

TERMS OF REFERENCE

ICM/IWRM Human Capacity Needs Assessment

Services Required:	Consultancy to carry out a capacity needs assessment for ICM in higher education and ICM practitioners with relevant stakeholders in Lesotho and drafting of the Report
Project Title:	Human Capacity Development for Lesotho in Integrated Catchment Management (ICM): A Focus on the Tertiary Sector and Short Professional Courses
Duty Station:	Lesotho
Project Post:	Assessment Consultants
Languages Required :	English, knowledge of Sesotho is an added advantage
Starting Date :	4 April 2022
End date	4 May 2022
Duration of assignment:	20 working days

1. PROJECT DESCRIPTION

The Government of Lesotho, with support of international partners, has embarked on an ambitious national programme for Integrated Catchment Management (ICM) under the brand name “ReNoka” which means in Sesotho – we are a river. The European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ) has commissioned the Deutsche Gesellschaft für International Zusammenarbeit (GIZ) to support the Government of Lesotho in the implementation of Integrated Catchment Management (ICM). The Action aims to implement ICM in line with climate change adaptation principles that will rehabilitate degraded watersheds across the country and to put in place prevention measures that will halt the further degradation of Lesotho’s catchment areas. The sustainable management of Lesotho’s catchments are of critical importance for water, energy and food security not only in Lesotho itself but in the entire Orange-Senqu Basin and Gauteng Province, Southern Africa’s economic centre. Target areas of implementation include policy harmonization; institutional development; human capacity building and behavioural change communication; implementation of watershed rehabilitation measures; and support for data and monitoring.

The target area of building human capacities in Integrated Catchment Management will be facilitated through the collaboration with GIZ, WaterNet Trust, the National University of Lesotho (NUL) and other higher education institutions. Focus is laid, hereby, on students in higher learning institutions and practising water professionals in the country and region.

The consultants will work under the direct supervision of the WaterNet Programmes Coordinator in undertaking the capacity needs assessment. The project on **Human Capacity Development for Lesotho in Integrated Catchment Management (ICM): A Focus on the Tertiary Sector and Short Professional Courses** has the following project work packages:

Work Package 1: Assessment of capacity gaps in IWRM/ICM in tertiary education institutions (i.e. NUL, Lerotholi Polytechnic and the Lesotho Agricultural College) and among natural resources management professionals. Under

this work package a needs assessment will be undertaken to systematically and scientifically identify the gaps that will be addressed under work packages 2 and 3.

Work Package 2: Educational capacity building at graduate and postgraduate levels. The objective of this work package is to build knowledge capacity on IWRM/ICM at graduate and post-graduate levels. This work package will be divided into the following six sub-work packages:

- **Sub-work package 2.1:** Under this work package the post of an Academic Coordinator will be created and strengthened for IWRM/ICM at NUL. The Academic Coordinator will coordinate and provide guidance in all academic matters at undergraduate and postgraduate levels and research related to IWRM/ICM at the NUL and other high education institutions in the country.
- **Sub-work package 2.2:** Establishment of Introductory Courses in IWRM/ICM at Diploma and Undergraduate Levels aimed at building knowledge on IWRM/ICM at the two levels for enhancing current and future management of natural resources.
- **Sub-work package 2.3:** Setting up and running of a Postgraduate programme, i.e. MSc in Integrated Water Resources Management/ Integrated Catchment Management at NUL. The objective under this work package is to systematically build the relevant knowledge base at higher academic level for the management of natural resources in Lesotho conversant in IWRM/ICM.
- **Sub-Work Package 2.4:** Provision of Post-Graduate Scholarships to support sub-work package 2.3 through relevant financial support for a limited number of students in the form of scholarships as a step towards building the managerial base for IWRM/ICM.
- **Sub-work package 2.5:** Organizing internships for a limited number of qualifying Lesotho nationals in national, regional and international organizations which focus on IWRM/ICM related issues so that they can gain the necessary practical grounding in the area.
- **Sub-work package 2.6:** Coordination of research work of post-doctoral fellows who will undertake academic and action-oriented research aimed at informing ICM processes for current and future decision making for enhancing key natural resources management in Lesotho.

Work Package 3: Implementation of short courses for professionals from different natural resources sectors aimed at building the knowledge and skills capacity of the already practicing professionals in IWRM/ICM in Lesotho.

Working Package 4: Outreach and Dissemination of project outcomes to a wider audience in order to promote the adoption of best practices and knowledge sharing.

2. APPROACH & METHODOLOGY

WaterNet would like to engage a team of two consultants who will undertake a capacity needs assessment in ICM/IWRM in tertiary education institutions (i.e. NUL, Lerotholi Polytechnic and the Lesotho Agricultural College) and among natural resources management institutions and professionals in Lesotho. The consultants will also have to assess the implementation and management arrangements for the project activities. There will be a need for the consultants to take into consideration how the different work packages and sub work packages are interlinked and integrated. The team of consultants must provide evidence-based information that is credible, reliable and useful.

The assessment team will review all relevant sources of information including documents prepared by the Lesotho ICM Coordination Unit and the Skills and Knowledge document prepared with the assistance of GIZ, the WaterNet Project Document, relevant policies related to higher education and professional development on ICM/IWRM. The Assessment report that will be produced will act as a baseline document that will be used to measure changes and impact at mid-term and end of project.

The Assessment team is expected to follow a collaborative and participatory approach by ensuring close engagement with the Project Team from WaterNet and stakeholders from the ICM Coordinating Unit, NUL, Lerotholi Polytechnic College, the Lesotho College of Agriculture and the Lesotho College of Education and other key stakeholders.

Due to the Covid 19 pandemic situation, the consultants have an opportunity of carrying out some of the engagements virtually. The assessment team will have to develop an appropriate methodology which can be partly virtual and face-

to-face, desk reviews, data analysis, surveys and assessment questionnaires. The team can be composed of someone from Lesotho while another consultant can work remotely. This should be detailed in the Assessment Inception Report and agreed with the WaterNet Secretariat.

If part of the assessment is to be carried out virtually, consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer should be considered as some may be working from home where they do not have access to internet and computers. No stakeholders, consultants or WaterNet staff should be put in any harm as safety is the key priority.

The specific design and methodology for the assessment should emerge from consultations between the consulting team and the above-mentioned parties regarding what is appropriate and feasible for meeting the purpose and objectives and answering the evaluation questions. The assessment team must use gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs are incorporated into the report.

The final methodological approach including interview schedule, field visits and data to be used in the assessment must be clearly outlined in the Inception Report and be fully discussed and agreed between WaterNet, other stakeholders in Lesotho and the assessment team.

The final report must describe the full assessment approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the assessment.

3. SCOPE OF WORK

3.1. ICM/IWRM Related Areas

The consultants will have to assess the following areas with respects to ICM/IWRM in Lesotho:

3.1.1. Stakeholder Analysis: The assessment will need to be done taking into consideration the key assessment criteria of relevancy of the project, effectiveness and efficiency in project implementation, the likely impacts of the projects to Lesotho and sustainability of the different activities beyond the lifespan of the project.

- The consultants will have to undertake a stakeholder mapping and analysis exercise focusing on those stakeholders involved in ICM/IWRM related activities. This will mainly build on the work that has already been done by the Government of Lesotho. A report on Skills and Knowledge Strategy has been produced which maps the stakeholders involved in ICM in the country and the human capacity gaps currently existing in the country. The profiling of stakeholders should be grouped as follows:
 - Primary stakeholders
 - Secondary stakeholders
 - Tertiary stakeholders
- The linkages between and among the stakeholders will have to be established and their strength, weaknesses, opportunities and threats (SWOT) in terms of capacity gaps will need to be done.

3.1.2. Academic Coordinator: Assess the capacity of NUL as an anchor of educational activities related to ICM/IWRM in Lesotho. The assessment has to focus on the capacity of NUL to coordinate the educational activities internally and externally. In order for the effective coordination of ICM/IWRM educational and research activities, NUL has appointed an Academic Coordinator who is a senior academic to coordinate ICM/IWRM inter-departmental activities at the University and at other tertiary institutions which include Lerotholi Polytechnic College and the Lesotho Agricultural College and other stakeholders. The assessment will need to analyse the functionality of the office of the Academic

- Coordinator in coordinating ICM/IWRM educational activities at diploma, undergraduate and post-graduate levels and to focus on the possibility for a deputy coordinator at NUL.
- 3.1.3. Capacity building at diploma and undergraduate levels:** The consultants will have to review undergraduate programmes offered by National University of Lesotho and related programmes offered by the Lerotholi Polytechnic and the Lesotho Agricultural College with the aim of introducing standard introductory modules in ICM/IWRM for diploma and undergraduate programmes. The assessment should take into consideration a modular layout of ICM/IWRM for the introductory modules that can be scaled to different levels (e.g. diploma, undergraduate, graduate) but open for adjustment to specific needs of the target institution/students (e.g. agriculture, natural sciences, law, agriculture). The assessment will need to consider the establishment of a steering committee on ICM/IWRM meant to facilitate the mainstreaming process among the institutions composed of the representatives of NUL, Lerotholi Polytechnic and the Lesotho Agricultural College which will operate under the NUL Academic Coordinator.
- 3.1.4. Postgraduate programme, i.e. MSc in ICM/IWRM and Scholarships:** The consultants will need to assess how the NUL, under the guidance of WaterNet can set up a post-graduate programme in ICM/IWRM. They will need to recommend the model that can be adopted for running the programme. Thus, the MSc Programme in ICM/IWRM at NUL will need to be interdisciplinary (i.e. cutting across natural sciences, agriculture, social sciences and law) in outlook and aimed at producing key personnel for the Lesotho’s natural resources management sector and the SADC region and beyond. The graduates will basically need to be relevant for the labor market. The setting up of the programme can be informed by the WaterNet’s Regional Masters Programme in IWRM model that is co-hosted by the University of Dar es Salaam and University of Zimbabwe with specializations at other 5 universities in the region. The assessment will need to recommend the nature and type of experts that will be needed in the development of different modules of the programme. Part of the assessment will need to come up with an appropriate scholarship model for the students.
- 3.1.5. Post-doctoral Fellowships:** The project will support post-doctoral fellows from Lesotho to undertake research in specific problematic areas of ICM/IWRM in one or more of the 6 pilot sub-catchment areas. Action-oriented research will be encouraged where the fellows will work with relevant stakeholders who include government departments and communities to solve specific challenges. The research projects for the doctoral fellows will be expected to focus on critical ICM/IWRM issues in Lesotho so that they can inform policy, planning and programme and project implementation under the support of ICM but also for ReNOKA. This will be basically to validate and inform ICM processes and measures in the country. Furthermore, the post-doctoral research projects also expected to make some input in informing the MSc. and undergraduate introductory modules either on core ICM/IWRM topics or on specialization topics (to be identified through assessment).
- 3.1.6. Internship Programme:** The consultants will need to assess the viability and organisation of the Internship Programme that will offer relatively recent graduates already working in different relevant organizations with an opportunity to gain direct practical experience within the realm of ICM/IWRM. The programme will be relevant to practitioners in key ICM/IWRM related positions in Lesotho. The interns will undergo practical exposure/training in relevant organisations such as river basin organisations (e.g. OKACOM, ORASECOM and ZAMCOM), and those working in the areas related to ICM/IWRM (WWF and IUCN). The interns will have backgrounds related to ICM/IWRM and will be attached to relevant organisations nationally, regionally and internationally where their educational experience can be practically enhanced through capacity building opportunities.
- 3.1.7. Short Professional Training:** WaterNet will facilitate short Professional competency training through short courses in order to build Lesotho’s capacity in specific ICM/IWRM areas. The trainings will be targeted to relevant government departments (e.g. water, agriculture, lands, forestry), parliament, ORASECOM, water utilities, municipalities, private sector, practicing water professionals and local communities in the country. The human capacity assessment will need to recommend the ICM/IWRM related areas that need strengthening and these will need to be linked to other areas of undergraduate, postgraduate and post-doctoral assessments. A key recommendation from the assessment is on the

institutionalisation of short courses so that this aspect of the project can continue beyond the project. A total of 12 short professional courses will need to be implemented.

- 3.1.8. ReNOKA/ICM-WaterNet Activities Interface:** The various assessments will have to incorporate a view on current activities under ReNOKA/ICM and advice on potential interfaces/opportunities with the WaterNet project components to address capacity needs. The assessment will need to recommend ways and means on how the different activities highlighted above will be sustained beyond the project.

3.2. Project Implementation and Management Arrangements

3.2.1. Management Arrangements:

- Assess overall effectiveness of the proposed project management as outlined in the Concept Note and advice of any necessary changes.
- Assess the clarity of responsibilities of the different personnel who are tasked with the implementation of the programme.
- Review the quality of support provided by the GIZ, ICU and NUL and recommend areas for improvement.

3.2.2. Work Planning:

- Assess any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Have there been any project planning issues and implementation delays caused by COVID-19?
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Assess the use of the project's results framework/ logframe as a management tool and recommend any changes.

3.2.3. Project Finances:

- Assess and see if the project has the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds.

3.2.4. Project-level monitoring and evaluation systems:

- Assess the monitoring tools for the project: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Have sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
- Review the extent to which relevant gender issues were incorporated in monitoring systems.

3.2.5. Stakeholder Engagement:

- Assess the extent to which the project has included and leverage on the appropriate stakeholders, i.e. primary, secondary and tertiary. Recommend the inclusion of stakeholders that might have been left out of the project.
- Assess the extent to which the project has buy in from key stakeholders that include central government, government ministries and departments, NUL and the relevant colleges.
- Assess the extent to which the project take into consideration gender issues.

3.2.6. Project Reporting:

- Assess the capacity of WaterNet to timely report progress to GIZ and other key stakeholders.

3.2.7. Communications & Knowledge Management:

- Assess the proposed internal project communication strategy with stakeholders: how regular is this communication supposed to be and will this be effective? What are the proposed feedback mechanisms when

communication is received? Does the proposed communication with stakeholders have the potential to contribute to the awareness of project outcomes and activities and investment in the sustainability of project results?

- Assess the proposed external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or does the project have proposed appropriate outreach and public awareness campaigns?);
- Assess the proposed knowledge activities/products that are to be developed

3.2.8. Sustainability:

- Assess the likelihood of financial and economic resources being available once the funding assistance ends (consider potential sources of financial resources from public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?
- Assess the social or political risks that may jeopardize sustainability of project outcomes?
- Assess the extent to which the legal frameworks, policies, governance structures and processes have the potential to support the sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

4. EXPECTED OUTPUTS AND DELIVERABLES:

The consultant will be responsible for the following outputs and related activities:

- Development of the inception report
- Design and preparation of data collection instruments
- Design and preparation for stakeholder and field consultations;
- Consultations of stakeholders in Lesotho for a period of 7-12 days;
- Production of a report collating the findings, and contact lists of those consulted
- Development of the assessment report requested;
- Any other duties as necessary for the satisfactory completion of the consultations as directed by WaterNet Executive Manager

5. FINAL REPORT

The report that will be produced by the consultants should highlight the following:

- Current status of ICM/IWRM in Lesotho in tertiary institutions at diploma, undergraduate and post-graduate levels
- Current knowledge of ICM/IWRM among professionals from relevant government departments and other organisations
- Current efforts in the implementation of ICM/IWRM in the country and the outcomes
- Inclusion of advice on interfaces to ongoing implementation/ projects in order to strengthen education with hands on experience
- How the implementation of ICM/IWRM under the project can be enhanced at the following levels
 - Tertiary institutions:
 - diploma, undergraduate and post-graduate levels
 - Post-doctoral studies
 - Professional training
 - Internships
 - Knowledge management and dissemination
- Possible projects risks
- How project activities can be sustained beyond the project
- Recommendations

6. DURATION OF THE WORK:

The assignment is expected to take about 20 working days, and the work must be completed by 20 April 2022.

7. EXPERTISE & QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR:

- At least five years of experience related to human capacity building in ICM/IWRM
- Experience in development of curricular for diploma, undergraduate and post-graduate studies in ICM/IWRM
- Demonstrate experience in undertaking research work and the supervision of MSc and PhD students
- Demonstrated ability to write in English:
- Demonstrated community consultations experience.
- Excellent communication and organisational abilities;
- A strong awareness of and adherence to national policy and international best practices to reduce transmission risk of COVID-19;

8. LANGUAGE

- Fluency in English is required and eloquence of Sesotho will be an added advantage

9. HOW TO APPLY

Qualified and interested consultants should submit the following documents:

- An expression of interests detailing an understanding of the Terms of Reference (ToRs) and methodology. This should be not more than 7 pages excluding the cover, table of contents and annexes
- CVs of the proposed team;
- Financial proposal

10. EDUCATION

- At least a Master's degree in an ICM/IWRM related area;

11. SUBMISSION PROCESS:

Suitable and qualified candidates are encouraged to send their expression of interests to the WaterNet Executive Manager on jmkileshye-onema@waternetonline.org with a copy to waternet@waternetonline.org.

Closing date for applications: **18 March 2022**