this Action	2019: 0 associations and commercial farmer businesses 2019: 0 % women 2019: 0 % youth	2023: 250 associations and businesses with each at least 30% women and 10% youth membership	Min of Agriculture reports Annual reports ICM Programme ROM / MTR	Commitment and equitable participation of stakeholder groups; National legislation supporting freedom of association
		2.5 Quality of ICM data produced by water institutions for policy formulation and programme management (*,3.1.2)	2019: barely acceptable quality of data available on ICM	2023: Water institutions produce quality data on ICM for management and policy formulation	Bureau of Statistics reports Annual reports ICM Programme ROM / MTR	Data quality standards accepted by Government and endorsed for usage by ICM institutions
		2.6 Status of engagement of ORASECOM and SADC as ICM stakeholders	2019: ORASECOM and SADC are passively following ICM developments in Lesotho.	2023: SADC and ORASECOM positively assess the ICM progress in Lesotho and its positive impacts in the region	Mid-term review of the RSAP V Minutes of the Water Strategy Reference Group	
	3. Capacity, skills and knowledge of public, private sector and civil society for sustainable ICM is	3.1 Number of stakeholders and officials trained by Action as per ICM curricula	2019: a) 0 stakeholders trained	2023: 5,000 relevant stakeholders	Annual reports ICM Programme	

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
	facilitated	(**, level 2, 7)		trained (this could include selected SADC MS officials for exchanging lessons learnt and best practices on ICM Lesotho and/ or essential for regional buy-in).	ROM / MTR	
		3.2 Status of ICM curriculum at Water Institute University of Lesotho (NULWI)	2019: 5 post graduate programmes NULWI starting up with 1 st version curriculum	2023: Programme contributes structurally to improving ICM curriculum	Annual reports ICM Programme NUL Annual reports	NULWI receptive to integrating best practices into their post graduate curriculum
		3.3 Number of community awareness programmes on ICM, with varied means of communications, including those aimed at social networks	2019: 0 programmes, 4 ICM animations produced	2023: Annual awareness programmes in (sub)-catchments also applying animations	Annual reports ICM Programme ROM / MTR	
		3.4 Frequency of regional learning events which explicitly refer to sustainable ICM in Lesotho	2019: 0 event	2023: one annual event in AU / SADC /ORASECOM region	SADC / ORASECOM / AU reports	
	4. ICM measures are implemented	4.1 Ha of wetlands restored with support from this Action	2019: 0 ha restored with support from	2023: 3,000 ha restored with support from this	Annual reports ICM Programme	

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
		(**, level 2, 24)	this Action	Action	Department of Range Resource Management and Department of Water Affairs reports ROM / MTR	
	4. ICM measures are implemented	4.2 Proportion of land with dongas ²² in programme area, degraded land rehabilitated with support from this Action	2019: 0.56 % of land is degraded with dongas over total land in programme area	2023: 0.37 % of land is degraded with dongas over total land in programme area	FAO Land Cover Database Annual reports ICM Programme ROM / MTR	Expansion rate of dongas in programme area without/before support from this Action remains constant.

²² This indicator is related to SDG indicator 15.3.1 and to indicator 5 of pillar 3: sustainable and inclusive economic growth for poverty reduction in the United Nations Development Assistance Framework for Lesotho 2019-2023 (draft), for which indicator EU has been identified as partner. Donga refers to a small ravine with steep sides, mainly caused by erosion. Full rehabilitation can take a decade, i.e. restoration vegetation cover / diminishing rate of erosion. Reporting on this indicator must include also total number of hectares with dongas and rehabilitated by the Action.

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
		4.3 Proportion of land under improved range management ²³ (**, level 2, 24 & level 1, 8)	2019: X % of land under improved range management in programme area (baseline to be confirmed at the start of the programme).	2023: 20% increase from baseline value	Annual reports ICM Programme Department of Range Resource Management Reports FAO Land Cover Database ROM / MTR	Cattle owners adapt increasingly to zero grazing / cattle fattening / fodder feeding only
		4.4 Area irrigated from water harvesting structures with support from this Action (*,2.2.3)	2019: 0 ha with support from Action	2023: 3,000 ha with support from this Action	Annual reports line ministries ROM / MTR	Support from this Action will include irrigation systems and/or water provision for irrigation by communities
		4.5 % of ICM measures containing alternative income generation mechanisms (*,2.2.2)	2019: 0% (this excludes cash for work)	2023: 40% (this excludes cash for work)	Annual reports line ministries ROM / MTR	

²³ This indicator is related to SDG indicator 15.4.2 and to indicator 6 of pillar 3 in the United Nations Development Assistance Framework for Lesotho 2019-2023 for which indicator EU has been identified as partner. As with dongas, full rehabilitation can take a decade, i.e. restoration vegetation cover / diminishing rate of erosion. Reporting on this indicator must include also total number of hectares of rangelands rehabilitated by the Action.

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
		4.6 The lessons learnt from implementing catchment management and infrastructure measures are documented and applied in the implementation of the IWRM plans of at least two other basins.	2019: 0 lessons learnt documented and applied	2023: 2 RBOs implement priority measures of their IWRM plans applying documented lessons learnt from ICM measures.	Annual Reports ICM Programme Reports from RBOs	
	5. Capacity strengthened for coordination, monitoring, supervision and general programme management (CoW; DWA; DRWS etc.)	5.1 Number of annual ICM sector reports completed within pre-set deadline and as per standard	2019: <i>tbc</i>	2023: All reports are completed on time and as per standard	Annual reports line ministries WC reports ROM / MTR	
		5.2 Tools and good practices for good programme management are part of the regional capacity development curriculum.	2019: n/a	2023: WaterNet's curriculum applies tools and good practices accrued in ICM Lesotho.	WaterNet publications Annual Reports ICM Programme	