

PROGRESS EVALUATION: TERMS OF REFERENCE

HUMAN CAPACITY DEVELOPMENT IN INTEGRATED CATCHMENT MANAGEMENT PROJECT FOR LESOTHO

Services Required:	External Evaluation Consultancy to: Carry out a progress evaluation for the project on ICM focusing on ReNOKA stakeholders including the Integrated Catchment Management Coordination Unit (ICU), government departments, GIZ, higher education institutions and any other relevant stakeholders involved in ICM activities in Lesotho; Draft the relevant reports, inception, draft and final reports.
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:	External Consultants for Progress Evaluation
Languages Required :	English and knowledge of Sesotho, an added advantage by one of the consultants
Duration of assignment:	20 days

1. PROJECT DESCRIPTION

The Government of Lesotho, with support of international partners, embarked on an ambitious national programme for Integrated Catchment Management (ICM) under the brand name “ReNOKA” which in Sesotho means – ‘we are a river’. The European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ) commissioned the Deutsche Gesellschaft für International Zusammenarbeit (GIZ) to support the Government of Lesotho in the implementation of 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 hub. 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 capacity building in ICM is facilitated through the collaboration of GIZ, ICU, WaterNet Trust, the National University of Lesotho (NUL) and other higher education institutions. The project started in August 2021 and is due for an extension up to December 2025. The timely implementation of some of the activities of the project activities were affected by the COVID 19 pandemic and other unforeseen factors which the progress evaluation will have to look into.

The external consultants will work under the direct supervision of the WaterNet Programmes Coordinator in undertaking the progress evaluation. 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 ICM/IWRM 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 is to be undertaken to systematically and scientifically identify the gaps that the project has to address under the various work packages.
- ◆ **Work Package 2:** Educational capacity building at graduate and postgraduate levels. To build knowledge capacity on ICM/IWRM at graduate and post-graduate levels. This work package is divided into the following seven sub-work packages:



- ◇ **Sub-work package 2.1:** Under this work package the post of an Academic Coordinator will be created and strengthened for ICM/IWRM at NUL. The Academic Coordinator will coordinate and provide guidance in all academic matters at undergraduate and postgraduate levels and research related to ICM/IWRM at the NUL and other higher education institutions in the country;
- ◇ **Sub-work package 2.2:** Mainstreaming of ICM/IWRM in existing diploma and undergraduate courses aimed at building knowledge on ICM/IWRM 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 Catchment and Water Resources Management (ICWRM) 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 ICM/IWRM;
- ◇ **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 ICM/IWRM;
- ◇ **Sub-work package 2.5:** Organizing internships for a limited number of qualifying Lesotho nationals in national, regional and international organizations which focus on ICM/IWRM related issues so that they 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;
- ◇ **Sub-work package 2.7:** Coordination of an educational market fair for tertiary institutions in Lesotho. The event will provide an opportunity for the students from tertiary institutions to present their programme structures, innovations and engage with stakeholders from government, industry and NGO sector who are the potential employers. The stakeholders from the mentioned organizations will also have an opportunity to showcase what their organizations do and where the various students can fit in within their organizations.
- **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;
- **Work Package 5:** Support the establishment of the ReNOKA Research Series under the Water Institute (WI) at the National University of Lesotho.

2. APPROACH & METHODOLOGY

WaterNet would like to engage a team of two consultants who will undertake the progress evaluation for the project. The focus will be on the progress that has been made so far in the implementation of the different work packages of the project, challenges faced and how these can be addressed.

The stakeholders that will be consulted include the tertiary education institutions (i.e. NUL, Lerotholi Polytechnic and the Lesotho Agricultural College) and among natural resources management institutions and professionals in Lesotho. Other stakeholders that will need to be consulted include some of the trainees from professional training courses that have been held, participants of the international internship programme and students undertaking the MSc Programme in Integrated Catchment and Water Resources Management.

The consultants will have to assess the implementation and management arrangements for the project activities. The team of consultants must provide evidence-based information that is credible, reliable and useful.

The progress evaluation team will review all relevant sources of information including documents prepared by the Lesotho ICM Coordination Unit and the Skills and Knowledge documents prepared with the assistance of GIZ, the WaterNet Project Documents, relevant policies related to higher education and professional development on ICM/IWRM. The consultants will also have to review the Capacity Needs Assessment report produced at the beginning of the project which is a baseline document used to measure changes and impacts.

The evaluation team is expected to follow a collaborative and participatory approach by ensuring close engagement with the Project Team from WaterNet (i.e. Executive Manager, Programmes Coordinators, Project Officer and Financial Accountant) and stakeholders from the ICM Coordinating Unit, NUL, Lerotholi Polytechnic College, the Lesotho College of Agriculture and other key stakeholders.

The consultants have an opportunity of carrying out some of their engagements virtually. The team will have to develop an appropriate methodology which can be partly virtual and face-to-face, desk reviews, data analysis, surveys and questionnaires. The team should ideally be composed of someone from Lesotho while another consultant can be from outside but should visit the country for data collection purposes. This should be detailed in the expression of interest and 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.

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

3. SCOPE OF WORK

The MTE team will assess the following four categories in relation to project progress.

3.1. Project Strategy

3.1.1. Project Design:

- ◆ Analyze the underlying challenge addressed by the project and its assumptions.
 - ◇ Assess the assumptions or any changes to the context in relation to achieving the project results as outlined in the project document.
- ◆ Assess the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results.
- ◆ Assess the extent to which the project addresses country priorities and ownership in relation to ICM/IWRM.
 - ◇ Was the project concept in line with the national sector development priorities and plans?
- ◆ Review the project development process, i.e. the extent to which stakeholders were consulted and how they contributed to the development of the project concept.
 - ◇ Review the extent to which key stakeholders are involved in the implementation of the project.
- ◆ Review the extent to which relevant gender and social inclusion issues were raised in the project design.

3.1.2. Project Logical Framework:

- ◆ Undertake a detailed analysis of the project's logical framework indicators and targets, assess how "SMART" the current and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- ◆ Are the project's objectives, work packages and outcomes clear, practical, and feasible within its time frame?
- ◆ Examine if progress so far has led to or could in the future enhance sustainable development for the country through the implementation of ICM.
- ◆ Examine the Logical framework elements that had to be adjusted in light of delays that have taken place, e.g. COVID-19 situation and other factors beyond WaterNet's control.

3.2. Progress Towards Results

- ◆ Review the logical framework indicators against progress made towards the end-of-project targets; design and populate a Progress Towards Results Matrix. Use color codes for progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for the project work package or sub-work package and each outcome; make recommendations from the areas marked as "not on target to be achieved" (red).
- ◆ Compare and analyze the Capacity Needs Assessment Indicators at the Baseline with the one completed right before the Progress Evaluation.
- ◆ Identify remaining barriers to achieving the project objective in the remainder of the project.
- ◆ By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.
- ◆ Examine how COVID-19 and other factors have affected progress towards results.

3.3. Project Implementation and Management

3.3.1. Management Arrangements

- ◆ Review overall effectiveness of project management as outlined in the Project Document.
- ◆ Have changes been made and are they effective?
- ◆ Are responsibilities and reporting lines clear?
- ◆ Is decision-making transparent and undertaken in a timely manner?
- ◆ Recommend areas for improvement.
- ◆ Review the roles and responsibilities of each member of the management team and how each position is contributing/hindering the successful implementation of the project.
- ◆ Review the level of support being provided by GIZ, the ICM Integrated Coordinating Unit (ICU), educational institutions and relevant government departments.
- ◆ Review the role of GIZ, the ICM Integrated Coordinating Unit (ICU), educational institutions and relevant government departments in the implementation of the project.

3.3.2. Work Planning

- ◆ Review 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 and other external factors?
- ◆ Are work-planning processes results-based?
 - ◇ If not, suggest ways to re-orientate work planning to focus on results?
- ◆ Examine the use of the project's logical framework as a management tool and review any changes made to it during project implementation.

3.3.3. Project Financing

- ◆ Assess the financial management arrangements of the project.
- ◆ Analyze how the financial management arrangement of the project has had an effect on cost- effectiveness.
- ◆ Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- ◆ Review the extent to which such revisions have been influenced by COVID-19.
- ◆ Does the project have 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?

3.3.4. Project-level monitoring and evaluation systems

- ◆ Review the monitoring tools currently being used:
 - ◇ Do they provide the necessary information?
 - ◇ Do they involve key partners?
 - ◇ 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.
 - ◇ Are sufficient resources being allocated to monitoring and evaluation?
 - ◇ Are these resources being allocated effectively?
- ◆ Review the extent to which project M&E has been affected by COVID-19 and the measures in place to effectively monitor and evaluate the project.

3.3.5. Stakeholder Engagement

- ◆ Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- ◆ Participation and country-driven processes:
 - ◇ Do local and national government stakeholders support the objectives of the project?
 - ◇ Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?

3.3.6. Reporting

- ◆ Assess how reporting of project activities has been done since implementation started.
- ◆ Assess how well the Project Team fulfils the EU and GIZ reporting requirements.
- ◆ Assess the extent to which the reporting process contributes to GoL, ReNOKA & SADC HCD plans.
- ◆ Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

3.3.7. Communications & Knowledge Management

- ◆ Review the project communication channels with broader spectrum of stakeholders.
- ◆ Review internal project communication with stakeholders:
 - ◇ Is communication regular and effective?
 - ◇ Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received?
 - ◇ Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- ◆ Review 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 did the project implement appropriate outreach and public awareness campaigns?;
 - ◇ Review factors which has affected project communication and knowledge management; and the mechanisms in place to sustain the effectiveness of the strategy.
- ◆ List knowledge management activities/products developed.
 - ◇ Review the format of knowledge management products to ensure utilization by beneficiaries (i.e. Water Institute, Lerotholi Polytechnic, Lesotho Agricultural College).
- ◆ Application of the knowledge products nationally and regionally.

3.4. Sustainability

- ◆ Assess the opportunities that are there for further uptake and rollout of ICM within the region and its embedment in regional strategies such as the RSAP and the SCHDP;
- ◆ 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.
- ◆ Assess the internalization and ownership of ICM implementation by partners and players nationally and regionally.

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 10 days;
- ◆ Production of a report collating the findings, and contact lists of those consulted;
- ◆ Development of the progress evaluation draft and final reports;
- ◆ Any other duties as necessary for the satisfactory completion of the consultations as directed by WaterNet Executive Manager.

5. FINAL REPORT

The consultants are expected to produce a synthesized report of the findings. The structure of the report that will be produced should be presented in the inception report.

6. DURATION OF THE WORK

The assignment is expected to take 20 days, and the work must be completed by 30 November 2024.

7. EXPERTISE & QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTORS

- ◆ At least a Master's degree in an ICM/IWRM related area;
- ◆ At least five years of experience related to human capacity building in ICM/IWRM;
- ◆ Demonstrate experience in undertaking similar work;
- ◆ Demonstrated ability to write in English and eloquence in Sesotho by one of the team members will be an added advantage;
- ◆ Demonstrated community consultations experience;
- ◆ Excellent communication and organizational abilities.

8. HOW TO APPLY

Qualified and interested consultants should submit the following documents:

- ◆ An expression of interests highlighting understanding of the Terms of Reference (ToRs), methodology to be used and workplan. This should be not more than 7 pages (single spacing, Times New Roman, size 12 font) excluding the cover, table of contents and annexes
- ◆ Financial proposal.
- ◆ CVs of the proposed team members.

9. 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: **10 October 2024.**