



SGP Country Programme Strategy for utilization of OP5 grant funds

**GEF Small Grants Programme – Lesotho
2011 – 2014**

Resources to be invested: US\$1,636,602.00



The Country Programme Strategy (CPS) is SGP's primary mechanism to incorporate national strategies and plans. The CPS is linked to the country's GEF resources allocation strategy, which in turn reflects the GEF policies and strategic priorities for GEF -5

SGP The GEF
Small Grants
Programme

GEF-SGP LESOTHO c/o UNDP CO, 13 United Nations Road
P.O. Box 301 Maseru 100, Lesotho Tel: (266) 22313790 Fax:
(266) 22310042

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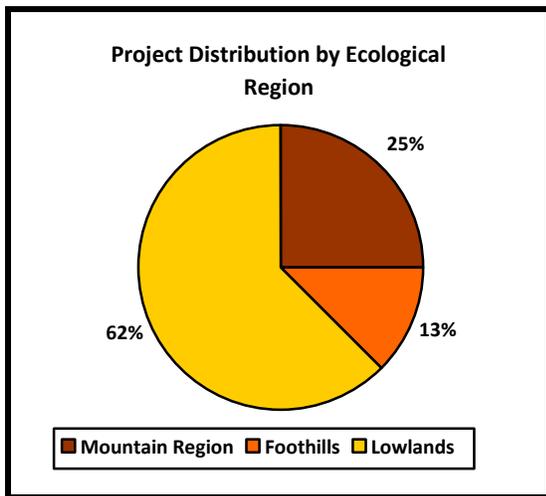
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SGP COUNTRY PROGRAMME - SUMMARY BACKGROUND

1.1. The Country Programme for Lesotho

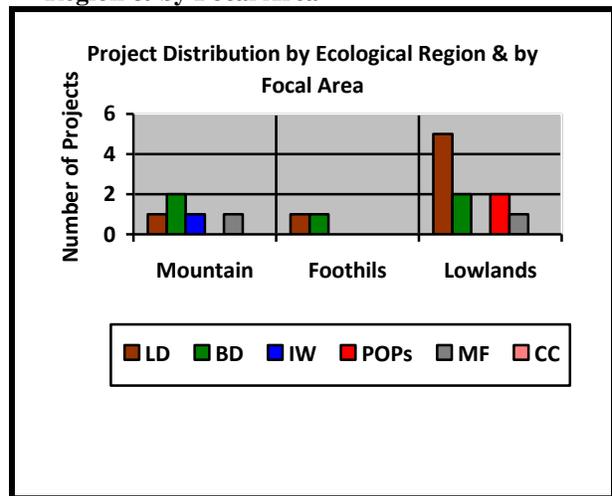
The GEF-SGP Country Programme in Lesotho was established in December 2007 while the grant making process was initiated towards the end of 2008. Overall guidance to the implementation of the Programme is provided by an 8 member National Steering Committee comprising representation from civil society, the academia, business community, the National GEF Focal Point and the UNDP country Office for Lesotho, with more than 50% coming from the civil society. The Country Programme now boasts a total of 17 projects in its portfolio with a total of about USD 500,000.00 awarded in grants to local communities through non-governmental and community based organizations (NGOs and CBOs). Despite efforts to distribute the resources across all five focal areas of the GEF-SGP, the project portfolio and resources distribution is still skewed towards biodiversity conservation followed by land degradation. The majority of projects are now in their final stages of implementation, but real and measureable environmental benefits are yet to be determined as environmental results take long to bear fruit and also because of the scattered nature of the projects. The following gives a synopsis of the achievements to date:

Figure 1: Project Distribution by Focal Area



As portrayed in figure 1 above, project distribution is skewed towards the lowlands. This can be attributed to the fact that most NGOs and CBOs with capacity are based in the lowlands and operate from their bases to minimize operational costs.

Figure 2: Project Distribution by Ecological Region & by Focal Area



As depicted in Figure 2, POPs projects are being implemented in the lowlands where waste management problems are more prominent.

Initiatives have been augmented for establishment of community botanical gardens in 3 villages covering a total area of about 54 ha that has now been declared as excluded grazing area zones by their respective local authorities. Members of the community have been trained in *in-situ* and *ex-situ conservation* of floral biodiversity. Land rehabilitation activities contributing towards reduction of sedimentation of the upper reaches of major tributaries of the Senqu/Orange river have been initiated. These initiatives fall within the corridor rehabilitation fish areas (Maloti minnow and trout) as identified by the Technical Report on Spatial Assessment of Biodiversity Priorities in the Lesotho Highlands that are also within catchments of major dams forming part of the Lesotho Highlands Water Project.

Production of Aloe cosmetics is on the increase in Lesotho and this is negatively impacting on the natural populations of the targeted aloe species (*Aloe polyphylla*, *Aloe ferox*, *Aloe maculata*, *Agave Americana*). Three civil society organizations are being supported to establish plantations of the targeted aloe species to supply local aloe cosmetic production cooperatives and seedling sale for horticultural purposes thereby reducing pressure on the natural stocks and also improving vegetation cover on degraded lands. The sites will also serve as research plots for aloe plantation.

It was a norm for every Mosotho household to have indigenous chicken which are very easy to keep as they required minimal care. The stocks of these disease resistant low cost resources have been rapidly declining with the introduction of foreign breeds that lack disease resistance with high maintenance cost. To this end, the SGP is funding a project on preservation of the gene pool of indigenous Basotho chicken with the aim of breeding the stocks to sustainable levels. Five (5) support groups of people living with HIV/AIDS comprising 136 members have benefitted from the project through the *pass-on-the-gift* system. In an effort to reduce emission of green house gases and to ensure that SGP funded projects are environmentally friendly, the chicken breeding farm has replaced the diesel generator and is now using solar energy to power its incubator and for lighting, as the project site is too far from the national electricity grid.

More than 80% of the rural population still depends on biomass for energy. To demonstrate alternative energy technologies, a grant was awarded for biogas production at a local community development and training centre. The centre is already using solar energy for water heating and for lighting and powering of conference facilities. The gas generated is used to meet the cooking needs of the Centre thereby reducing expenditure on the energy requirements of the centre. Members of the community have been involved in the construction process as part of skills development and long-term sustainability and maintenance of the system. A lot of people visit the centre to use the conference facilities and this will be a good site for demonstration and promotion of alternative energy technologies.

Deliberate effort was made to engage herders (herd-boys) as a vulnerable and neglected sector of the society which is critical in sustainable management of rangelands. The groups will not only engage in rangeland rehabilitation but will also engage in fodder production through re-grassing of degraded land and planting of fodder crops on marginal crop land for harvesting and sale to farmers for supplementary feeding during dry seasons. Sites have been set aside where they are establishing woodlots, orchards and vineyards to improve biomass cover and rehabilitate degraded land. This will not only augmented the efforts of the Ministry of Forestry and Land

Reclamation to raise the status of herd-boys as a vital link in overall natural resources management but has also given hope to herd-boys that they are worthy members of society.

To inculcate environmental consciousness among communities, SGP is supporting a project targeting school children in 20 primary schools; children from coalitions of Lesotho Durham Link; and teachers. Tree planting (fruit and indigenous trees) is a major component of the training programme and it is envisaged that a total of 10 000 trees will be planted per year for two years with at least 100 in each of the selected schools. The rest of the trees will be planted in 2 selected communities to curb land degradation and to provide fuel-wood to meet the energy needs of the selected communities. Support is also provided for commemoration of the World Environment Day by NGO networks as part of the environmental education programme. Attempts were also made to propagate indigenous bamboo while also trying to address land degradation. Other plants that are being used to curb land degradation are Aloe agave which has become very popular for aloe-based Vaseline making. Some small plantations are being established on degraded rangelands for own consumption and to supply other aloe cosmetic production cooperatives in the future. Since it takes about four years for the targeted aloe to reach maturity, the enthusiasm and motivation of those who will be nurturing the aloe plants, members of the association and community members in the vicinity of the plantation, who are predominantly women, were trained on aloe plantation, its management and economic value; and aloe-based vaseline production for income generation.

Waste management is increasingly becoming a major challenge for most schools particularly those in urban areas where municipalities are struggling with development and implementation of integrated solid waste management strategies. Two organizations were supported to contribute towards reduction of release of POPs resulting from haphazard burning of waste in dumpsites. One project involved schools in urban Maseru focus on waste recycling and school greening and landscaping activities while the other project is a pilot on production of ceiling panels using waste plastic and waste paper.

1.2. Key baseline considerations for the SGP Country Programme Strategy

Efforts for fund-raising, particularly at Country Programme level, have not yielded much during this period. Most of the co-financing is in the form of in-kind contribution and the bulk of it is at project level. Nonetheless, a number of contacts have been established with some embassies through facilitation of the Offices of the Resident Representative and Deputy Resident Representative of the UNDP Country Office in Lesotho. All donors resident in Lesotho were invited to the official launch of the Country Programme to promote publicity and generate interest in the activities of the Programme. The event was officiated by the UN Resident Coordinator and the Minister for Tourism, Environment and Culture. Involvement of the National Coordinator in meetings with environment related missions to the Country Office has generated some interest about the GEF-SGP.

Since its establishment in December 2007 up until June 2009, the Country Programme has been enjoying free office space and use of other common service, courtesy of the UNDP CO. Furthermore a vehicle has been donated to the Country Programme, by the UNDP CO, for it to meet its transport requirements. The Country Programme continues to receive full support from key units particularly the Energy and Environment Unit – the Head of which sits on the NSC.

Furthermore, active participation of the GEF-SGP Team in the Lesotho UNDAF review process is also seen as another avenue to be explored for raising the needed co-financing for the Country Programme. To date the *Japanese Embassy*, through the influence of the UNDP CO and SGP Secretariat facilitation has funded solar energy and water harvesting components of the indigenous chickens project.

A workshop for organizations that work with non-governmental and community based organizations was held, to sensitize and build the capacity of the organizations to identify viable project concepts and to develop project proposals that better fit the GEF-SGP criteria. Participants at the workshop included, representatives from government ministries (*environment, local government, forestry and land reclamation, cooperatives*), Lesotho Council of NGOs, Participatory Ecological Land Use Management (PELUM), Lesotho Highlands Development Authority. To this end, the Ministry of Forestry and Land Reclamation is all out to encourage existing herders groups to organize themselves and register as legal entities. The Ministry through its Berea District Coordination Office assisted about 10 herders groups in registering as associations and to apply for SGP funding, the effort which resulted in 2 of the associations being awarded grants. The District Coordination Office continues to assist these grantees herders in implementing their projects and to sensitize other herder groups about registering as legal entities and taking advantage of the GEF-SGP and other funding opportunities. It was in recognition of the contribution of the GEF-SGP to environment and natural resources management in general and its impact on the status and plight of herd-boys that it dedicated, on more than two occasions, its weekly Television Programmes to GEF-SGP events, namely the project appraisal missions for the herders groups, grant award ceremonies and equipment hand-over ceremony.

The Ministry of Local Government and Chieftainship, through Community Councils, is also playing a critical role in project implementation. For all projects that are land based, such as botanical gardens, woodlots, orchards, land has been set aside (allocated) for exclusive use for the purposes of project implementation at no cost to the grantees or the Country Programme. The projects continue to be protected by the local authorities as they are responsible for overall natural resources management.

The Ministry of Tourism, Environment and Culture which hosts the GEF National Focal Points, continues to inform the National Assembly about the GEF-SGP during its annual reporting sessions. The Ministry also uses its media resources to publicize and inform the public about the SGP. Furthermore, the Ministry, through the Department of Environment, has featured the GEF-SGP in its documentary released in 2010. Through its District Environment Officers who are based in the ten districts of Lesotho, the Ministry continues to sensitize communities about the GEF-SGP and to assist in project implementation.

The Lesotho Council of NGOs, through its Commission on Agriculture, Environment and Natural Resources, has taken it upon itself to assist and monitor progress in the implementation of GEF-SGP funded projects implemented by their affiliates. This they do at their own cost.

Overall guidance to the Country Programme implementation is provided by the National Steering Committee (NSC) comprising eight members. The guidance is provided through

concept paper/proposal review meetings and strategizing and planning meetings; and also via email and telephone on a regular basis. During OP4, the NSC met at least 12 times, to review concepts/project proposals for planning and strategizing. The NSC members do not only volunteer their time and expertise to the Country Programme but also spent time they could otherwise be serving their various institutions, on GEF-SGP business. Over and above the NSC meetings, NSC members were part of the GEF-SGP project site appraisal missions that were undertaken as part of the project approval process.

1. SGP COUNTRY PROGRAMME NICHE

1.1 Country Ratification of the Relevant Rio Conventions and Relevant National Planning Frameworks

Lesotho is party to multilateral environmental agreements (MEAs) and it has elaborated strategies, action plans and programmes to facilitate their implementation. These elaborations have recommendations on priority areas of action and institutional arrangements for implementation of the proposed interventions. Of relevance are the following which are directly related to GEF focal areas and operational programmes:

Table 1: list of relevant conventions and national/regional plans and programmes

Rio Conventions + national planning frameworks	Date of ratification / completion
UN Convention on Biological Diversity (CBD)	1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2000
UN Framework Convention on Climate Change (UNFCCC)	1996
UNFCCC National Communications (1 st and 2 nd)	1 st in 2000 2 nd under preparation
UNFCCC Nationally Appropriate Mitigation Actions (NAPA)	2006
UN Convention to Combat Desertification (UNCCD)	1995
UNCCD National Action Programmes (NAP)	Completed in 1999 and reviewed in 2005 to align it with major national policies
Stockholm Convention (SC)	2002
Ramsar International Convention on Wetlands	2004
SC National Implementation Plan (NIP)	2005
World Bank Poverty Reduction Strategy Paper (PRSP)	2004
GEF National Capacity Self-Assessment (NCSA)	2006
National Wetlands Management Programme	2005
GEF-5 National Portfolio Formulation Exercise (NPFE)	On-going

Strategic Action Programmes (SAPs) for shared international water-bodies	On-going
Southern Africa Biodiversity Support Programme (SABSP)	2006

Table 2: Summary of priority areas of action for implementation of the MEAs as presented in various strategies, action plans and programmes

MEA	PRIORITY AREAS OF ACTION
UNFCCC (NAPA)	<ul style="list-style-type: none"> • Improve Resilience of Livestock Production Systems Under Extreme Climatic Conditions in Various Livelihood Zones in Lesotho • Promoting Sustainable Crop Based Livelihood Systems in Foothills, Lowlands and Senqu River Valley • Capacity Building and Policy Reform to Integrate Climate Change in Sectoral Development Plans • Improvement of an Early Warning System Against Climate Induced Disasters & Hazards • Securing Village Water Supply for Communities in the Southern Lowlands • Management and Reclamation of Degraded and Eroded Land in the Flood Prone Areas (Pilot Project for Western Lowlands) • Conservation and Rehabilitation of Degraded Wetlands in Mountain Areas of Lesotho • Improvement of Community Food Security through the Promotion of Food Process. & Preservation Technologies • Strengthening and stabilizing eco-tourism based rural livelihoods • Promote Wind, Solar & Biogas Energy Use as a Supplement to Hydropower Energy • Stabilizing Community Livelihoods which are Adversely Affected by Climate Change Through Improvement of Small Scale Industries
POPs (NIP)	<ul style="list-style-type: none"> • Integrate management of POPs and chemicals in national socio-economic development programmes. • Increase awareness and education of Basotho communities on the effects of POPs on health and environment. • Develop policy framework and legal instruments for effective management of POPs & PTS. • Develop and implement effective waste disposal & management systems at local & national level. • Improve scientific knowledge base & skills in POPs management, particularly from lower educational levels. • Develop and implement sustainable resources mobilization strategies for effective programme implementation and infrastructure development. • Develop and implement monitoring & evaluation tools and indicators for assessing POPs impacts on health environment & socio-economic activities. • Establish information systems and database of POPs generation, use and contaminated sites.
RAMSAR (NWP)	<ul style="list-style-type: none"> • Improving knowledge and Information on Lesotho's Wetlands. • Effective Wetland Management Governance. • Capacity Building • Wetland Restoration and Rehabilitation. • Wetland Biodiversity and Ecological Conservation. • Valuation of Lesotho's Wetlands • Wetland Management Planning.
UNCBD (NBSAP)	<ul style="list-style-type: none"> • Conserve the diversity of landscapes, ecosystems, habitats, populations, species and genes in Lesotho. • Attain sustainable use of Lesotho's biological resources and minimize adverse impacts. • Expand Lesotho's capacity to conserve and manage biodiversity

	<ul style="list-style-type: none"> • Create conditions and incentives for biodiversity conservation and sustainable use. • Manage biodiversity through international linkages.
UNCCD (NAP)	<ul style="list-style-type: none"> • Equity, Poverty Alleviation, Solidarity & Participation • Technical Measures to Alleviate the Pressures on the Natural Resources Base • Institutions, Organization and Instrumentation • Knowledge Support, Learning and Communication • Drought Preparedness and Drought Relief Schemes

1.2 SGP country programme support to the implementation of national priorities in OP5

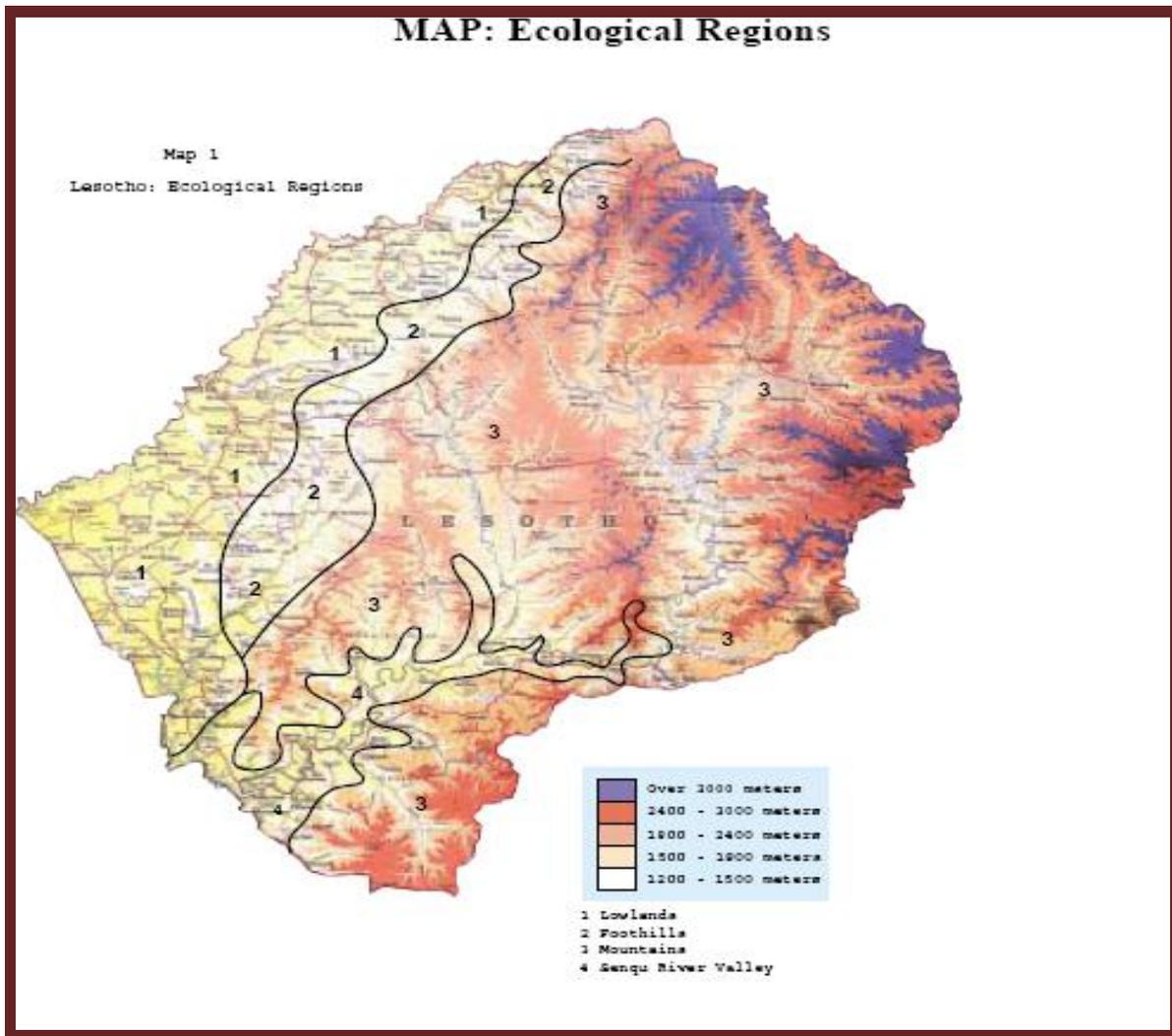
The Vision Statement as stated in the Vision for Lesotho in 2020 states “*By 2020, Lesotho shall be a stable, democratic, united, prosperous nation at peace with itself and its neighbours. It shall have a healthy and well developed human resource base. Its economy will be strong, its environment well managed, and its technology well established.*” Both the Vision and the Poverty Reduction Strategy (PRS) recognize the importance of promotion of a culture of good care for land and the environment, and the role of communities as resource users, community based organizations (CBOs) and non-governmental organizations (NGOs) as partners in environment and natural resources management. One of the success strategies recognized by both Vision 2020 and the PRS is to establish continuing dialogue to promote reconciliation, mutual understanding and cooperation among political parties, churches, NGOs, chieftainship institutions, CBOs and other public organizations.

To this end the Government of Lesotho, under the guidance of the Ministry of finance and Development Planning and supported by United Nations Country Team, is in the process of formulating a National Strategic Development Plan (NSDP). This Plan, which will drive the country’s development agenda for the next 5 years, has a dedicated chapter to *environment, natural resources and climate change*. The Chapter which was developed with inputs from line institutions including civil society organizations, identifies, as priorities for more effectively managing environment and climate change, six strategic objectives: *strategic environment and climate governance; a green economy, a climate resilient nation, integrated land and water resources management, effective delivery of waste management, water supply and sanitation services and environmental health; and, integrated disaster risk reduction*. Proposed interventions under these strategic objectives and others in the productive sectors including among others, tourism, agriculture and infrastructure as set out in the Plan, are in line with the GEF 5 focal area strategies as also elaborated in 5th Operational Phase of the GEF Small Grants Programme – Project Document. It is on the basis of the same document that the United Nations Country Team in Lesotho has initiated a process for the development of a United Nations Development Assistance framework (UNDAF) for the period 2012-2016.

The GEF-SGP Country Programme is and will continue to participate actively in these processes and also in the National Portfolio Formulation Exercise (NPFE), which is also underway, to ensure that the Country Programme contributes towards attainment of the set national targets and priorities, the UN Assistance Framework and the Global GEF 5 Strategic Priorities.

1.3 Location of Projects

The underlying rationale for GEF projects is that some global environmental benefit is at stake, and the projects seek to address the threat(s) or need(s) to ensure that the global environmental benefit is conserved, or sustainably used and managed. All GEF-SGP funded projects should address a threat in one of the GEF focal areas; such projects must correspond with GEF operational programmes and national priorities and the entry point for projects should as much as possible be sustainable livelihoods. More than 80% of the country's population lives in the rural areas and derive a living from agriculture and livestock husbandry; and depend heavily on biomass for energy. Of the 80% of the rural dwellers, a considerable percentage lives in the lowland and foothill regions. These regions have the highest population density. Livelihood activities in these regions range from crop and livestock farming to formal employment and trade. Environmental degradation is generally very high. Thus environmental problems occur countrywide and urgent intervention is required in all the ecological regions of Lesotho. However, the scale and approach to be adopted by the GEF-SGP is very much dependent on availability of resources.



On the basis of the foregoing and on the rational that significant environmental benefit can be realized when addressing issues thematically and focusing on strategically selected areas, the

Country Programme will continue to take the following factors into consideration in determining the location of projects.

- (i) The majority of rural and vulnerable communities lives in the mountain region and depends heavily on natural resources for subsistence. The mountain region is also host to biodiversity of global significance and wetlands which are sources of major river systems in Southern Africa. Land degradation and biodiversity loss are rife in the region hence the urgent need to strengthen managed resources areas and livelihood support systems. The mountain region (mountain and freshwater ecosystems) will therefore be given priority for biodiversity conservation and rehabilitation and protection of wetlands and rangelands of national significance.

The mountain region is a vast area covering about two thirds of the whole country. There are areas within the region which are critical for the existence of some endemic species of plants and animals of national and global importance; and also for proper functioning of wetlands of national and global significance. Comprehensive studies have been undertaken in the mountain/highlands region and these have identified priority areas that are critical for maintenance of the integrity of the mountain ecosystem. The studies undertaken by the Lesotho Highlands Water Project, the MDTP, the Lesotho Meteorological Services and others on: socio-economics, ecotourism, cultural heritage, assessment of biodiversity priorities, livelihoods and in other fields will be considered in allocating projects within the mountain ecosystem.

- (ii) The lowland and foothill regions which comprise arid, semi-arid and freshwater ecosystems will also be considered. These regions being the most densely populated, less vegetated and generally suitable for crop farming, have very serious environmental degradation problems. Integrated land and water management and waste management and pollution control would go a long way in addressing the complex environmental problems in these regions.

Additional elements to be considered in locating projects include:

- Taking advantage of existing efforts in mobilization and sensitization in the GEF focal areas, through past or on-going initiatives, including GEF funded initiatives (*rural electrification, biodiversity conservation, sustainable land management*), the wetlands restoration programme under the Millennium Challenge Compact (MCC) to capitalize on the momentum created and to forge partnerships for co-financing; and also using SGP's comparative advantage and experience in working with communities.
- Potential for expansion and replication of activities in the vicinity of the selected project site and elsewhere in the country, and in similar conditions globally;
- Significant threat to any of the GEF focal areas;
- Potential for sustenance of rural livelihoods through income generating activities that also generate global environmental benefits;
- Sustainability.

Provision will be made to ensure that there is consideration of unique and sound project concepts that fall outside the defined geographic and thematic areas, but that have great potential to contribute significantly in addressing threats to one or more GEF focal areas.

Though individual projects will have a capacity building component, deliberate effort will be made to fund capacity building projects to enhance the impact of the Country Programme Portfolio results.

The table below provides in summary, the SGP niche for grant making in relation to the national priorities as outlined in the various strategies, action plans and programmes for implementation of the MEAs and in the National Strategy Development Plan.

Table 3: Consistency with National Priorities

OP5 project objectives	National priorities	SGP niche
<u>SGP OP5 Immediate Objective 1:</u> Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions	Improve the livelihood of Basotho through efficient administration, equitable access, secure tenure and sustainable management of the land resource Protect attractions and develop tourism products to their full potential	- Protection and sustainable management of key habitats and biodiversity to sustain the value of environmental goods and services - Protection of world heritage sites and ecosystems of global significance
<u>SGP OP5 Immediate Objective 2:</u> Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions	Promote sustainable and integrated land management that will reduce land degradation and support increased land use productivity that sustains economic development	- Sustainable land and water management and those rehabilitation and protection projects targeting land management, rangelands, wetlands, forests and conservation agriculture
<u>SGP OP5 Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level	Increase economic productivity and growth and reduce pollution across all sectors using green technology and environmental management systems	- Demonstration of green technologies including hydro-, solar, biomass and wind energy and cleaner production and energy efficiency
<u>SGP OP5 Immediate Objective 5:</u> Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry	Promote sustainable and integrated land management that will reduce land degradation and support increased land use productivity that sustains economic development	- Sustainable land and water management and those rehabilitation and protection projects targeting land management, rangelands, wetlands, forests and conservation agriculture
<u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities	Strengthen range management institutions and range carrying capacity Promote sustainable and integrated land management that will reduce land degradation and support increased land use productivity that sustains economic development	- Sustainable land and water management and those rehabilitation and protection projects targeting land management, rangelands, wetlands, forests and conservation agriculture - Strengthen range management institutions including Range Management Area associations and grazing associations - Facilitate reseeded of range lands - Support initiatives and strategies for de-

		stocking
<u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)	<ul style="list-style-type: none"> - Strengthen range management institutions and range carrying capacity - Promote sustainable and integrated land management that will reduce land degradation and support increased land use productivity that sustains economic development 	<ul style="list-style-type: none"> - Sustainable land and water management and those rehabilitation and protection projects targeting land management, rangelands, wetlands, forests and conservation agriculture - Strengthen range management institutions including Managed Resources Area associations and herders and livestock owners associations - Facilitate reseeded of range lands - Develop incentives and strategies for de-stocking including resuscitation of auction sales yards
<u>SGP OP5 Immediate Objective 8:</u> Support transboundary water body management with community-based initiatives	<ul style="list-style-type: none"> - Promote sustainable and integrated land management that will reduce land degradation and support increased land use productivity that sustains economic development - To promote integrated water management to reduce the risk and impact of floods and drought, maximize hydro-electric power production, revenues from regional water transfers and to ensure equitable access to high quality water resources for all sectors and communities 	<ul style="list-style-type: none"> - Sustainable land and water management and those rehabilitation and protection projects integrating gender issues and targeting land management, rangelands, wetlands, forests and conservation agriculture - Strengthen range management institutions including Range Management Area associations and grazing associations - Facilitate reseeded of range lands
<u>SGP OP5 Immediate Objective 9:</u> Promote and support phase out of POPs and chemicals of global concern at community level	<ul style="list-style-type: none"> - To decrease the rates of mortality and morbidity caused by environmental health hazards and reduce hazards caused by inappropriate waste disposal 	<ul style="list-style-type: none"> - Integration of management of POPs and chemicals in national socio-economic development programmes. - Increase awareness and education of Basotho communities on the effects of POPs on health and environment. - Selected piloting of prevention of waste burning and POPs pesticide management
<u>SGP OP5 Immediate Objective 10:</u> Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends	<ul style="list-style-type: none"> - Strengthen partnerships with the private sector, NGOs, churches and development partners - Promote gender equality 	Support to networking among grantee partners, strengthening the SGP grantee networks and potential grantees with special attention to vulnerable groups such as women and herdboys, developing knowledge products of SGP projects, celebrating World Environment Days and other important national events, increasing awareness on global environmental conventions and other related activities.

2. CAPACITY DEVELOPMENT, POVERTY REDUCTION AND GENDER RESULTS FOR SGP

Commitment and ownership are essential for the successful implementation of environment and natural resources management projects and programmes. Priority needs in livelihood support, capacity building, technology support and investment identified in national framework policies, and strategies and action plans and programmes for various MEAs, will form the basis for GEF-SGP support. Successful implementation of the Programme is dependent on empowerment of NGOs, CBOs and other community entities including vulnerable groups of society, to make informed decisions and to forge partnerships for mobilization of financial and technical resources for implementation of environment and sustainable development programmes and initiatives, through targeted awareness and environmental education programmes. Efforts will be continued to build the capacity of Programme beneficiaries to identify, develop and implement viable projects that take into account national concerns on gender mainstreaming, through training of umbrella organizations and key government personnel that are in constant contact with beneficiaries and through provision of project development guidelines in local language.

The GEF-SGP recognizes the critical roles of Local Government Structures as vehicles for development initiatives at grassroots level and Chiefs as traditional leaders and custodians of the welfare of communities; and will make an effort to keep the structures abreast with the GEF-SGP policies and procedures.

The GEF-SGP further recognizes that various initiatives and operations in natural resources management and in community development exist in the country; linkages and synergies with such activities will be identified and appropriate entry points for GEF-SGP intervention will be determined. Examples of institutions engaged in such initiatives and operations include among others: community projects, botanical gardens and rehabilitation of wetlands and tributaries of Katse Dam being implemented by the Lesotho Highlands Development Project to compensate for the losses incurred as a result the water project; the Ministry of Forestry and Land Reclamation with their vast experience in community forestry, soil and water conservation including rainwater harvesting; range management, sustainable land management programme; the ministry of Agriculture and Livestock Services with its various programmes on crops and livestock to adapt to climate change; the wetlands restoration and protection initiatives by the Wetland Unit of the Department of Water Affairs and others.

4. OP5 COUNTRY OUTCOMES, INDICATORS AND ACTIVITIES

The vision for the Country Programme continues to be “*protection of the natural heritage of Lesotho through empowerment of local grass-root level communities to engage in viable partnerships for undertaking environmental management projects that generate sustainable livelihood benefits and preserve the integrity and richness of the world heritage*”. Specifically the Programme will continue to:

- i. improve knowledge and information on environmental management in general and in the GEF focal areas in particular, among NGOs, CBOs and the private sector.

- ii. build the capacity of NGOs and CBOs to develop and implement environment and natural resources management projects that better fit the GEF criteria and at the same time address national environmental and socio-economic problems and challenges.
- iii. forge strong partnerships that will generate co-financing for implementation of environment and natural resources management projects that sustain local livelihoods and at the same time generate global environmental benefits.
- iv. promote GEF-SGP philosophy, objectives and procedures through different media.
- v. adopt strategies that will ensure successful implementation, sustainability and replication of GEF-SGP projects in the country.
- vi. carry out proper monitoring and evaluation and lessons learned and success stories will be documented and disseminated widely to inform processes for future projects and to encourage replication of projects in other parts of the country; and exchange programmes among GEF- SGP grantees and between GEF-SGP grantees and other community entities will be facilitated.
- vii. identify synergies between the various medium size and full size projects being implemented in Lesotho and establish linkages and possible areas for GEF-SGP intervention.

Table 4 below presents in matrix form, the results framework for OP5 which is aligned to the endorsed Global Programme Document for OP5.

Table 4: Results Framework

SGP OP5 Immediate Objective 1: Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions			
Outcomes	Indicators	Means of verification	Activities
<p>i. Improved community-level actions and practices, and reduced negative impacts on biodiversity resources in and around protected areas, and in indigenous and community conservation areas</p> <p>ii. Benefits generated at the community level from conservation of biodiversity in and around protected areas and indigenous and community conservation areas</p> <p>iii. Increased recognition and integration of indigenous and community conservation areas in national protected area systems</p> <p>iv. Increased awareness at the community level of the importance and value of biodiversity</p>	<ul style="list-style-type: none"> - Number and hectares of ICCAs and other Protected Areas (PAs) positively influenced through SGP support - Number of community members with improved livelihoods related benefits from protected areas - Number of significant species with maintained or improved conservation status 	<ul style="list-style-type: none"> - Project Progress reports - Project monitoring visit reports - Project Evaluations reports - Country Programme Reports 	<ul style="list-style-type: none"> - At least 3 initiatives for biodiversity conservations and sustainable use initiatives that generate livelihood support benefits, in and around protected areas - Creation of community-based livelihood alternatives to relieve pressure on and conservation of protected areas - Creation of community based livelihood alternatives that rehabilitate populations of endemic species in those areas.
SGP OP5 Immediate Objective 2: Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions			
<p>i. Improved community level sustainable use of biodiversity in productive land scales through community based initiatives, frameworks and market mechanisms, including recognized environmental standards that incorporate biodiversity considerations</p> <p>ii. Increased understanding and awareness of sustainable use of biodiversity</p>	<ul style="list-style-type: none"> - Hectares of production landscapes under improved sustainable use practices, leading where possible, to certification through recognized environmental standards that incorporate biodiversity considerations (supported by SGP) - Number of significant species with maintained or improved conservation status 	<ul style="list-style-type: none"> - Project Progress reports - Project monitoring visit reports - Project Evaluations reports - Country Programme reports 	<p>At least 1 grant awarded for promotion and demonstration of an improved sustainable use practice</p>

	- Number of hectares of significant ecosystems with maintained or improved conservation status		
SGP OP5 Immediate Objective 3: Promote the demonstration, development and transfer of low carbon technologies at the community level			
Outcomes	Indicators	Means of Verification	Activities
i. Innovative low-GHG technologies deployed and successfully demonstrated at the community level ii. GHG emissions avoided	- Number of projects with demonstrations addressing community level barriers to deployment of low-GHG technologies - Number of partners or agencies aware of SGP practices and lessons	- Project and Programme progress and evaluation reports - Project monitoring visit reports	- Support to at least 4 initiatives for demonstration of environmentally friendly renewable energy technologies including solar, biogas and energy efficient cook stoves
SGP OP5 Immediate Objective 5: Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry			
i. Sustainable land use, land use change, and forestry management and climate proofing practices adopted at the community level for forest and non-forest land use types ii. Restoration and enhancement of carbon stocks in forests and non-forestlands, including peat land iii. GHG emissions avoided	- Hectares under improved sustainable land management and climate proofing practices - Hectares of forests and non-forest lands with restoration and enhancement initiated	- Project and Programme progress and evaluation reports - Project monitoring visit reports	Demonstration activities on viable traditional rangeland management systems; establishment of mechanisms to enhance range management systems; introduction of indigenous varieties to minimize losses because of their natural adaptation to extreme climatic events and environmental conditions; protection and/or rehabilitation of riparian or woodland; and protection and/or rehabilitation of natural vegetation of ground

			water recharge areas.
SGP OP5 Immediate Objective 6: Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities			
i. Improved community level actions and practices, and reduced negative impacts on agro- and forest ecosystems and ecosystems services demonstrated to sustain ecosystem functionality	<ul style="list-style-type: none"> - Hectares under improved agricultural, land and water management practices (by management practice) - Number of national/local government policy making processes with SGP influence 	<ul style="list-style-type: none"> - Project and programme progress and evaluation reports - Project monitoring visit reports 	-Support to at least 3 managed resource areas associations and NGOs, to undertake improved agricultural, land and water management practices
SGP OP5 Immediate Objective 7: Reduce pressures at community level from competing land uses (in wider landscapes)			
i. Improved community level actions and practices, and reduced negative impacts in land use frontiers of agro-ecosystems and forest ecosystems (rural/urban, agriculture/forest)	<ul style="list-style-type: none"> - Number of community members with improved actions and practices that reduce negative impacts on land uses 	<ul style="list-style-type: none"> - Project and programme progress and evaluation reports - Project monitoring visit reports 	-Support initiatives that reduce pressure in wetlands and other areas that are habitats of biodiversity of national significance
SGP OP5 Immediate Objective 8: Support transboundary water body management with community based initiatives			
<p>i. Effective and climate resilient community-based actions and practices supporting implementation of SAP regional priority actions demonstrated</p> <p>ii. Synergistic partnerships developed between SGP stakeholders and transboundary water management institutions and structure supporting implementation of SAP regional priority actions</p>	<ul style="list-style-type: none"> - Number of regional transboundary water management processes to which SGP is contributing good practices and lessons 	<ul style="list-style-type: none"> - Project and programme progress reports - Project monitoring visit reports 	-Support to sustainable land management initiatives within the Orange-Senqu river catchment
SGP OP5 Immediate Objective 9: Promote and support phase out of POPs and chemicals of global concern at community level			
i. Improved community level initiatives and actions to prevent, reduce and phase out POPs, harmful chemicals and other pollutants, manage contaminated sites in an environmentally sound manner, and mitigate environmental contamination	<ul style="list-style-type: none"> - Tons of POPs waste avoided from burning - Number of organizations contributing to the implementation of national plans and policies to address POPs, harmful chemicals and other pollutants 	<ul style="list-style-type: none"> - Project and programme progress and evaluation reports - Project monitoring visit reports 	<ul style="list-style-type: none"> -Support to waste management: recycling and environmental education projects -Support initiatives that demonstrate viable and cost-effective alternatives to POPs products, and to

			processes and practices that lead to releases of POPs
SGP OP5 Immediate Objective 10: Enhance and strengthen capacities of CSOs (particularly community based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends			
<ul style="list-style-type: none"> i. Active participation of NSCs and NFGs in GEF Focal areas at the national level ii. Improved information flows to/from CBOs and CSOs in SGP countries regarding good practices and lessons learned, and application of such practices iii. Increased public awareness and education at the community level regarding global environmental issues iv. Capacity of CBOs and CSOs strengthened to support implementation of global conventions v. Increased application of community-based environmental monitoring vi. Evaluation of SGP projects and programmes against expected results strengthened, including increased capacity CBOs and CSOs to apply relevant evaluation methodologies 	<ul style="list-style-type: none"> - Number of SGP representatives participating in national GEF coordination meetings - Quantity and quality of SGP knowledge base, and use of knowledge base; quantity and quality of contributions of knowledge fairs, conferences, publications and research 	<ul style="list-style-type: none"> - Project and programme progress and evaluation reports - Project monitoring visit reports 	<ul style="list-style-type: none"> - Support to commendation of and disseminations of information about global environmental conventions - Support to proper documentation and dissemination of project results - Support to networking among SGP grantees
Cross-Cutting Results: Livelihoods and Gender			
Outcomes	Indicators	Means of Verification	Activities
Gender considerations mainstreamed into community-based environmental initiatives	<ul style="list-style-type: none"> Percentage of projects that include gender analysis or incorporate gender relevant analysis or incorporate gender relevant elements in a positive manner Percentage of projects that include socio-economic analysis Percentage of projects with appropriate gender balance of participants and target beneficiaries Number of community members with sustained livelihoods improvement resulting from SGP support 	<ul style="list-style-type: none"> - Project and programme progress and evaluation reports - Project monitoring visit reports 	All projects in the five focal areas of GEF-SGP will generate environment and livelihood support benefits and will mainstream gender issues

5. MONITORING & EVALUATION PLAN

5.1 Monitoring and Evaluation at Country Programme Level

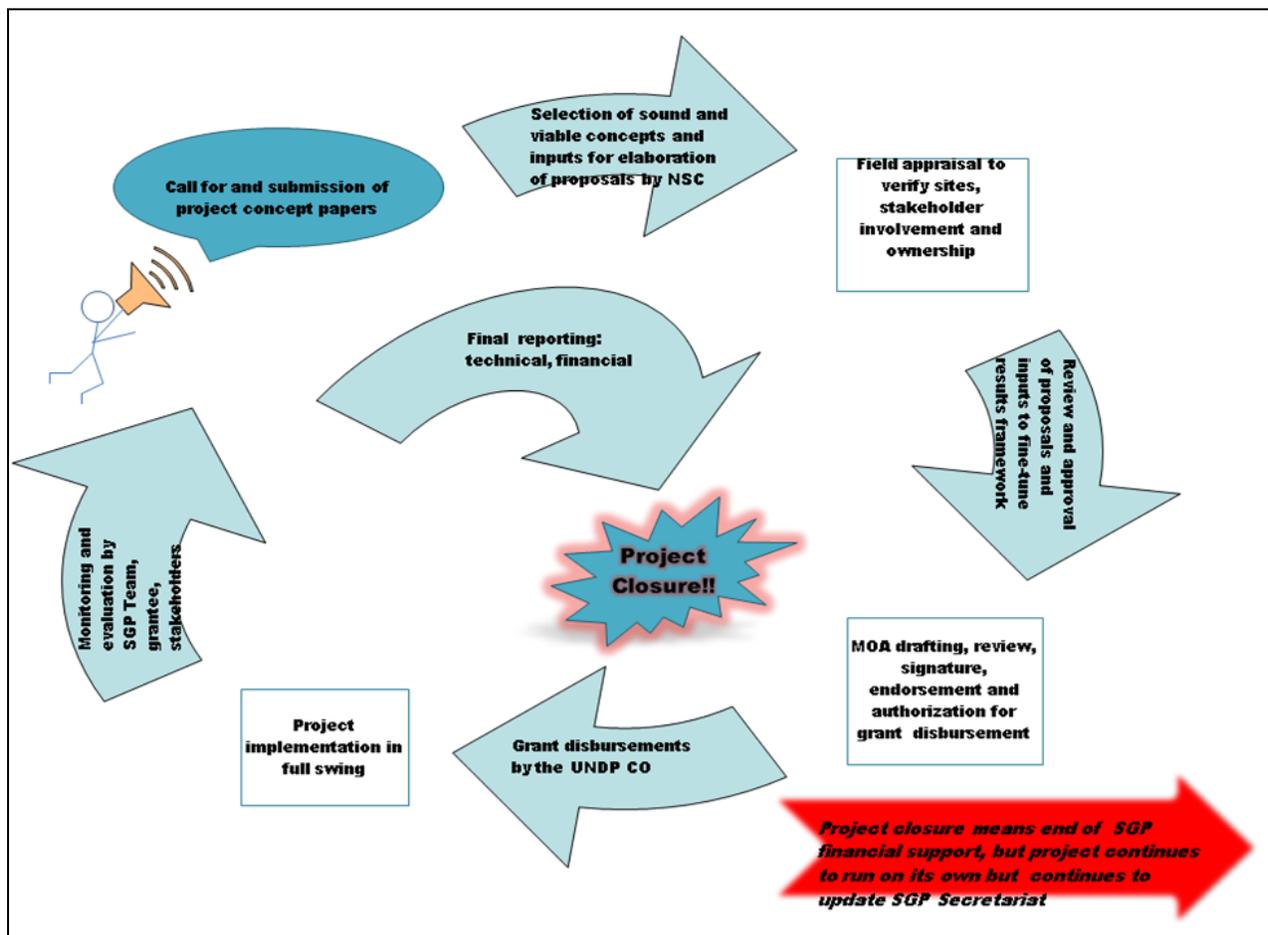
Below is a description, in matrix form, of the monitoring plan for the Country Programme portfolio of projects

Table 5

MEETINGS	COMMUNICATION	SITE VISITS	REPORTING
<ul style="list-style-type: none"> - Quarterly NSC meetings - Ad hoc NSC meetings when need arises - Annual NSC meetings for programme review and planning - Regular meetings of NC and UNDP CO Focal Point and the GEF Focal Point - Annual Grantee Retreat 	<ul style="list-style-type: none"> - Regular communication with the NSC members for updates and guidance; and with other NCs for information/experience sharing - Minutes of NSC meetings - Documentation of best practice and lessons learned and their dissemination - Regular communication with the CPMT for updates and guidance 	<ul style="list-style-type: none"> - Pre-selection site visits - Periodic site visits by NC and NSC to check on progress - Mission reports - Site visit record sheets - Annual and ad hoc visits by UNDP personnel, GEF National Focal Point and potential donors 	<ul style="list-style-type: none"> - Quarterly progress reports - Performance and review assessments - Programme Review Reports - Quarterly and annual financial reports - financial audits

5.2 Programming at Community Level

The goal of participatory monitoring and evaluation is to assess progress in project implementation and achievement of results and at the same time promote community ownership of the GEF-SGP projects. Effort will be made to assist NGOs and CBOs to develop clear and well designed projects that fit the GEF criteria as a basis for the monitoring and evaluation process. This will be done through the proposal development process which involves three main steps namely, project concept development, field appraisal and full project proposal formulation. The diagram below provides a summary of the process:



All GEF-SGP projects will incorporate participatory monitoring and assessment into their design and implementation. The process at project level will be undertaken to:

- Facilitate identification and resolution of problems
- Enhance project performance and ensure congruence with the GEF criteria
- Provide the basis for technical and financial accountability
- Build capacity to implement and manage project successfully, and promote the identification and dissemination of lessons learned by participants themselves.

The GEF-SGP grant participants, the National Coordinator and the National Steering Committee will be responsible for project monitoring and evaluation. A monitoring and evaluation plan with appropriate indicators will be a requirement for each approved GEF-SGP project. For each project there shall be a monitoring record which will be used to collect information that will be analyzed to produce periodic progress reports and final reports to be submitted to the GEF-SGP Country Programme by the grantees. The periodic progress reports and site visits are basic sources of information for monitoring of projects by the National Coordinator. Each project will

be concluded with: a final evaluation, a final financial report and a final progress report with an assessment of lessons learned.

Table 6: M&E Plan at the Project Level

SGP Individual Project Level		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring - Periodic meetings - End-of-project review	Grantees	Duration of project
Baseline Data Collection ¹	Grantees, NC	At project concept planning and proposal stage
Three or four Project Progress and Financial Reports (<i>depending on agreed disbursement schedule</i>)	Grantees, NC, PA	At each disbursement request
Project Workplans	Grantees, NC, PA	Duration of project
Project appraisal Visit (<i>as necessary / cost effective</i> ²)	NC, NSC	Before project approval, as appropriate
NC Project Monitoring Site Visit (<i>as necessary / cost effective</i>)	NC, PA	On average once per year, as appropriate
NC Project Evaluation Site Visit (<i>as necessary / cost effective</i>)	NC, PA	At end of project, as appropriate
Project Final Report	Grantees	Following completion of project activities
Project Evaluation Report (<i>as necessary / cost effective</i>)	NC, NSC, External party	Following completion of project activities
Prepare project description to be incorporated into global project database	PA, NC	At start of project, and ongoing as appropriate

5.3 Monitoring and documentation of Country Programme Portfolio Results

Monitoring and evaluation of the Country Programme will be done through:

- The GEF-SGP database which has been developed to help National Coordinators and the Central Programme Management Team to monitor and analyze project and programme progress. The database captures among other things: accounts on lessons learned, case studies and programme-level resource mobilization. The National Coordinator will ensure that the required information is entered and maintained as appropriate.

¹ Capacity-development workshops and M&E trainings may be organized in relation to innovative techniques for community monitoring, including new technologies (i.e. GPS-enabled cameras, aerial photos, participatory GIS, etc.); as well as in response to guidelines for “climate proofing” of GEF focal area interventions; REDD+ standards; and/or other specific donor/co-financing requirements.

² To ensure cost-effectiveness, project level M&E activities, including project site visits, will be conducted on a discretionary basis, based on internally assessed criteria including (but not limited to) project size and complexity, potential and realized risks, and security parameters.

- Quarterly financial reports that capture expenses incurred from the country operating budget
- Performance and Review Assessment (PRA) System which captures technical and substantive project and programme progress on an annual basis. The Performance and Review Assessment will cover: the project selection process; NSC meetings and activities; project monitoring and evaluation; resources mobilization efforts; stakeholder workshops and other GEF-SGP- sponsored events; and communication activities.
- Programme Review Report which is an overall assessment of Country Programme performance to be undertaken by the NSC with the help of the National Coordinator and participation of other stakeholders and grantees. The Programme Review Report will build upon the PRA reports, project progress and final reports, final financial and evaluation reports and assessment of lessons learned. The Programme Review Report is an opportunity to analyze the achievements and shortfalls of the Country Programme based on the Country Programme Strategy.

The Country Programme Strategy (CPS) is a living document and as such will be reviewed periodically and revised as necessary. The review will entail: the CPS and overall programme implementation in conjunction with the GEF-SGP Project Document Outputs and Benchmarks; project portfolio analysis and procedures and mechanisms.

Table 7: M & E Plan at Programme Level

SGP Country Programme Level		
M&E Activity	Responsible Parties	Timeframe
Country Programme Strategy Review	NSC, NC, CPMT	Start of OP5
Strategic Country Portfolio Review	NSC, NC	Once during OP5
NSC Meetings	NSC, NC, UNDP CO	Minimum four times per year
Annual Grantee Retreat	NC,PA, NSC	Once per year
Performance and Results Assessment (PRA) of NC Performance	NC, NSC, UNDP CO, CPMT, UNOPS	Once per year
Country Programme Review resulting in Annual Country Report ³	NC presenting to NSC and CPMT	Once per year
Financial 4-in-1 Report	NC/PA, UNOPS	Quarterly

6. KNOWLEDGE MANAGEMENT PLAN

6.1 Documentation and Dissemination of Good practices and Lessons Learnt

The Country Programme through the NC, assisted by the NSC, will develop a National Communications Strategy (NCS). The NCS shall draw up a yearly list of activities to be incorporated into the annual work-plan. These activities will be derived from the GEF-SGP Global Communication Strategy and the GEF-SGP Project Document, adjusted to suit the local conditions and tailored to target various audiences.

³ The annual Country Programme Review exercise will be carried out in consultation with the national Rio Convention focal points and the associated reporting requirements.

Communications activities to be included in annual work-plans will include among others:

- Featuring articles in national newspapers and other media such as TV and Radio
- Preparation of information pamphlet or brochure on the country programme
- Preparation of “stories” on SGP projects
- Site visits for key stakeholders to flagship projects.
- Documentation of lessons learned on projects in the form of best practices.
- Talks/presentations in high-profile events in support of resource mobilization
- Compile materials and tools useful for community level advocacy and outreach, especially with focus on participatory techniques
- Conduct workshops for key stakeholders on SGP.
- Participation in commemoration of world environment and wetland days and national environment fairs
- Grantee exchange visits and networking

Implementation of these activities will be monitored closely and evaluated to determine their appropriateness and effectiveness in contributing to the success of the Country Programme.

6.2 The SGP Country Programme Impact on Policy Development

Successful implementation of the Country Programme is dependent on: the capacity of NGOs and CBOs to develop, implement and manage well-designed community based sustainable development projects that better fit the GEF criteria. These entities will be trained to equip them with the requisite skills. Documentation and dissemination of project results, best practice and lessons learned are fundamental elements of strategies for making the country programme known and kept alive. This process will target key stakeholders such as project participants, the business and private sectors, the donor community, academic institutions, extension agents, local government structures, the media and the public at large, to create and maintain their interest; this will create an opportunity for formation of partnerships and raising of new and additional resources for replication and up-scaling of best practice. Good relations will be maintained with the GEF National Focal Point and the UNDP CO to ride on their cooperation and coordination mechanisms to promote the mission and philosophy of the GEF-SGP among key policy and decision makers at the highest possible level. Three strategies and their successful implementation are key for expanding programme impact: Resource Mobilization, Communication and Monitoring and Evaluation Strategies.

Since its establishment in 1991, the GEF has invested substantial financial resources in the development and implementation of the GEF-SGP. These resources have been invested in community based projects yielding positive impacts on local livelihoods, the global environment and the capacities of local organizations to constructively participate in environment and sustainable development activities and policy dialogue. For lasting global impacts and sustained livelihoods, it is critical that the GEF investment in each participating country is maintained over the long-term even beyond GEF financing. The challenge for the Country Programme is to identify and engage other non-GEF sources of funding to assist communities to continue to develop and implement sustainable development initiatives that generate global environmental benefits. This will be pursued with a new resolve to enhance Programme performance

The following activities will form part of the strategy for programme sustainability in Lesotho:

- (i) Mainstreaming of GEF-SGP initiated activities into respective sectoral programmes and frameworks for assistance. This will not only ensure continuity of GEF-SGP activities but will also ensure that the activities benefit from sectoral budget allocations and extension services available.
- (ii) Regular updates on programme implementation and achievements and on emerging GEF-SGP issues. Lessons learned in GEF-SGP projects will be widely disseminated to facilitate replication of best practices at the local, national, and possibly global levels.
- (iii) Establishment of synergies with on-going national programmes and with medium and full size GEF projects particularly those that address community livelihoods in the long-term. This will facilitate mainstreaming of GEF-SGP initiatives into national environment and sustainable development programmes.
- (iv) Strong partnerships are crucial for development and successful implementation of projects on environment and natural resources management. The GEF-SGP, with assistance from the UNDP CO and Government, will aggressively pursue partnerships to leverage financial and technical assistance from bilateral and multilateral development agencies, intergovernmental organizations, the private sector, NGOs and other organizations.
- (v) Capacity building for District Environment Officers, in GEF-SGP operational programmes to enable them to provide policy guidance and information on GEF-SGP objectives and operational procedures and their linkage to national priorities in environment and sustainable development. This will promote mainstreaming of GEF-SGP activities into district development programmes with a possibility of replicating the activities district wide.
- (vi) Establishment of a dynamic network of GEF-SGP grantees as a platform for information and experience sharing among programme beneficiaries.
- (vii) Sensitization of CBOs and other community entities like community councils and traditional leaders, to become environmentally conscious as well as business minded. This will enable them to build in sustainability strategies into their environment and natural resources management projects.

6.3 Replication, Up-scaling and Mainstreaming of Programme Results

The Country Programme for Lesotho is relatively still young, and as such the majority of projects in the Country portfolio are just being completed and solid results are yet to be realized. However, the Country Programme has managed to forge strong links with some government departments, particularly at district level, to ensure that SGP funded projects are not viewed as stand-alone projects that may collapse when SGP funding phases out. The Ministry of Forestry and Land Reclamation and that of Tourism, Environment and Culture are good examples where the respective district officers are supporting project implementation in their areas of duty. The

Department of Livestock Services of the Ministry of Agriculture and Food Security is showing keen interest in the indigenous chickens project and are, through their district extension services, working very closely with the Grantee in monitoring project implementation progress. This collaborative work is paving the way for mainstreaming, up-scaling and replication of SGP funded projects results and best practices; and formation of strong partnerships needed for a dynamic and sustainable Country Programme. Networking among grantees themselves and with other organizations doing similar activities will be encouraged. Targeted field visits and open days will be facilitated to create awareness and for publicity on SGP initiatives.

7. RESOURCE MOBILIZATION PLAN

7.1 Country Programme Sustainability

Successful partnerships thrive on trust and well defined roles and benefits for all partners. The GEF-SGP through the National Coordinator, with support from the UNDP CO, the National GEF Focal point, and the National Steering Committee will solicit support for establishment of partnerships for mobilization of financial and technical assistance with bilateral and multilateral development agencies, intergovernmental organizations, the private sector, NGOs, the academia and other organizations.

The UNDO CO by virtue of being the coordinator of the United Nations system in the country and the convener of the development partners' consultative forum can facilitate building of partnerships. The UNDAF development process is also another avenue that presents a great opportunity. Quite a number of programmes/projects forming the portfolio of projects under the Energy and Environment Programme of the UNDP CO are GEF funded projects while some are bilaterally funded. Synergies are being explored for possible collaboration on implementation of community level activities where the SGP has comparative advantage. The Government of Japan, through its Embassy in South Africa, continues to consult with the Country Programme for potential candidates for their small grants programme and this presents a potential avenue for co-financing of the Country Programme management costs.

These efforts and others will be guided by the Resource Mobilization Strategy which will be developed in line with the Global GEF-SGP Resource Mobilization Strategy; and the sustainability strategies outlined in section 6.2 above.

Regular updates on Programme implementation will ensure continuity and keep all parties interested and abreast with Programme achievements and challenges. This will ensure that the GEF-SGP is taken into consideration when assistance frameworks are drawn.

7.2 Strategic Partnership Development

National Government Agencies

The Government of Lesotho, through the Department of Environment in the Ministry of Tourism, Environment and Culture, and with assistance from the UNDP CO spearheaded the preparatory process for the establishment of the GEF-SGP in Lesotho. The Government of Lesotho sees the GEF-SGP as a vehicle for realizing its national priorities as encapsulated in the

PRS, Vision 2020, the National Strategic Development Plan (NSDP 2012/2017 and the Millennium Development Goals. Furthermore Government sees the GEF-SGP as an opportunity for the country to improve its portfolio of GEF funded projects. The GEF-SGP has come at a time when the Government of Lesotho has Local Government Structures in place and the decentralization process is underway.

One of the broad objectives of decentralization in Lesotho is “*to promote people’s participation in decision making, planning and implementation of development programmes*”. The local councils will play a pivotal role in the identification, development and implementation; and sustainability of GEF-SGP projects. The National GEF Focal Points will play a critical role in mobilizing resources and in raising awareness, through the district environment officers and community councils to ensure successful implementation and sustainability of the Country Programme. Host ministries for convention focal points including the UNCCD (Ministry of Forestry and Land Reclamation), UNFCCC (Ministry of Natural Resources – Meteorological Services), UNCBD (Ministry of Tourism, Environment and Culture), Ramsar (Ministry of Natural Resources – Department of Water Affairs), POPs and other agreements related to it (Ministry of Tourism, Environment and Culture – Department of Environment) are also critical for establishment of strategic partnerships for successful implementation of the GEF-SGP.

Donor Agencies

There are several bilateral and international donor agencies in Lesotho. These are engaged in various development projects which are directly and indirectly related to the core business of the GEF-SGP. For example, on-going and or just completed projects funded by the World Bank range from HIV-AIDS capacity building through health, education and private sector competitiveness to transboundary natural resources management through the Maloti Drakensberg Development Project; and water sector improvement; while the European Union among other things is contributing towards capacity building of NGOs and the civil society in general in service delivery within the context of decentralization.

The GIZ concentrates on ‘decentralization’ with a particular focus on rural development on the premise that a well functioning, decentralized administration as well as improved land management are key objectives; and the Japan Official Development Assistance for grass roots human security projects covering health, education and general issues including agriculture, environment and other areas. These ongoing initiatives have aspects of good governance, capacity building, livelihood support and environment and natural resources management all of which are in conformity with the GEF-SGP principles and philosophy. The GEF-SGP will forge linkages and identify synergies that will form the basis for partnerships and co-financing of projects.

NGOs and CBOs

Lesotho has relatively weak NGO/CBO network with the majority of organizations involved with rural development, poverty alleviation and HIV-AIDS projects with a few dealing with environmental issues. It came out clearly during the SGP preparatory process and also during the evaluation mission that capacity building in environmental management, for NGOs and CBOs, and the private sector in particular, is of utmost importance for the successful implementation of SGP in Lesotho. The majority of the NGOs and CBOs have registered with Lesotho Council of

Non-Governmental Organizations (LCN) and Participatory Ecological Land Use Management (PELUM) which are umbrella NGOs.

There are also quite a few cooperative societies established under the Cooperative Societies Act of 2000. Though effort will be made to deal directly with all NGOs and CBOs even those that are not registered with the umbrella NGOs, the SGP will take advantage of the knowledge and experience of the umbrella NGOs and the Department of Cooperatives in implementing the SGP. Both of the umbrella bodies are represented in a number of environmental management committees coordinated by the Department of Environment namely, the Committee on Waste Management, Chemical Management Committee, Committee on Environmental Data Management to name a few; and also participating development of key national documents and plans including National Strategic Development Plan. These two umbrella bodies are almost always represented in national steering committees for major environmental management projects. Their participation in these committees has exposed them to the core and emerging issues and to the national priorities in environment and natural resources management.

The Academia

The Government of Lesotho, through the Ministry of Tourism, Environment and Culture, on ratifying the CITES, designated the National University of Lesotho as the Scientific Authority for the implementation of the Convention. In addition to this the Department of Environment has and continues to engage expertise from the NUL in conducting researches and studies in various areas such as biodiversity, water quality, state of environment reporting and land degradation and desertification control; to name a few. Lerotholi Polytechnic on the other hand has participated in many workshops, seminars and environmental assessments. Furthermore, some experts from NUL sit in some environmental management committees coordinated by the Department of Environment. Various departments of the NUL are therefore aware of the national energy and environment priorities, initiatives and programmes and are thus better positioned to support on-going initiatives with targeted and appropriate research and demonstration activities.

Other Small Grants Initiatives

The SGP will also work closely with the National Forest Programme Facility and others that have small grants facilities to support national forest programmes in countries, like Lesotho, that have established partnerships with the Facility.

UNDP Country Office

The UNDP Country Office (CO) is mandated to coordinate all donor agencies in the country. As the implementing agency for the GEF-SGP, the UNDP – CO is better placed to leverage new and additional resources required as co-financing in the implementation of the GEF-SGP. Furthermore, the UNDP has been overseeing and is continuing to support implementation of other GEF funded projects like the Renewable Energy and Sustainable Land Management projects; and others including the Japan funded Africa Adaptation Project.

Furthermore, the UNDP CO was instrumental in the establishment of the National Environment Secretariat, now the Department of Environment, which is the overall coordinator of environmental issues in the country. Also the CO supported development of the Environment

Policy and Bill; and preparation of national action plans, programmes of action and strategies for implementation of multilateral environmental agreements such as the UNCCD, UNCBD and others. This puts the UNDP CO at a vantage point that will enable it to identify synergies, funding opportunities and possible intervention areas for the SGP. Discussions have been initiated on the possibility of the SGP becoming a delivery mechanism for medium sized and or full size projects implemented by the UNDP.

Other GEF Activities in Lesotho

Lesotho is one of the least developed countries that have very small portfolios of GEF funded projects despite the fact that they are faced with very serious environmental problems. The few projects that Lesotho has in its portfolio barely cover the operational programmes within the seven strategic objectives of the GEF5. The table below gives a summary of selected GEF funded projects implemented by various implementing and executing agencies of the GEF which have clear linkages to the GEF-SGP Lesotho.

Private/Business Sectors

The Lesotho Smart Partnership Hub provides an opportunity for public-private sector-participation in development and income-generating projects for communities. The GEF-SGP will benefit immensely from the foundation laid by the Hub. Smart partnership is a smart way of approaching development, cooperation, collaboration and networking for mutual benefit among all key stakeholders in both public and private sectors, including academics, labor unions, political parties, NGOs, and the community at large. The Mohloli Business Chamber which was formed when Lesotho hosted the Smart Partnership dialogue has taken a very keen interest the GEF-SGP Lesotho. Mohloli is already engaged in partnerships with some communities in water-bottling and ecotourism to name a few. Other umbrella bodies in the business and private sector arena will also be pursued. Local Hotels, such as the Sun International, have recently embarked on environmental awareness programmes. These sectors will play a critical role in providing access to private capital, training and know-how and investment partnerships. Private sector venture arrangements in which SGP can potentially deliver corporate support for communities will also be explored.

On-going and Completed GEF Funded Projects with Clear Linkages to the GEF-SGP in Lesotho

IMPLEMENTATION STATUS	OBJECTIVES / PURPOSE	SELECTED OUTPUTS/ ACHIEVEMENTS	IMPLEMENTING / EXECUTING AGENCY
<p>1. Enabling Activities to Facilitate Early Action on the Implementation of the Stockholm Convention on Persistent Organic Pollutants (POPs)</p> <p><i>Completed in 2005</i></p>	<ul style="list-style-type: none"> • To prepare the groundwork for the implementation of the Stockholm Convention in Lesotho • To allow Lesotho to meet her reporting obligations under the Stockholm Convention • To maximize government commitment and facilitate ratification of the Stockholm Convention • To strengthen national capacity to manage POPs in particular and chemicals management capacity in general. 	<ul style="list-style-type: none"> • National Implementation Action Plan for POPs • Inventories for POPs Chemicals • Proposals for sound management of chemicals • Collection of obsolete pesticides and chemicals for safe disposal • Public awareness about POPs and related environmental and health problems 	<ul style="list-style-type: none"> • UNIDO
<p>2. Southern Africa Biodiversity Support Programme (SABSP)</p> <p><i>Completed in 2006</i></p>	<ul style="list-style-type: none"> • To establish capacity and institutional mechanisms that enable SADC Member States to collaborate in regional biodiversity conservation; • To manage Invasive Alien Species; and • To apply Access and Benefit Sharing principles of the Convention on Biological Diversity. 	<ul style="list-style-type: none"> • Report on the extend and distribution of Invasive Alien Species in Lesotho • Innovative Financing Mechanisms for Biodiversity Conservation programmes. • Roster of experts for ABS and IAS. • SADC Regional Biodiversity Strategy 	<ul style="list-style-type: none"> • UNDP
<p>3. National Capacity Self-Assessment for Global Environmental Management</p> <p><i>Completed in 2006</i></p>	<ul style="list-style-type: none"> • Conduct a comprehensive assessment of the existing capacities and capacity development needs of Lesotho as it works to meet its global environmental management obligations set forth in the Rio conventions and related international instruments. 	<ul style="list-style-type: none"> • Stock-taking report on activities relating to MEAs • Thematic Assessment report on priority capacity issues across the MEAs • Cross cutting issues Assessment report • National Capacity Development Action Plan to implement MEAs 	<ul style="list-style-type: none"> • UNDP

IMPLEMENTATION STATUS	OBJECTIVES / PURPOSE	SELECTED OUTPUTS/ ACHIEVEMENTS	IMPLEMENTING / EXECUTING AGENCY
<p>4. Maloti– Drakensberg Conservation and Development Project (GEF funded)</p> <p><i>Completed in 2010</i></p>	<ul style="list-style-type: none"> The project seeks to conserve globally significant biodiversity of the Maloti/Drakensburg range and to contribute to community development primarily through nature based tourism 	<ul style="list-style-type: none"> Spatial Assessment of Biodiversity Priorities in the Lesotho Highlands (Technical Report) 20-Year (2008-2028) Conservation & Development Strategy for the Maloti Drakensberg Tourist attractions, cultural heritage sites, Managed Resource Areas boundaries and pilot areas mapped. Heritage Conservation Working Group established PPPs for nature conservation and development areas (Tšehlanyane and Sehlabathebe and Sani top development area) developed Joint Management Committee for Sehlabathebe National Park and Ukhahlamba Dormant managed resource areas revived in some mountain districts (Mokhotlong) 	<ul style="list-style-type: none"> World Bank
<p>5. Capacity Building and Knowledge Management for Sustainable Land Management in Lesotho</p> <p><i>On-going</i></p>	<ul style="list-style-type: none"> Supported by a knowledge management network, Lesotho is equipped at local and national levels with the techniques, approaches, capacity and strategy for up-scaling successful SLM in support of national biodiversity conservation, food security and poverty reduction strategies 	<ul style="list-style-type: none"> Proven, strengthened, participatory, replicable models and techniques that successfully overcome current institutional and governance barriers to SLM are ready for national implementation. Adequate local and national capacity for adapting and scaling up proven SLM models and techniques. Enhanced awareness, understanding and analysis of SLM best practice at resource user, community, local government, NGO and national government levels across the country, reflected in the relevant policies, strategies and programmes. 	<ul style="list-style-type: none"> UNDP

IMPLEMENTATION STATUS	OBJECTIVES / PURPOSE	SELECTED OUTPUTS/ ACHIEVEMENTS	IMPLEMENTING / EXECUTING AGENCY
6. Conserving Mountain Biodiversity in Southern Lesotho (CMBSL)	<ul style="list-style-type: none"> • Establishing a network of protected areas in the 3 southern districts of Lesotho • Facilitating protection of biodiversity outside protected areas in Range Management Areas as buffer zones or in RMAs that do not surround core Pas • Establish a strong network of biodiversity institutions, nationally and regionally. • Establish project organization, management and coordination at the district and national levels 	<ul style="list-style-type: none"> • Local communities empowered with increased knowledge on sustainable use of biodiversity within their areas • Useful studies undertaken: ecotourism study; biophysical studies; and the economic valuation studies 	<ul style="list-style-type: none"> • UNDP
7. National Adaptation Programme of Action on Climate Change <i>Completed</i>	<ul style="list-style-type: none"> • Identification of regions and communities vulnerable to climate change • Assessment of impact of climate change on community livelihoods • Identification and prioritization of responsive adaptation activities for • implementation in the vulnerable zones 	<ul style="list-style-type: none"> • Lesotho National Adaptation Plan of Action identifying and prioritizing responsive adaptation activities for implementation in the vulnerable zones 	<ul style="list-style-type: none"> • UNEP
8. Lesotho Renewable Energy-based Rural Electrification <i>On-going</i>	<ul style="list-style-type: none"> • Reducing energy related CO₂ emissions by promoting renewable and low Green House Gases (GHG) technologies as a substitute for fossil fuels utilized in rural areas of the country. 	<ul style="list-style-type: none"> • Awareness raising • Business development services in the renewable energy sector strengthened • Demonstration and adoption of renewable energy technologies 	<ul style="list-style-type: none"> • UNDP
9. National Biodiversity Strategy and Action Plan, and Country Report to the COP <i>Completed</i>	<ul style="list-style-type: none"> • Determination of the status of biodiversity and its management in Lesotho and determining the strategies and action plans needed to conserve and sustainably use Lesotho's biodiversity. 	<ul style="list-style-type: none"> • National Biodiversity Strategy and Action Plan (with priority programme areas for biodiversity conservation in Lesotho) • Country report on the status of biodiversity in Lesotho and existing gaps in information on biodiversity 	<ul style="list-style-type: none"> • UNDP

Annex 1: GEF SGP OP 5 PROJECT LEVEL INDICATORS

The following represent the core set of project level indicators for OP5:

SGP OP5 results indicators	
Biodiversity (BD)	
BD1	<ul style="list-style-type: none"> ○ Hectares of indigenous and community conserved areas (ICCAs) influenced ○ Hectares of protected areas influenced ○ Hectares of significant ecosystems with improved conservation status
BD2	<ul style="list-style-type: none"> ○ Hectares of production landscapes / seascapes applying sustainable use practices ○ Number of significant species with maintained or improved conservation status ○ Total value of biodiversity products/ecosystem services produced (US dollar equivalent)
Climate Change (CC)	
CCM1	<ul style="list-style-type: none"> ○ Tonnes of CO2 avoided by implementing low carbon technologies: <ul style="list-style-type: none"> ▪ Renewable energy measures (please specify) ▪ Energy efficiency measures (please specify) ▪ Other (please specify) ○ Number of community members demonstrating or deploying low-GHG technologies ○ Total value of energy or technology services provided (US dollar equivalent)
CCM4	<ul style="list-style-type: none"> ○ Tonnes of CO2 avoided by implementing low carbon technologies: <ul style="list-style-type: none"> ▪ Low carbon transport practices (please specify) ○ Total value of transport services provided (US dollar equivalent)
CCM5	<ul style="list-style-type: none"> ○ Hectares of land under improved land use and climate proofing practices ○ Tonnes of CO2 avoided through improved land use and climate proofing practices
Land degradation (LD) & Sustainable Forest Management (SFM)	
LD1	<ul style="list-style-type: none"> ○ Hectares of land applying sustainable forest, agricultural and water management practices ○ Hectares of degraded land restored and rehabilitated
LD3	<ul style="list-style-type: none"> ○ Number of communities demonstrating sustainable land and forest management practices
International Waters (IW)	
IW	<ul style="list-style-type: none"> ○ Hectares of river basins applying sustainable management practices and contributing to implementation of SAPs ○ Tonnes of land-based pollution avoided
Persistent Organic Pollutants (POPs)	
POPS	<ul style="list-style-type: none"> ○ Tons of solid waste prevented from burning by alternative disposal ○ Kilograms of obsolete pesticides disposed of appropriately ○ Kilograms of harmful chemicals avoided from utilization or release
Community Based Adaptation (CBA)	
CBA	<ul style="list-style-type: none"> ○ Number of households, businesses engaged in vulnerability reduction or adaptive capacity development activities, as a proportion of households in the community or region targeted by the project. ○ Percent change in stakeholders' behaviors utilizing adjusted practices or resources for

SGP OP5 results indicators	
	<ul style="list-style-type: none"> managing climate change risks. ○ Number of beneficiaries of project receiving training in implementation of specific adaptation measures or decision-support tools ○ Number of CBA “lessons learned” from the project
Capacity Development, Policy and Innovation (all focal areas)	
CD	<ul style="list-style-type: none"> ○ Number of consultative mechanisms established for Rio convention frameworks (please specify) ○ Number of community-based monitoring systems demonstrated (please specify) ○ Number of new technologies developed /applied (please specify) ○ Number of local or regional policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5) ○ Number of national policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5) ○ Number of people trained on: project development, monitoring, evaluation etc. (to be specified according to type of training)
Livelihoods, Sustainable Development, and Empowerment	
Cross-cutting	<p>Livelihoods & Sustainable Development:</p> <ul style="list-style-type: none"> ○ Number of participating community members (gender disaggregated) (Note: mandatory for all projects) ○ Number of days of food shortage reduced ○ Number of increased student days participating in schools ○ Number of households who get access to clean drinking water ○ Increase in purchasing power by reduced spending, increased income, and/or other means (US dollar equivalent) ○ Total value of investments (e.g. infrastructure, equipment, supplies) in US Dollars (Note: estimated economic impact of investments to be determined by multiplying infrastructure investments by 5, all others by 3). <p>Empowerment:</p> <ul style="list-style-type: none"> ○ Number of NGOs/CBOs formed or registered ○ Number of indigenous peoples directly supported ○ Number of women-led projects supported ○ Number of quality standards/labels achieved or innovative financial mechanisms put in place

LIST OF ACRONYMS

ABS	Access and Benefit sharing
BD	Biodiversity
CBA	Community Based Adaptation
CBD	Convention on Biological Diversity
CBO	Community Based Organization
CCM	Climate Change Mitigation
CD	Capacity Development
CITES	Convention on International Trade of Endangered Species of Wild Fauna and Flora
CO ²	Carbon Dioxide
COP	Conference of Parties
CPS	Country Programme Strategy
CSOs	Civil Society Organizations
CPMT	Central Programme Management Team
GEF	Global Environment Facility
GHG	Green House Gases
GIS	Geographic Information Systems
IAS	Invasive Alien Species
ICCAs	Indigenous and Community Conservation Areas
IW	International Waters
LCN	Lesotho Council of NGOs
LD	Land Degradation
MCC	Millennium Challenge Compact
MDTP	Maloti Drakensberg Transfrontier Programme
MEAs	Multilateral Environmental Agreements
M&E	Monitoring and Evaluation
NAP	National Action Programme
NAPA	National Adaptation Programme of Action
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator
NCS	National Communication Strategy
NCSA	National Capacity Self Assessment
NGO	Non-Governmental Organization
NIP	National Implementation Plan
NPFE	GEF National Portfolio Formulation Exercise
NSDP	National Strategic Development Plan
NWP	National Wetlands Programme
NUL	National University of Lesotho
NSC	National Steering Committee
OP	Operational Programme
POPs	Persistent Organic Pollutants
PRSP	Poverty Reduction Strategy Paper
PA	Programme Assistant
PAs	Protected Areas

PELUM	Participatory Ecological Land Use Management
PRA	Performance and Review Assessment
RMA	Range Management Areas
SABSP	Southern Africa Biodiversity Support Programme
SADC	Southern Africa Development Community
SAPs	Strategic Action Programmes for shared international water bodies
SC	Stockholm Convention
SFM	Sustainable Forest Management
SGP	Small Grants Programme
SLM	Sustainable Land Management
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDP CO	UNDP Country Office
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services