

SGP COUNTRY PROGRAMME STRATEGY FOR OP7

LESOTHO



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Abbreviations and acronyms

, Small Islands Developing States (SIDS), 11	National Adaptation Plans of Action (NAPA), 8
Annual Monitoring Report (AMR),, 32	National Biodiversity Strategy and Action Plan (NBSAP), 8
<i>Appropriate Technology Section (ATS)</i> , 12	National Capacity Self-Assessment (NCSA), 8
Central Programme Management Team (CPMT), 29	National Coordinator (NC)., 27
civil society organizations (CSOs), 5	National Implémentation Plan (NIP), 8
community-based organizations CBOs), 5	National Steering Committee (NSC), 27
Conference of the Parties (COP), 20	Nationally Appropriate Mitigation Actions (NAMA), 8
Convention on Biological Diversity (CBD), 8	Nationally Determined Contributions (NDCs), 8
Country Programme Strategy (CPS), 22	Non-Governmental Organizations - NGOs, 5
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Development Authority (LHDA), 14	Operational Phase of the SGP (SGP OP7, 5
Early Warning System (EWS), 5	Persistent Organic Pollutants, 8
European Union (EU), 10	Poverty Reduction Strategy Paper (PRSP), 8
Global Environment Facility (GEF, 5	Senqu River Basin (SRB), 13
Government of Lesotho (Gol), 6	Senqu River Valley (SRV),, 15
Indigenous Community Conserved Areas (ICCAs), 10	Small and Medium Enterprises SMEs, 31
International Fund for Agricultural Development (IFAD), 6	Small Grants Programme (SGP, 5
<i>Land Degradation Neutrality (LDN)</i> , 31	Strategic Action Programmes (SAPs), 8
Least Developed Countries Fund (LDCF), 5	Sustainable Development Goals (SDGs), 5
Lesotho Meteorological Services (LMS), 5	UN Framework Convention on Climate Change (UNFCCC), 8
Lesotho National Federation of Organizations of the Disabled (LNFOD), 24	United Nations Development Assistance Framework (UNDAF), 10
Maloti Drakensberg Park (MDP), 7	United Nations Development Programme (UNDP, 5
Management of Protected Areas Conservation Project (COMPACT), 7	United Nations Educational, Scientific and Cultural Organization (UNESCO), 7
Ministry of Agriculture and Food Security (MAFS), 11	Wool and Mohair Promotion Project (WAMPP), 6
Ministry of Energy and Meteorology (MEM), 11	World Food Programme (WFP), 10
Ministry of Forestry, Range and Soil Conservation (MFRSC), 10	

Table 1 Financial Resources - SGP Country Programme (estimated US\$)¹

Total SGP Grants to date since 2009:	USD 1,816,664
OP7 GEF Core Funds:	USD \$500,000 (tbc)
OP7 GEF STAR Funds:	USD 100,000 (tbc)
Other funds (secured)	USD 237,000
Other funds (expected/to be mobilized)	USD 100,000 (other GEF pipeline projects)

OP7 Resources (in USD)			
Funding Source	Secured	Projected	Total Estimated
GEF SGP CORE	500,000.00	-	500,000.00
National Steering Committee and Technical Working Groups ²	30,000.00	-	30,000.00
SE4ALL		4,000.00 ³	4,000.00
Integrated Watershed Management for improved agro-pastoral livelihoods in the Sepabala sub-catchment	-	22,000.00 ⁴	22,000.00
National University of Lesotho ⁵		50,000.00	50,000.00
UNDP Lesotho	10,000	-	10,000.00
UN Accelerator Labs	-	10,000.00	10,000.00
SGP Partnership Programmes			
<i>COMPACT</i>			
UNESCO World Heritage Centre ⁶	145,000.00	200,000.00	345,000.00
Maloti Drakensberg Transfrontier Development Project (MDTP)	-	5,000.00	5,000.00
Mountain Partnership	92,000.00	-	92,000.00
Government			
Department of Water Affairs – Integrated Catchment Management Project ⁷	-	40,000.00	40,000.00
Ministry of Forestry, Range and Soil Conservation – Range Resources Management ⁸	-	50,000.00 ⁹	50,000.00
Ministry of Agriculture	-	20,000.00 ¹⁰	20,000.00
Ministry of Tourism, Environment and Culture	-	10,000.00 ¹¹	10,000.00
Lesotho Tourism Development Corporation	-	10,000.00 ¹²	10,000.00
TOTAL REQUIRED FOR OP 7			1,198,000.00

¹ The level of SGP OP7 resources is an estimated total of: (i) the GEF7 core grant allocation (to be reviewed annually by CPMT on the basis of performance, co-financing and strategic partnerships, demonstrated NSC commitment rates, and UNOPS delivery); (ii) approved STAR resources; as well as (iii) other sources of third party cost sharing & co-financing (country, regional and/or global levels). SGP countries with remaining OP6 balances that have not been pipelined will be expected to use these balances in line with the OP7 strategic approach in order to be coherent in terms of SGP programming and results expected.

² Time volunteered to programme for strategizing, proposals reviews and project monitoring visits.

³ 1% of total project funds

⁴ 1 % of total project funds for SGP projects within project site

⁵ Volunteer technical and professional time in terms of the signed memorandum of intend with UN Agencies. 2016.

⁶ Resources secured from UNESCO for implementation of the COMPACT Project in the Transboundary Maloti Drakensberg Park World Heritage Site.

⁷ 10% of total project funds through support to local communities to respond to calls for proposals both within and outside selected landscapes

⁸ Monetary value estimated as per our targets: Tree seedlings, grass seed, Bamboo seedlings etc.

⁹ Monetary value for Training and technical backstopping, extension services

¹⁰ Training and extension services to all projects supported by SGP

¹¹ Training and technical backstopping; Park Management support to COMPACT Project

¹² Technical backstopping to all ecotourism projects supported by SGP



1 BACKGROUND

As a corporate programme of the Global Environment Facility (GEF), the GEF Small Grants Programme (SGP), implemented by United Nations Development Programme (UNDP), aligns its strategies for the Seventh Operational Phase (OP 7) with those of the GEF and co-financing partners and provides a global portfolio of *innovative, inclusive, and impactful* projects that address global environmental and sustainable development issues.

Action at the local level by civil society organizations (CSOs) and community-based organizations (CBOs), including women groups, indigenous peoples, youth, and persons with disabilities is recognized essential to form multi-stakeholder alliances to deliver global environmental benefits and contribute to the GEF-7 Programming Directions, UNDP's Strategic Plan 2018-2021, and national priorities to achieve the UN Sustainable Development Goals (SDGs) and other international commitments.¹³

Building on its experience spanning 26 years of successful operations in total over 133 countries, the 7th Operational Phase of the SGP (SGP OP 7) aims *"to promote and support innovative, inclusive and scalable initiatives, and foster multi stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes."*

2.0 SUMMARY BACKGROUND: KEY RESULTS/ACCOMPLISHMENTS

The Lesotho SGP project portfolio has grown steadily from 17 in OP4 to more than 80 by end of OP6 in December 2019. In addition, the awareness about the environmental challenges facing the country grew and more CSOs became aware of and sought to access the SGP. The Programme, now in its 12th year (2008 – 2019), has to date registered 82 community project grants with over USD 1.8 million awarded in grants to local communities through more than 50 civil society organizations (Non-Governmental Organizations - NGOs, CBOs and academic and research institutions) benefiting more than 5000 people, majority being women followed by men and youth and reaching more than 10,000 in awareness campaigns.

In contrast to OP4 and OP5 where interventions were distributed countrywide, in OP6 the SGP in Lesotho adopted the landscape approach, with the Senqu/Orange River Basin selected as the priority landscape for SGP interventions in OP6, thus resulting in an increase in the mass of projects in the landscape that is inhabited mostly by the less literate and most impoverished of the populace who are, on the other hand, entrusted with the stewardship of the country's biodiversity hotspots and strategic water source areas of international significance. With agriculture, particularly livestock farming, being the main livelihood support activity in this rugged terrain, community landscape conservation with focus on sustainable rangeland management continued to dominate the project portfolio in OP6 (Table 2).

A number of baseline initiatives are on-going and /or in the pipeline across the Senqu River Valley landscape. Four of six sites of the GEF Least Developed Countries Fund (LDCF) project on early warning project titled "Improvement of an Early Warning System (EWS) Against Climate Induced Disasters and Hazards" will be piloted in target landscape. The project will seek to establish a fully operational EWS through three Components: i) Establishment of necessary infrastructure and human capacity in Lesotho Meteorological Services (LMS) to enable a fully functional national EWS; ii) Creation of institutional mechanisms for coordination and implementation of EWS in Lesotho and for use of climate information

¹³ The initial SGP OP7 concept was incorporated into the strategic directions for the overall GEF-7 replenishment negotiations in 2017, and subsequently approved by the GEF Council paper "GEF Small Grants Programme: Implementation Arrangements for GEF-7" (GEF/C.54/05.ev) in June 2018.

generated in Component 1 in policy making and sector planning; and iii) Piloting packaging and dissemination of EWS messages to different stakeholders/end. Secondly, the Wool and Mohair Promotion Project (WAMPP) is an International Fund for Agricultural Development (IFAD) /Government of Lesotho (GoI) funded project operating across Lesotho but mainly in the mountain districts including the Senqu River Valley from Quthing to Mokhotlong. The Project seeks to improve the resilience of smallholder farmers from the impacts of climate change through three key components: i) climate smart rangeland management; ii) livestock improvement and management; and iii) Marketing and processing of livestock products.

Thirdly, the World Food Programme/Government of Lesotho project funded by the Adaptation Fund is due to start operation in Quthing as one of three sites of implementation. The Project is titled “Improving Adaptive Capacity of Vulnerable and Food Insecure Populations in Lesotho”. Its goal is to enhance the adaptive capacity and build the resilience of vulnerable and food insecure households and communities to the impacts of climate change on food security. The project will achieve this by pursuing the following three objectives: a) Strengthening government capacities to generate climate information and promote its use to forecast risks of climate shocks, mobilise early action, and co-develop tailored and locally relevant climate services for communities; b) Raising awareness of communities, women, youth, people living with HIV, and other vulnerable groups on the impacts of climate change, the importance of adaptation, and the use of climate information for seasonal planning and climate risk management; and c) Designing and implementing, through a community-based planning process, local resilience and adaptation plans focusing on robust asset creation schemes, income diversification and market linkages, for increased adaptive capacity and household resilience.

Table 2 Distribution of Project Grants by Strategic Initiative and by Focal Area in OP6

Source: Project Portfolio. (SGP Database)							
Strategic Initiative/Outcome	Number of Projects	Main Focal Area per Intervention					
		BD	CC	LD	IW	CH	CD
Community landscape conservation	20	3	0	16	1	0	0
Climate smart innovative agro-ecology	0	-	-	-	-	-	-
Low carbon energy access co-benefits	0	-	-	-	-	-	-
Local to global chemical management coalitions	0	-	-	-	-	-	-
CSO-Government Policy and Planning Dialogue Platforms	1	-	-	-	-	-	1
Promoting Social Inclusion	1	-	-	-	-	-	1
Country Programme Strategy	2	-	-	-	-	-	2
South-South Community Innovation Exchange (COMPACT)	1	1	-	-	-	-	-
Global Reach for Citizen Practice-Based Knowledge Programme	1	-	-	1	-	-	-
TOTAL NUMBER OF PROJECTS IN OP6	26	4	0	17	1	0	4

Through the established grantee and other partnerships that form the backbone of the SGP, more than 4000 hectares of degraded land, mostly rangelands, has been rehabilitated and put back to productive use and under sustainable management. There is a notable decrease in incidents of wild fires



particularly within the Mokhotlong and Qacha's Nek project areas with the water table and water retaining capacity of wetlands all together covering more than 10 ha improved. The SGP has contributed to the establishment of community botanical gardens, adoption of renewable energy technologies such as biogas production, solar energy and energy saving stoves to name a few, and enhanced the capacity of NGOs and CBOs in project development and management and leadership and conflict resolution. The programme has seen more than 50 species of plants, including those gazetted by government as threatened and protected, conserved and protected. There has also been notable impact on preservation of cultural heritage, specifically san rock art caves containing some of the unique paintings found in southern Arica. Following the declaration of the Sehlabathebe National Park as part of the transboundary Maloti Drakensberg Park (MDP) World Heritage Site, a transboundary Community Management of Protected Areas Conservation Project (COMPACT) has been established and is being implemented jointly by Lesotho and South Africa, the two countries managing the MDP. The COMPACT project is meant to empower and strengthen involvement and beneficiation of the local communities in the management and preservation of the outstanding universal value of Sehlabathebe National Park. Through capacity development and CSO-government dialogue grants, the weak CSO network and mountain communities, particularly in the priority landscape are being empowered and mentored to develop and implement community environmental protection projects that enhance the livelihoods of mountain communities.

Resource mobilization efforts, particularly at Country Program 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 planning grant was secured from the United Nations Educational, Scientific and Cultural Organization (UNESCO) and some funding from the UNDP CO in Lesotho, working jointly with MDP Authorities, to establish the COMPACT project. UNESCO has made a pledge to further support implementation of the COMPACT. The selection criteria developed for identification of the priority landscape for SGP interventions in OP6 and also in OP7, has influenced location of a GEF funded sustainable land management project in the SGP priority landscape thereby increasing coverage of interventions in the landscape. Through the green-a-cattle post campaign, an initiative aimed at highlighting the critical role played by herd-boys in sustainable management of the country's land and water resources, links have been kindled with the Lesotho Tourism Development Corporation and the Lesotho Highlands Development Authority. Furthermore, active participation of the SGP Team in the Lesotho UNDAF review process and the Environment and Natural Resources Management Donors Coordination Forum are inroads for raising the needed co-financing for the Country Programme. Notable at the project level, is a small dairy project, implemented by Liphamola Dairy Farmers Association, that has attracted funding from a local diamond mine and is now a multimillion dairy venture supplying milk to the populace in the Mokhotlong district. GROW, an SGP grantee that implemented a mentorship programme for small community based organizations in the districts of Mokhotlong and Qacha's Nek under a capacity development grant, has identified a glaring capacity gap in community environmental projects and has been prompted to establish a volunteerism programme tapping into unemployed university graduates resource.

3.0 COUNTRY PRIORITIES AND STRATEGIC ALIGNMENT

3.1 Alignment with National Priorities

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 programs (Table 3):

Table 3 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)		January 10 th 1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)		2000
Lesotho: 1 st , 3 rd and 4 th National Reports on CBD		May 2 nd 2014
Nagoya Protocol on Access and Benefit-Sharing (ABS)		November 12 th 2014
UN Framework Convention on Climate Change (UNFCCC)		November 7 th 1995
UNFCCC National Communications	1 st National Communication	2000
	2 nd National Communication	2013
	3 rd National Communication	Process started in 2015 and is on-going
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)		
UN Convention to Combat Désertification (UNCCD)		September 12 th 1995
UNCCD National Action Programmes (NAP)	Completed in 1999 and reviewed in 2005 to align it with major national policies	2005
Stockholm Convention on Persistent Organic Pollutants (POPs)		January 23 rd 2002
Stockholm Convention National Implémentation Plan (NIP)		February 26 th 2009
Poverty Reduction Strategy Paper (PRSP)		2005
GEF National Capacity Self-Assessment (NCSA)		2007
Strategic Action Programmes (SAPs) for shared international water-bodies ¹⁴	Development and adoption of a Strategic Action Programme for balancing water uses and sustainable natural resource management in the Orange-Senqu River transboundary basin	2009 - 2014
	Support to the Orange-Senqu River Strategic Action Programme Implementation	2018
Minamata Convention on Mercury		12 th November 2014
Conventions + national planning frameworks		Date of ratification / completion
GEF-7 National Dialogues		
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)		
UNFCCC National Adaptation Plans of Action (NAPA)		1997
Paris Agreement		January 20 th 2017
Nationally Determined Contributions (NDCs) for Paris Accord		
UN 2030 Sustainable Development Goals (SDGs)		
Voluntary National Reviews (VNRs) for the UN SDGs		2019

3.2 Gaps and Opportunities

Lesotho's environment and natural resource base is under threat from a myriad of forces. The threats are compounded by the growing population pressure on the land, development as well as legal and

¹⁴ Please identify existing regional projects and the regional SAPs adopted by countries sharing international waterbodies. Please check this website to find some of the SAPs: <http://iwlearn.net/publications/SAP>

institutional problems in managing land. Land degradation is one of the most serious and pervasive environmental problems facing Lesotho, largely as a result of over-exploitation of land, water and other natural resources. The loss of native cover promotes increased runoff, sheet erosion of the topsoil and rill erosion. The resultant gully erosion spread out reaching the sandstone escarpments, from which water runoff derives energy to cut even deeper into the soil. The result of this erosion is the extensive network of gullies that have dissected the country especially in the lowlands and foothills. The problem of gully erosion is more intense in the southern lowlands of the country and along the Senqu River Valley.

The biodiversity of Lesotho is considerable, in relation to the size of the country but faces threats which vary from natural to human induced. Natural threats include extreme climatic conditions such as hail, frost, drought, snow. Also included are lightening induced fires, predators, pests and diseases, increased populations of a particular species and invasion by alien invasive species. Human induced threats include destruction of habitats which are home to flora and fauna. These ecosystems, habitats and species are Over-exploited, and over-utilized. Examples of activities leading to biodiversity loss in the country include overgrazing of rangelands, mismanagement of sensitive ecosystems such as wetlands, over harvesting of medicinal plants and animals, poor agricultural practices leading to reduced genetic variety, and poor and/or misguided biodiversity conservation practices, such as misuse of fire as a range management tool.

Lesotho's sensitive mountains ecosystems are also susceptible to the effects of climate change precipitated by global warming. Overall this increased pressures on biodiversity is leading to some species becoming endangered and therefore should be subject to stringent control in use. However, some of this endangered species have acquired an economic value leading to trade in those species becoming increased and therefore further increasing vulnerability of such species to extinction. Lack of scientific data on populations makes it difficult to institute controls in the use of such species.

A rapid assessment of the OP6 grantee landscape revealed some critical gaps and opportunities to be addressed under the OP7 grant making window. Overall, government ministries and department were observed to have little involvement in the SGP supported initiatives in their jurisdictions. This was particularly expressed in Mokhotlong and Qacha's Nek. In both Qacha's Nek and Mokhotlong, the exception was observed with the Ministry of Forestry, Range and Soil Conservation where apparently the proposal writing meetings were conducted in their office. Our observation is that as general rule, successful projects remain engaged with the key ministries throughout implementation. For example, the success of the Ramatšeliselo Grazing Association and the Bolokanang Liphamola Support Group are salient examples where departments are closely monitoring the implementation process.

It is therefore, imperative to invest in a deliberate advocacy to raise awareness of the SGP Grant making processes. In addition, there is critical need for grantee groups, particularly in mountain communities, to be capacitated on grant management to ensure compliance and delivery. In this regard, capacity development grants have proven to be strategic and thus should be extended to all grantee groups, but must be localized and have an oversight role on grantee project implementation and overall grant management.

The typology of strategic priorities in the SGP OP7 provides opportunities for the country to address many of these challenges and thus filling gaps in the national programmes which cannot be addressed because of the fiscal challenges in the various ministries and departments of government. The SGP also provides a unique opportunity for community groups and associations to participate with grass root solutions at the landscape level.

3.3 OP7 Strategic Priorities of the SGP Country Programme

Table 4 SGP Country Programme's alignment with SGP OP7 Strategic Initiatives and Country Priorities/Projects/Programmes

SGP OP7 Strategic Initiatives – Global	SGP Country Programme's OP7 Priorities	SGP Country Programme's complementarity with GEF, UNDP, and other projects and programmes	
		UNDP Strategic Objectives and Projects	Projects and Programmes Addressing National Priorities
<p>A. Community-based conservation of threatened ecosystems and species</p> <p><i>Key objectives/focus:</i></p> <p>a) Improve management effectiveness of protected areas through Indigenous Community Conserved Areas (ICCAs) and shared governance with private sector and government.</p> <p>b) Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)</p> <p>c) Enhance community led actions for protection of threatened species</p>	<p>(i) Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)</p> <p>(ii) Enhance community led actions for protection of threatened species</p>	<p>UNDAF¹⁵ OUTCOME INVOLVING UNDP#3.2: <i>By 2023, the people of Lesotho use natural resources in a more sustainable manner and the marginalized and most vulnerable are increasingly resilient</i></p> <p>LSO_OUTPUT_3.1 Capacities of key institutions and sectors at national and local levels enabled to scale-up and enforce rangeland management initiatives for sustainable natural resources management</p> <p>LSO_OUTPUT_3.2 Low-emission and climate-resilient objectives addressed in national, subnational and sectoral development plans and policies to promote economic diversification and green growth</p>	<p>NATIONAL PRIORITY/GOAL: <i>Enhancing inclusive and sustainable economic growth and private sector-led job creation</i></p> <ul style="list-style-type: none"> ➤ Managed resource areas concept of the former Transfrontier conservation project ➤ Catchment based <i>fato-fato</i> initiatives ➤ Integrated Catchment Management Program currently funded by European Union (EU) and Implemented by the Department of Water Affairs ➤ Range management programs in the Department Range Resources Management ➤ The GEF funded project titled “Promoting conservation, sustainable utilization and fair and equitable -sharing from Lesotho's Medicinal Plants for improved livelihoods” in the Department of Environment ➤ <i>Fato-fato</i> cum Shock Responsive Public Works collaboration of World Food Programme (WFP) and Ministry of Forestry, Range and Soil Conservation (MFRSC)

¹⁵ United Nations Development Assistance Framework (UNDAF)



SGP OP7 Strategic Initiatives – Global	SGP Country Programme’s OP7 Priorities	SGP Country Programme’s complementarity with GEF, UNDP, and other projects and programmes	
		UNDP Strategic Objectives and Projects	Projects and Programmes Addressing National Priorities
<p>B. Sustainable agriculture and fisheries, and food security</p> <p>Key objectives/focus:</p> <ul style="list-style-type: none"> a) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, Small Islands Developing States (SIDS), etc). b) Increase diversification and livelihood improvement c) Remove deforestation from supply chain and expanded restoration of degraded lands. 	<ul style="list-style-type: none"> (i) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains). (ii) Increase diversification and livelihood improvement (iii) Remove deforestation from supply chain and expanded restoration of degraded lands. 	<p>UNDAF OUTCOME INVOLVING UNDP#3.2: <i>By 2023, the people of Lesotho use natural resources in a more sustainable manner and the marginalized and most vulnerable are increasingly resilient</i></p> <p>LSO_OUTPUT_3.1 Capacities of key institutions and sectors at national and local levels enabled to scale-up and enforce rangeland management initiatives for sustainable natural resources management</p> <p>LSO_OUTPUT_3.2 Low-emission and climate-resilient objectives addressed in national, subnational and sectoral development plans and policies to promote economic diversification and green growth</p>	<ul style="list-style-type: none"> ➤ IFAD funded Wool and Mohair Promotion Project (WAMPP) coordinated in Ministry of Agriculture and Food Security (MAFS) with strategic partnerships with MFRSC, Ministry of Energy and Meteorology (MEM) has strategic investments in priority area ➤ GIZ funded Wetland management program in Mokhotlong and wetland protection and management program in Department of Range Resources Management (DRRM) ➤ The WFP project under Adaptation Fund titled “Improving Adaptive Capacity of Vulnerable and Food Insecure Populations in Lesotho” in collaboration with MFRSC, MEM ➤ IFAD funded Sustainable Agriculture Development Programme in the MAFS addresses both food security and natural resource management ➤ National programmes in the MFRSC for promotion of inter-planted orchards ➤ The Private Sector Improvement Program under the Ministry of Trade ➤ WAMPP component on promoting niche marketing of livestock products ➤ MAFS has core mandate on diversification of agricultural enterprises e.g. Fisheries, piggery, poultry rabbits etc. ➤ Department of Forestry programme on indigenous tree afforestation and conservation ➤ NGOs e.g. TED and ATS under Department Energy have initiatives on energy conservation through solar and improved cooking stoves



SGP OP7 Strategic Initiatives – Global	SGP Country Programme’s OP7 Priorities	SGP Country Programme’s complementarity with GEF, UNDP, and other projects and programmes	
		UNDP Strategic Objectives and Projects	Projects and Programmes Addressing National Priorities
<p>C. Low-carbon energy access co-benefits Key objectives/focus:</p> <p>Support implementation of Paris Agreement and the NDCs</p> <p>a) Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods.</p> <p>b) Promote off-grid energy service needs in rural and urban areas.</p>	<p>(i) Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods.</p>	<p>LSO_OUTPUT_3.3 Capacities of national government and private sector strengthened to enable universal access to clean, affordable and sustainable energy</p>	<ul style="list-style-type: none"> – Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All Progress (GEF Funded and implemented by Department of Energy) – National University of Lesotho – Energy Resources Centre programmes – CSOs energy Programmes – Appropriate Technology Services (ATS) under Department of Science and Technology initiatives on energy conservation through solar and improved cooking stoves
<p>Enhancing social inclusion</p> <p>a) Promote targeted initiatives</p> <p>b) Mainstream social inclusion in all projects (e.g. women/girls, indigenous peoples, youth, and persons with disabilities)</p>	<p>(i) Promote targeted initiatives</p> <p>(ii) Mainstream social inclusion in all projects</p> <p>(iii) (e.g. women/girls, indigenous peoples, youth, and persons with disabilities)</p>	<p>UNDAF OUTCOME INVOLVING UNDP #3.1: Outcome 3.1: By 2023, government and private sector increase opportunities for inclusive and sustainable economic growth, improved food security, and decent work, especially for women, youth and persons with disabilities</p> <p>LSO_OUTPUT_2.3 Capacities of national public and private sector institutions strengthened to promote enterprises development</p>	<p>NATIONAL PRIORITY OR GOAL: Enhancing inclusive and sustainable economic growth and private sector-led job creation</p> <p>➤ The Ministry of Youth and Gender is a key partner in promoting social inclusion. In addition, social inclusion is cross-cutting requirement for most projects in the public, private sector and NGOs programs</p>
Knowledge Management	<p>(i) Capture knowledge and lessons from projects and activities</p> <p>(ii) Improve capacities of CSOs/CBOs</p> <p>(iii) Conduct South-South Exchanges to promote technology transfer and replication of good practices</p>		
Results Management, Monitoring & Evaluation (mandatory)	Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms		

4.0 OP7 PRIORITY LANDSCAPE AND STRATEGIC INITIATIVES

4.1 Grantmaking Within the Priority Landscape¹⁶

4.1.1 Process for selecting priority landscapes

During the SGP OP6 Phase, three (3) major river basins were assessed to select a landscape compliant with the guidelines. These were the Mohokare, Makhaleng and the Senqu River basins. In the Mohokare river basin, four (4) watersheds were targeted (Phuthiatsana South and North, Hlotse and Hololo catchments). However, Mohokare and Makhaleng are not contiguous on the landscape and were found to be comparatively low ranking on issues of global significance. The Senqu River Basin (SRB), on the other hand, is a composite of two agro-ecological zones (Mountain region and Senqu river valley) which together constitute more than 50 percent of the land area of Lesotho and cuts across seven (7) administrative district jurisdictions (Fig. 3). Furthermore, this area supports the less privileged rural mountain communities deriving their livelihoods from livestock and arable dryland farming systems most vulnerable to climate change impacts hence in most dire need of livelihood adaptation efforts.

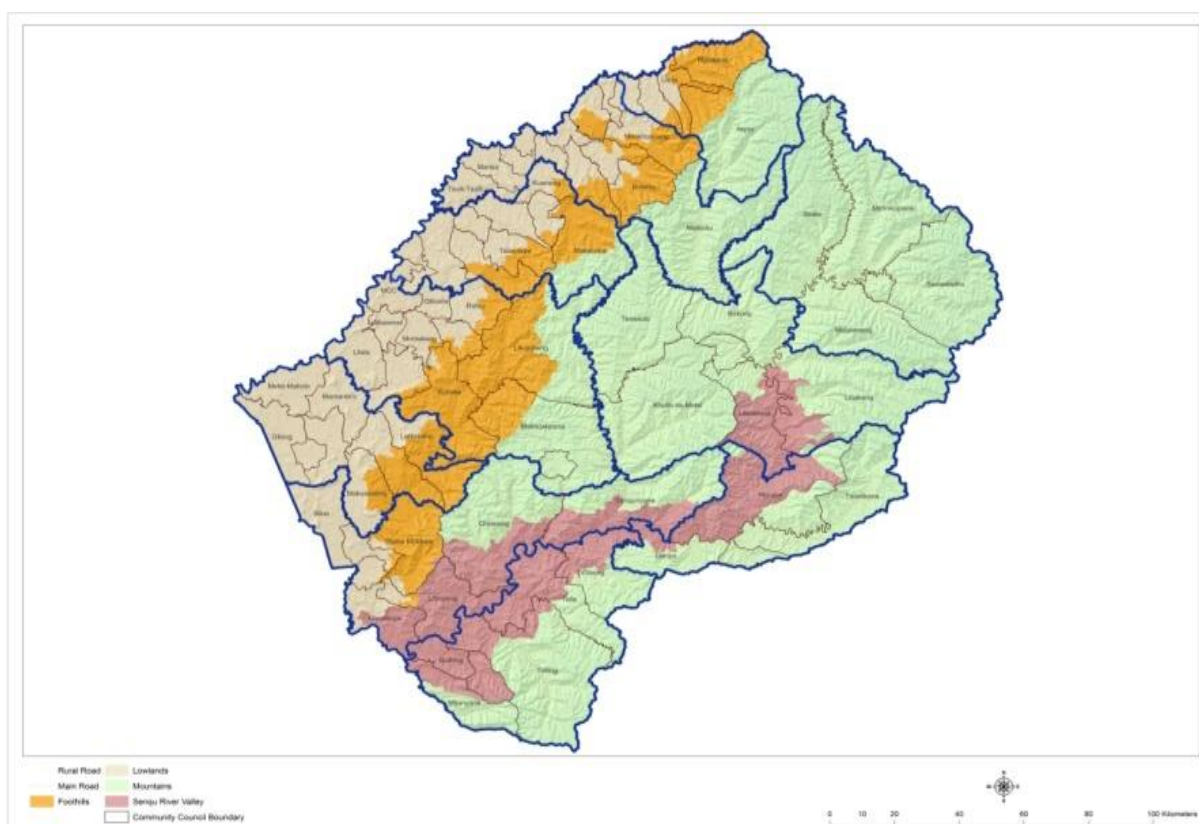


Figure 1 Map of Agro-ecological Zones of Lesotho showing the SRB as a composite of the Senqu River Valley and Mountain Region

¹⁶Refer to the various guidance documents on landscape/seascape selection and assessments.

In addition, the following criteria was considered to be favorable to the Senqu River Basin.

Table 5 Landscape Selection Criteria

Criteria	Assessment of the Senqu River Basin
<ul style="list-style-type: none"> Landscapes endowed with agricultural biodiversity and genetic resources as well as other biodiversity such as wild relatives, pollinators and wildlife associated with agricultural systems landscapes. 	<p>The SRB hosts the greatest agricultural biodiversity with the greatest use of open pollinated crop varieties that are also indigenous to the landscape area. In addition, biodiversity is also greatest in this region with hotspots for wildlife and nature reserves and parks of global significance (e.g. Sehlabathebe National Park – Maloti Drakensberg Park World Heritage Site; Letša-la-Letsie - Ramsar Site)</p>
<ul style="list-style-type: none"> Landscapes nurtured by farmers and /or people who maintain invaluable knowledge, indigenous technology and management systems of natural resources including seeds, biota, land and water 	<p>The SRB is populated by rural farming communities of herders and crop farmers with invaluable knowledge of natural resources with adaptive skills livelihoods and survival on livestock farming and agriculture in a difficult environment. These communities still practice indigenous grazing management strategies based on <i>maboeella</i></p>
<ul style="list-style-type: none"> Landscapes with groups organized in social organizations and /or networks including customary institutions for agro-ecological management, normative arrangements for resource access and benefit sharing 	<p>In the greater SRB there are Range Management Associations and Community Based Organizations (CBOs) associated around a variety of initiatives including biodiversity conservation. These CBOs are facing challenges of access and benefit sharing in the national parks and nature reserves. In the upper reaches of the SRB, the Lesotho Highlands Development Authority (LHDA) has installations of regional economic value which inter alia provide waterscapes with opportunities for exploring resource access and benefit sharing by the riparian communities of the Katse, Mohale and Polihali (under construction) dams</p>
<ul style="list-style-type: none"> Landscape features resulting from human management that provide ingenious or practical solutions to environmental challenges and create opportunities for enhancement of biodiversity conservation and collective recreational, aesthetic, artistic, educational, spiritual, and /or scientific uses 	<p>There is a need for wetland management to sustain international waters and land conservation in the landscape which serve as head waters of the three major water projects initiatives of the LHDA. The Letša-la-Letsie Ramsar site and Sehlabathebe National Park provide recreational, aesthetic, educational and scientific uses</p>
<ul style="list-style-type: none"> Landscape strategies address inter-related challenges at the landscape level and propose integrated economic, ecological and social solutions. When looking for ways to address global challenges – including poverty eradication, food security, climate change and environmental sustainability – concerted holistic actions at the local level with impacts at global level are critical 	<p>The SRB landscape unit, given its size and range of environmental /ecological issues therein, provides the best platform for SGP to float themes addressing economic, ecological and social challenges</p>

4.1.2 Selected Landscapes/Seascapes for OP7

The Kingdom of Lesotho is situated at the highest part of the Drakensberg escarpment of the eastern rim of the Southern African plateau between 1500 m and 3482 m above sea level (a.s.l.). This landscape is divided into Low Lands & the Senqu River Valley (SRV), Foothills, and the Mountain region (Schmitz and Rooyani 1987)¹⁷. These physiographic regions are geographically based on elevation and agro-climatology, but coincidentally delineate livelihood zones (Lesotho VAC, 2005)¹⁸ with variable vulnerability and resilience to climate change. Over 80 percent of the productive arable lands-and coincidentally with the highest population densities of the 2.1 million population (Lesotho Census, 2016)¹⁹ are found along a narrow belt of lowlands (20–50 km wide) along the western border with South Africa below 1800 m above sea level. The foothills (1800 m–2000 m a.s.l.), form a narrow strip running northeast to southwest, adjacent to the lower mountain range to the east. This region covers eight percent of the country and also supports high population densities subsistent on mixed crop and livestock systems. The Senqu River Valley (1500–1800 m a.s.l.) is a major grassland area marked by shallow soils and suffers a rain shadow effect. The population in this region also depends largely on livestock and mixed farming. The mountains (2000– 3482 m a.s.l.) form approximately two thirds of the country and are primarily used for summer grazing transhumance practices. They also host some unique African alpine and sub-alpine habitats of the Drakensburg range (Marake, 1999)²⁰.

The Senqu River Basin was selected as the priority landscape for OP6 and will continue to be the priority landscape in OP7 as a considered decision of the National Steering Committee of the SGP in Lesotho. The SRB during the OP6 baseline assessments was subdivided into five (5) watersheds: Khubelu, Upper Senqu, Malibamatšo, Senqunyane and Lower Senqu. The SGP interventions focused, during the past four years of OP6, in only two of five watersheds of the SRB. The process for selection of this target landscape was influenced by national strategies for integrated watershed management²¹ evolving in the critical ministries of Forestry, Range and Soil Conservation and the Department of Water Affairs in the Ministry of Water and weighted against the criteria for identifying landscapes to implement agro-ecological projects. The watershed based approach was aligned with three main river basins of Lesotho namely: a) Senqu River Basin and its major catchments: Malibamatšo, Khubelu, Senqunyane, Tsoelike inclusive of the Sehlabathebe National Park in the upper reaches of Tsoelikana and the Letša-la-Letsie Ramsar site in the upper reaches of the Quthing river catchment; b) Makhalleng river basin; c) the Mohokare river basin with its major catchments of Phuthiatsana river catchments (North and South); d) Hlotse river catchment inclusive of the Tšehlanyane Nature Reserve; and e) the Hololo river catchment inclusive of the sub-catchments of the 'Muela Hydropower infrastructure (Fig.1).

¹⁷ Schmitz G. and F. Rooyani. 1987. Lesotho Geology, Geomorphology and Soils. Morija Printing Works – Lesotho.

¹⁸ Lesotho Vulnerability Assessment Committee. 2005. Disaster Management Authority. Government of Lesotho.

¹⁹ Lesotho National Population Census. 2016. Bureau of Statistics. Government of Lesotho.

²⁰ Marake M.V. 1999. Arable Agriculture in Lesotho. In First State of the Environment Report (ed.) K.Q. Chakela. 1999.

²¹ Water and Sanitation Strategy of the Water and Sanitation Policy of 2007 - The Department of Water Affairs is a custodian of water resources management in Lesotho and it is mandated to implement Integrated Catchment Management (ICM).

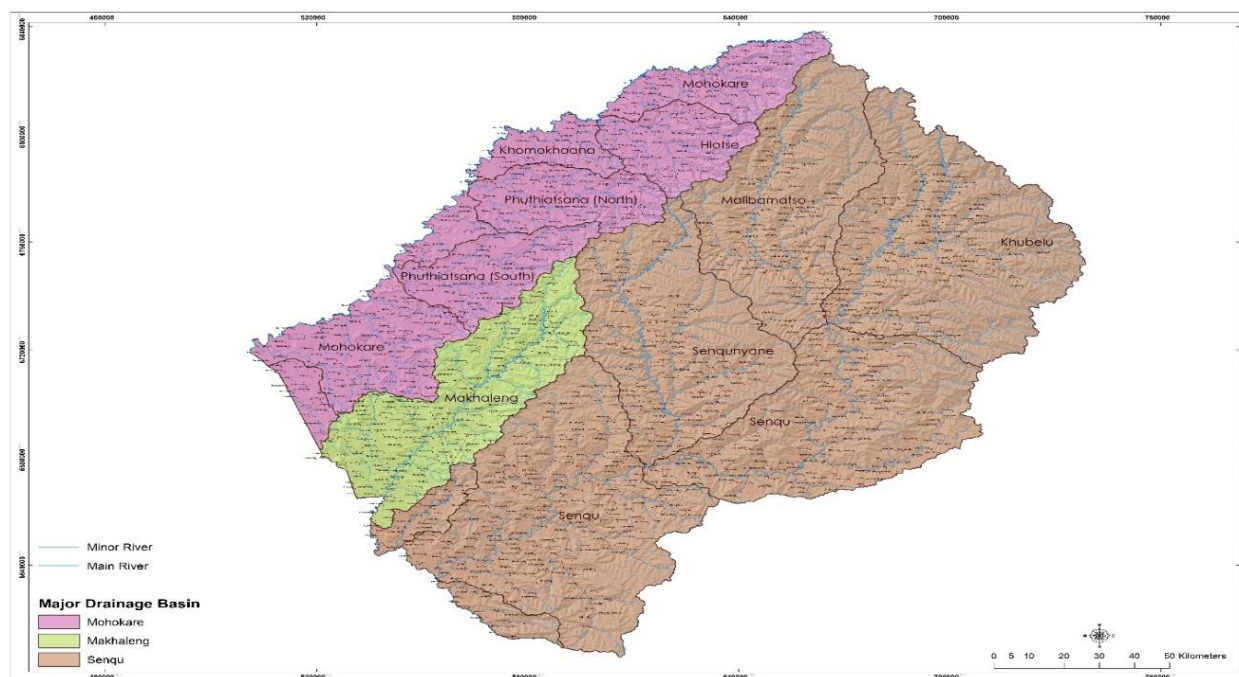


Figure 2 Map of the Basins: Senqu, Makhaleg and Mohokare with major catchment areas

Of these watersheds, the Senqu River Basin (Fig. 2) is the most extensive as the landscape of the watershed combines both the SRV environment and the mountain ecosystems making 68 per cent of the land area of the country (20, 400 km²). As a compound landscape, the SRB is aligned with one of the major agro-ecological and livelihood zones and encompasses a number of sub-catchments of global significance in terms of the GEF OP7 focal areas including the Sehlabathebe National Park – a component of the Maloti Drakensberg Park which is now a UNESCO World Heritage Site and the Ramsar site at Letšeng-la-Letsie. These national heritage sites by virtue of their status remain as key units of the landscape domain of the OP7 programme. The other catchments are much smaller in extent and themselves sub-catchments of the Mohokare river basin except the Makhaleg river basin. Both the Hlotse and Malibamatšo catchments encompass the Tšehlanyane Nature Reserve and Bokong biosphere respectively.

4.1.3 OP7 Strategic Initiatives in the landscape

4.1.3.1 Community-based conservation of threatened ecosystems and species Key: Objectives /Focus Strategic Initiatives

- a) *Improve community-led biodiversity friendly practices and approaches, including promoting sustainable and alternative agriculture initiatives, conservation and restoration of indigenous forests, and promoting community driven ecotourism options.*

This strategic initiative is aligned with on-going programmes and projects which will help landscape implementation. For example, range management programmes promoting grazing associations fit well with management resource areas which are more inclusive of other resource users and already involve participation of a number communities across the landscape or household communal arrangements within local landscape jurisdictions especially in the B and C grazing areas. In addition, the SGP

initiatives will dovetail into the emerging integrated catchment management programme which starts implementation in 2020 with six pilot catchments out of 74 sub-catchments of the three river basins. This strategic initiative is also aligned with the catchment based public works programme (*Fato-fato*) in the Ministry of Forestry, Range and Soil Conservation. Through the Community Management of Protected Areas Conservation (COMPACT) project in the Maloti Drakensberg Park, local communities will continue to be empowered and their involvement in the protection and management of the heritage resources of the Park and its buffer zone strengthened.

b) *Enhance community led actions for protection of threatened species*

The state of land degradation throughout the Lesotho landscape is threatening a range of biodiversity components in both fauna and flora. Grant making in these areas will be supported by a range of initiatives that can be potentially led by communities and community based organizations. This initiative will synergize with the recently approved GEF project between the UNDP and the Ministry of Environment entitled “*Promoting conservation, sustainable utilization and fair and equitable benefit-sharing from Lesotho's Medicinal Plants for improved livelihoods*”. The objective of the project is to promote conservation, sustainable use, and improved access and benefit-sharing (ABS) from ABS products derived from selected medicinal plants in selected highlands and foothill areas of Lesotho. This will be achieved through the following three interrelated components: 1) strengthened institutional capacity and regulatory framework to support the implementation of the Nagoya Protocol on ABS; 2) sustainable use and conservation of selected commercially important medicinal plants for the development of ABS products for the pharmaceutical sector; and 3) gender mainstreaming, knowledge management, and monitoring and evaluation.

Grant making may include community botanical gardens including projects to conserve and protect medicinal and other economic grass species especially by community conservation forums in the corridors adjacent to the Letša-la-Letsie Ramsar site in Quthing and the Sehlabathebe National Park in Qacha's Nek.

4.1.3.2 Sustainable Agriculture and Food Security

a) *Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains)*

This strategic initiative is core mandate of the Ministry of Agriculture and Food Security hence it will anchor the core activities and coordination through the extension services. In particular, the Wool and Mohair Promotions project will provide critical co-financing for implementation of this priority action through the component of sheep and goat improvement programme as well as the climate smart rangeland component. This project covers the critical mountain ecosystems of the selected landscape. It is envisaged that Lesotho will be one of the countries participating in the “*Enhancing agri-food value chains to increase resilience of mountain communities*” initiative.

b) *Increase Diversification and Livelihood Improvement*

A critical aspect of the food security policy of the Government of Lesotho is to diversify livelihood support systems from natural resource intensive livelihoods especially those dependent on rangelands and soil resources. This initiative will be coordinated through collaboration with CSOs working on various aspects of livelihoods especially agriculture and environment. Critical support programmes will include some of the WAMPP investments in wool and mohair improvement, programs of the MFRSC on

the promotion of inter-planted orchards as promoting production of domestic small stock such as pigs, poultry and apiary.

c) Remove Deforestation from Supply Chain and Expanded Restoration of Degraded Lands

A number of CSOs are collaborating with the MFRSC to promote conservation and restoration of indigenous forests and use of efficient energy technologies to remove deforestation from the energy supply chain. This will include coordination through programmes that promote indigenous tree afforestation and conservation, energy conservation through solar and improved cook stoves. The initiative will also require cultural innovation to reduce the deforestation footprint in the *lebollo* (initiation school) rituals.

Innovative grant making may entail incorporation of Initiation School Societies with the view to promote planting of indigenous trees and grasses that are critical for the cultural rituals but also critical components of the landscape biodiversity.

4.1.3.3 Low-carbon energy access co-benefits by supporting implementation of Paris agreement and the NDCs

a) Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods.

This priority action will be coordinated through on-going work of certain NGOs and the National University of Lesotho Energy Resource Centre and Innovation Hub, working on renewable and energy efficiency technologies especially improved cooking stoves and solar pv systems. This could also be collaboratively coordinated under the ATS in the Department of Science and Technology. The process of implementation involves both community landscapes initiatives as well household initiatives within participating villages. The use of energy efficient stoves goes with pruning of indigenous trees, plantation of fruit trees and use of pruned twigs as sources of energy rather than felling the trees; and use of solar energy for food preservation and other energy needs. This is a concept of green villages. This initiative will benefit from the ongoing Sustainable Energy for All project which will be installing mini-grids and establishing energy centres in most parts of the priority landscape.

4.1.3.4 Enhancing Social Inclusion

a) Mainstream Social Inclusion in all Projects

This is both a mandatory and cross cutting initiative with the view to mainstream and integrate gender sensitive approaches in all projects (e.g. women/girls, herders, youth, persons with disabilities and the aged). Special attention will be integrated in all projects from design to implementation. This will also be a critical aspect of the evaluation of projects. Lesotho is one of the counties implementing the SGP Women Innovation Programme on removing barriers to upscaling women-led and nature-based enterprises such as wool and mohair tapestry and beekeeping. The rolling out of this project will also complement the CSO-Government-Private sector policy and planning dialogue platforms. The SGP is currently supporting a campaign dubbed *Green-a-Cattle Post*, to highlight the critical role played by herders (herd boys) in sustainable management of land and water resources, though a somewhat forgotten group in the society. Lessons from this initiative will inform future projects to be implemented in the herders' workspace.

4.1.3.5 Knowledge Management

A mandatory component of each project shall be to document the implementation processes as well as the experiences and lessons learnt. Photographs and video clips will be taken in each project with the view to contributing to the knowledge management pool. Field days and study tours will be promoted to enhance knowledge sharing and information exchange amongst the grantees as well as between grantee landscapes and adjacent landscape outside the target areas. The Country Programme through briefs will disseminate successes and lessons learned making full use of the local platforms and the Global SGP Intranet facility. The SGP innovation programmes for SGP strategic initiatives will create platforms for results and experiences sharing between and among countries. The Country Programme will participate actively and take full advantage of these platforms. The SGP is implementing a COMPACT project jointly with South Africa, in the transboundary Maloti Drakensberg Park that is jointly managed by the two countries. Local communities in the buffer zone of the Park will benefit from learning exchanges particularly on the sustainable tourism front and ecotourism in particular. The SGP will take full advantage of the rekindled links with the Lesotho Tourism Development Corporation.

4.1.3.6 Results Management, Monitoring and Evaluation

This is a mandatory priority initiative. Special efforts and capacity building initiatives will be undertaken to administer the new M&E strategy build in from the project design through implementation covering all decision making through innovative and participatory approaches.

4.2 Grantmaking outside the Priority Landscapes

An important aspect of the SGP within the selected landscape is to pilot potential practices with the view to upscale the best of them beyond the landscape. However, one way to facilitate this technology transfer is to look for opportunities where it would be possible to initiate some projects best suited or amenable to conditions outside the selected landscape but pursuant to the overall objectives of the SGP-OP7 programme. In this Country Program Strategy, we envision three possible grant making priorities outside the landscape.

4.2.1 Promoting Grantmaking in Schoolsapes

A schoolscape is a notion of using schools as platforms to promote goals and objectives of the grant making process across a community landscape. There are two potential grant making opportunities utilizing the concept of schoolsapes.

4.2.1.1 Climate smart agriculture and food security for school going children

This idea entails piloting with schools to promote food security. One or two rural schools where the student population does not exceed 300 students may be targeted as sample. The grant would cover the school as a type of association and households of the school pupils as members of the association. This would be the forum for training and demonstration of climate smart agriculture and food security at the school level where pupils are trained collectively. However each pupil and teacher will be engaged in a climate smart production systems at their homestead. There will be peer support and field days in their respective villages with the view to share experiences and lessons and thus, translate experiences and lessons into action.

4.2.1.2 Solid Waste Management

The ethos of cleanliness and waste management can be promoted through targeted grant making within the schoolscapes utilizing the school as the centre but extending to the communities where the students come from. Such programs would seek to enlist the support of communities and local authorities in solid waste management as partners. The Morija Environmental Hub would provide mentorship and support as a targeted grantee working with a defined number of schools and communities.

4.2.2 Remove Deforestation from Supply Chain and Expanded Restoration of Degraded Lands

A number of NGOs are collaborating with the MFRSC to promote conservation and restoration of indigenous forests and use of efficient energy technologies to remove deforestation from the energy supply chain. This will include coordination through programmes that promote indigenous tree afforestation and conservation, energy conservation through solar and improved cook stoves. The initiative will also require cultural innovation to reduce the deforestation footprint in the *lebollo* (initiation school) rituals. The idea is to target indigenous tree species Eco-site where to conduct demonstrations for the restoration of indigenous forests.

4.3 CSO-Government-Private Sector Dialogue Platform

In Lesotho there is a gap between policy and law makers and communities as well community associations and community based organizations. This gap results in poor participation in policy and law making which denies communities to take a center role to shape the nature of law and policy across all sectors of the economy but mainly in terms of food security and environmental management. Lesotho is party to a number of multilateral international conventions which have been ratified without adequate participation of the people. Consequently, people cannot take the government to task with regard to implementation of the conventions. A tacit example for Lesotho is the Environmental Act 2008 which has been enacted but the communities cannot cause and /or force government to implement the principles of the law e.g. in solid waste management and use of chemicals.

In the light of the forgoing, it is imperative to facilitate CSO-Government-Private Sector dialogue platforms in which community interest groups can advocate and lobby for their interest in sustainable agriculture and food security, environmental management and conservations and implementation of strategic policies on afforestation, land degradation control, biodiversity conservation and climate change policy. The product of such platforms will be packaged in policy briefs and also used to lobby government and inform advocacy groups. It is critical to organize platforms in preparation of environmental convention Conference of the Parties (COP) and also reporting back on positions taken by the COPs and how they affect the nation.

4.4 Promoting Social Inclusion: gender equality and women's empowerment

As elaborated in the Second National Strategic Development Plan (NSDP II 2018/19 – 2022/23), Lesotho is a patriarchal society with women often having a subordinate standing in society. This societal structure which is backed by cultural norms and traditional practices has defined the responsibilities of men and women at household as well as at the community level, thereby rendering women susceptible to gender-based violence and often having an unequal voice in decision-making in family matters and developmental decision-making, especially in the rural areas. This setting also has a bearing on the life of

Basotho: *marriage, divorce, inheritance, property rights, access to finance and the justice system.* Lesotho has a dual legal system comprising Customary Law (*customs and traditions*) and common law, with the Customary Law, which because it still has discriminatory elements, at times undermines gender and social equality as well as livelihoods of and economic opportunities for vulnerable groups particularly women, notwithstanding the fact that women constitute about 51% of the population of Lesotho. It is worth noting though that Lesotho has made significant strides in addressing these developmental challenges and setbacks through among other things, enacting the Legal Capacity of Married Persons Act of 2006 which places women at par with men and the Land Act of 2010 which allows women to register land in their names; these have a backing of the Lesotho Gender Policy of 2003. Nevertheless, the application of the dual legal system, which has defined the societal structure, continues to present a challenge for women's rights.

Another gender aspect relates to youth in the light of recurrent high unemployment among the youth which leads to social and economic problems. It is estimated that 15.3 percent of the youth (25-29 age bracket) are unemployed, and the small size of the private sector has been unable to accommodate the youth that have not been employed by the public sector.²² Unemployment is also exacerbated by the shortage of mining jobs available to Lesotho men in South Africa. While this means that more youth are taking part in agricultural activities, agricultural resources tend to remain in the hands of the older generation for longer periods. Entry into farming is delayed, particularly for young men, as they struggle to gather economic assets and resources.

Agriculture has not been a reliable source of income and many youth prefer to seek waged income opportunities. This programme can potentially rekindle and increase youth interest in and reliability of income from the agricultural–natural resource nexus by generating new knowledge, forecasts, and data about adaptive agricultural practices that can stand the test of time and climate. This may mitigate the risk of potential losses due to climate variability and could possibly attract renewed youth interest in the sector thereby lessening unemployment rates.

a) Women's Empowerment and Gender Equality

The situation of women in the selected landscape bears the character of rural livelihoods with high unemployment. In this landscape, the challenges of women are not atypical to the rest of the country, their mean years of schooling is 6.8 which is comparatively high in sub-Saharan Africa. However, they have the highest maternal mortality ratios in the world at 1,024 maternal deaths per 100,000 live births (LDHS 2014). It is probably worse in the rural and mountainous landscape of the project given the disparities in the accessibility, quality and distribution of health facilities, hence it is imperative to use Gender Marker in the process.

They are also characterized by high dependency on natural resources hence high sensitivity to climate change induced natural resource degradation. According to the National Development Index Report of 2015, 63.6 percent of the population live on degraded lands while 53 and 51 percent of the population rely on biomass for cooking and for heating respectively. These data must be contextualized against a backdrop of low proportion of access to electricity when the national forest cover is only 1.6 percent of total land area. The foregoing is critical to women in the landscape because the biomass demand for cooking and heating is highest compared to the rest of the country and women are singularly the gender group responsible for provision of water and energy requirements of households. The 2018 Government–Civil Society dialogues on mountain communities highlighted the important role played by these

²²African Development Bank. *African Economic Outlook 2012: Lesotho*. Online at: <http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Lesotho%20Full%20PDF%20Country%20Note.pdf>.

communities who inhabit critical ecosystems, some of which sustain Lesotho and neighboring countries. Yet, these communities are the poorest and least serviced. Bearing the brunt of all this are rural women and girls who have the responsibility of providing for and caring for their families: cooking, heating, washing, subsistence agriculture (*in the wake of climate change*) and caring for the elderly and sick.

Lesotho being mainly a grassland, has very few and threatened indigenous shrub lands and vast areas of invasive shrubs that serve as the source of cooking, heating and lighting energy for rural households, particularly those in the mountain region, the area of focus for the SGP in OP6 and OP7. Other than caring for the families and engaging in non-cash activities like tilling the land and with local beer brewing bringing in a little income, rural communities, especially women and girls do not, generally, engage in economic activities and remain overly dependent on men, a situation that exacerbates child marriages, gender-based violence and utter hopelessness in some respects. Among the key developmental challenges identified by the National Strategic Development Plan is unemployment, estimated at 32.8% but recorded as higher for females and youths estimated at 39.9% and 32.3% respectively, compared to males at 26.2%. On the other hand, the agricultural sector's performance whose contribution to the GDP has declined from 15.2% (1984) to 5.2% remains an important sector supporting lives of more than 70% of the total population residing in rural areas.

A conscious effort will be made to offer equal access to opportunities and encourage participation by women in the OP7 grant making. There will also be gender-oriented vetting that takes place at the proposal review stages to ensure that women are screened in and assisted in the process of obtaining grants. Given that OP7 is designed to support smallholders to foster greater economic independence and sustainability, and the emphasis in the project design in targeting women beneficiaries, it is anticipated that the project will result in greater economic autonomy and financial and food security for women. Given the context in Lesotho where women dominate agriculture groups, extension groups, savings and credit groups, agriculture production of pigs, poultry, fruits and vegetables and are more educated than men, it is anticipated that women participation will be high.

In the light of the foregoing, the Country Programme Strategy (CPS) prioritizes the empowerment of women and will take special precautions to ensure commensurate targeting of women groups in the grant making by allocating a preferential proportion of points to groups above 50 percent women membership and participation. The CPS will also provide at least 10 percent of the total OP 7 resources to women-led and /or focused on women's empowerment interventions. Specifically in OP 7 the CPS will address itself to the following entry points as detailed in the GEF Gender Strategy and Action Plan.

- *Enhance women's participation and role in natural resources decision-making processes, with women as agents of change at all levels by:*
 - Promoting women's equal engagement in community, rural and urban planning processes
 - Supporting women's engagement in producer organizations, cooperatives, and outgrow schemes
 - Promoting women's voices (including local communities) in partnerships and alliances with regional and national networks
- *Target women as specific beneficiaries by:*
 - Increasing awareness of the roles of women and men in the sustainable management and use of natural resources;



- Creating opportunities from (alternative) sustainable livelihoods and income-generation opportunities such as conservation, rehabilitation and restoration actions for women;
- Engaging women in processes for making commodities and supply chains more sustainable;
- Supporting clean technology and energy solutions that also offer women the possibility to reduce their environmental footprint and start new businesses; and
- Supporting women entrepreneurs, and activities that offer women access to credit and finance

The SGP pipeline project on *“Upscaling Women-Led Enterprises Program: Removing Barriers for Upscaling Beekeeping and Production of Wool and Mohair Products in Lesotho”* will be an impetus to women empowerment in OP7. All Grantmaking cycles during OP7 will be preceded by a proposal development training workshop incorporating awareness on gender equality and women empowerment and their critical importance in development and economic growth. The training will target, civil society organizations, local authorities and government extension workers and officials at the local and district levels, in the priority landscape. Simple tools for conducting gender analysis at the local community level will be put together in the local language for ease of reference and use, to facilitate mainstreaming of gender in project development and management.

b) Youth Empowerment

Youth development and empowerment entails enhancing the status of young people, empowering them to build on their competencies and capabilities for life. The Youth Development Index examines youth development in five domains: health, education, employment, civic and political participation.

Lesotho is a youthful country with nearly 40 percent of the population under 35 years of age. The challenge is to explore strategies to harness their energy, power, intellect, labour and ingenuity in efforts aimed at addressing Lesotho’s development objectives through their active participation. Thus identifying the most pressing needs of the youth and listening to their aspirations are central to the process of sustainable development. In the context of the SGP, the Country Programme Strategy adopts a strategy of youth involvement by allocating a proportion of points preferentially to youth led or focused on youth empowerment. The CPS will also set aside at least 10 percent of the grant making funds for youth groups and associations. In addition, this program strategy has sort to identify niche areas for youth both in the landscape and outside. Established links with the Limkokwing University of Creative Technologies, The National University of Lesotho Innovation Hub and, closer to home, the UN Accelerator Labs, are seen as inroads to realizing youth empowerment.

c) Promote Participation of Persons with Disability in Country Programming and Projects

People with disabilities are disadvantaged by exclusion from participation in the development process. According to the National Democratic Institute (NDI) (2015) most blind adults in Lesotho can read in braille while 10 percent of people with disability are enrolled in tertiary institutions. However, the population of deaf children who know education sign language is increasing yet still few people with disability have access to the required equipment and technology.

This Programme Strategy will seek to promote participation of people with disabilities in the grant making process by giving them preferential award of some points for projects led and/or focused on strengthening involvement of people with disability in environmental management. A proportion of the

grant allocation, under the 30% outside the priority landscape window, will be set aside for groups and associations of persons with disability. Special consultation will also be undertaken with the Lesotho National Federation of Organizations of the Disabled (LNFOD).

4.5 Knowledge Management

A mandatory component of each project shall be to document the implementation processes as well as the experiences and lessons learnt. Photographs and video clips will be taken in each project with the view to contributing to the knowledge management pool. Field days and study tours will be promoted to enhance knowledge sharing and information exchange amongst the grantees as well as between grantee landscapes and adjacent landscape outside the target areas. Reporting on knowledge management activities will be mandatory for all grantee projects. The SGP Secretariat will compile all reports and information sharing activities for posting on the website and other digital library platforms. Students from tertiary institutions will be allowed to write documentary and analytic projects on the grantee projects where possible. To this end, through a capacity development grant, the Limkokwing University of Creative Technology has acquired IC equipment to boost its Children as Media Practitioners (CAMP) programme. SGP projects will feature prominently in the CAMP programme.

5.0 COMMUNICATION PLAN

The Country Programme through the NC, assisted by the NSC, will develop a National communications Strategy (NCS). The NSC 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 for Lesotho and tailored to target various audiences. Communications activities to be included in annual work-plans will among others include the following:

- Through ongoing knowledge management efforts, NSC will continue to organize workshops for NGOs & CBOs, government agencies and community councils in different jurisdictions within the operational landscapes and other district fora to present the SGP concept, how to apply for grants, its focal areas and strategic initiatives and explain how to write an acceptable project proposal responding to the prioritized national strategic initiatives
- National print, radio and television media featuring success stories, challenges and lessons learned on SGP projects
- Prepare newsletters/programme briefs on SGP events and circulate them widely to share success stories.
- Prepare audio-visual materials on successful projects to screen them in all events, workshops and conferences.
- Preparation of information brochures on the country programme
- Field days and site visits for key stakeholders to flagship projects
- Documentation of lessons learned on projects in the form of best practices and analysis to extract ingredients of success
- 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 and NGOs on national priorities and clarifying GEF SGP outcome indicators
- Support to and participation in commemoration of world environment and wetland days and national environment fairs
- Grantee exchange visits and networking
- SGP/NSC special sessions for follow up on approved projects
- Updating the website of the SGP in Lesotho regularly to assist the NGOs, CBOs, government and all relevant stakeholders to learn more about SGP activities and also acts as an important means of communication and sharing experiences of the different projects in all focal areas.

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

6.0 RESOURCE MOBILIZATION AND PARTNERSHIP PLAN

The CPS recognizes the importance of mobilizing and encouraging co-finance needed to increase the effectiveness of GEF SGP in Lesotho.

6.1 Secured and planned cash and in-kind co-financing

The GEF-SGP through the National Coordinator, with support from the UNDP CO, the National GEF Focal point, and the NSC 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 SGP will also leverage the UNDAF development framework for support. Quite a number of programmes/projects forming the portfolio of projects under the Energy and Environment Program of the UNDP CO are GEF funded projects while some are bilaterally funded. Synergies will continue to be explored for possible collaboration on implementation of community level activities where the SGP has comparative advantage. Some national development partners continue 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. Through the partnership with UNESCO World Heritage Centre, co-financing for the COMPACT project will be leveraged. It is also envisaged that new and additional resources will be leveraged through the Women-led Enterprises Innovation project that is under development and the Mountain Partnership Programme on Food Security. Partnerships have been kindled with various government departments namely, Department of Water (*Integrated Catchment Management Project*) Lesotho Highlands Development Authority (*targeting the head waters of the Senqu River*), the Ministry of Forestry, Range and Soil Conservation, to name a few. Through the grant awarded to the Limkokwing University of Creative Technology, the “Children as Media Producers (CAMP) Lesotho” programme will be rolled out to include more pupils writing news and feature stories especially on SDGs and on SGP interventions particularly in the OP 7 priority landscape. Furthermore the UN Accelerator Labs present an opportunity for innovation in programme implementation.

6.2 Co-financing Opportunities

There are successful models in the provision of effective participation by the CSOs, local authorities and local communities which should be explored. However, there is the tendency to make more efforts to encourage co-financing in parallel to the development of resources and contributions in the

implementation of projects to ensure sustainability. There are initiatives for enhanced participation and support from UNDP to mobilize the private sector and to engage it as an active partner in order to fulfill its social responsibility. These will be escalated. The CPS for OP7 will emphasize again on the importance of continuation and building more partnerships with the stakeholders and actors which may provide contributions (in cash and in kind) to active CSOs. This would ensure mobilizing additional resources in addition to the co-financing provided by the NGOs and local communities.

7.0 GRANTMAKER PLUS & PARTNERSHIP OPPORTUNITIES

The SGP Team including NSC, Technical Advisory Groups and some long term CSO partners will, through their respective community development programmes and unemployed graduates volunteer programmes, assist local communities, local authorities and CSOs in accessing funding through development of project proposals in response to calls for proposals by government, bilateral and multi-lateral organizations. Through a capacity development grant awarded to a CSO in Mokhotlong, some grantees were empowered to establish partnerships thereby being able to leverage the needed funding to augment project results. Another capacity development grant will be awarded to build on the lessons and results achieved thus far.

8.0 RISK MANAGEMENT PLAN

Table 6 Description of risks identified in OP7

Project Risk Analysis and Management Matrix			
Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, med or high)	Risk mitigation measure foreseen
Institutional conflicts with on-going public and /or NGO projects on the landscape	Slow-down of project implementation and jeopardize integration of relevant experiences into national programs	Low	The project formulation process will maintain the multi-institutional nature of the National Steering Committee inclusive of key relevant line Ministries (i.e. MFRSC and MAFS and local government), Meteorological Services, Disaster Management Authority at both national and district levels in order to ensure effective coordination and participatory decision-making.
Highly fragile environment for intensifying crop and livestock production pursuant to sustainable agriculture and food security	High-risk aversion to innovations among subsistence farmers and herders and high vulnerability to climate-related hazards	Medium	Building resilience of local ecosystems and ensuring stability and optimal use of chemicals and fertilizer. Reducing vulnerability through reliance on improved farming practices, improved natural resources management including soil erosion control.
Conflicts in the management of communally owned resources	Could lead to low interest in participation and failure of communally implemented innovations/practice.	Medium	Participatory approach in decision-making and building community consensus through local authorities at the initial stage including some training on conflict management of common property resources
Politicization of the	Create attitudes and	Low	The fund management will be ring fenced from

Project Risk Analysis and Management Matrix			
Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, med or high)	Risk mitigation measure foreseen
grants	political bias		government institutions and political groups
Operational issues: lack of quality in design	Poor design would create a disconnect between activities and resources allocated	Medium	The proposal development process culminating in funding will monitor and evaluate any discord between activities and budget
Operation: Lack of expertise	Could derail the deliverable potential of the project	Medium	The proposal evaluation process would look for this and advise for modification of projects accordingly. In addition the collaborative linkage with expert departments /NGOs would be enforced as the case may be.
Operational: Conflicts with local authorities	This could derail the project especially where activities involve the commons	High	The assessment of the project proposal will ensure that there is transparency and cooperation between grantees and local authorities and communities

The aim of project risk analysis and management is to guide the project successively from decision to completion, and to secure it from failure or time and cost overruns due to multidimensional risk factors. So with all the risks surrounding projects one cannot afford not to use project risk analysis and management as that would put the project at risk by not taking advantage of the following benefits: i) Risk analysis and evaluation; ii) Comparison of variety of risk reactions and strategies; iii) Optimizing and deciding the best strategy; iv) Provision of early warning; and v) Ability to be flexible and responsive to change.

The follow up and tracking process of SGP projects will be through the following: the SGP National Coordination Office; the SGP National Steering Committee to ensure transparent flow of information; CBOs and NGOs from the grantees and others; and independent third parties. As indicated in the project risk analysis and management (Table 5), the risk identification, assessment and mitigation will be an integral part of the monitoring and evaluation process undertaken in a participatory manner at different levels from grantees, community council, National Steering Committee (NSC) and National Coordinator (NC).

9.0 MONITORING AND EVALUATION PLAN

Monitoring and Evaluation is essential in order to measure the progress on the set goals and objectives of every initiative. It has to be a cross cutting element that is realized at planning stage (initiation/ conceptualization), approval stage, and implementation stage (execution) and evaluation stage.

9.1 Monitoring Approaches at Project and Country Levels

Using the Foresight Approach which is the ability to create and maintain a high quality, coherent and functional view, and in line with the UNDP evaluation policy, at least 10 percent of SGP resources will be allocated for monitoring and evaluation and will ensure systematic collection of disaggregated data to augment the evidence and analysis behind SGP, as this will reduce duplication of efforts while at the same time closing data gaps that may bring challenges in the implementation process of SGP. In

response to Gender issues, the UNDP gender marker will be applied for tracking expenditure towards gender mainstreaming from planning process, project approval, project implementation and evaluation. It further exposes efficiency in monitoring that outputs and outcomes promote equal benefits for men and women in SGP implementation.

Community participation, community capacity enhancement and involvement will be done through joint dialogues, visits, meetings and programme reviews together with stakeholders and technical working groups and institutions. The SGP in OP7 will continue to work with mountain communities in the same landscape as in OP6.

9.1.1 Monitoring at the Project Level

As a capacity development strategy, the SGP will award a capacity development grant for engagement of a *local* and competent civil society organization to mentor and build capacities of the grantees and mountain communities in project management including in monitoring and evaluation. Appropriate monitoring and evaluations tools to capture data and information, in alignment with the SGP Country Programme M&E guidelines, will be developed for this purpose. As a strategy for promoting networking and sharing and exchange of lessons and experiences, there will be joint mentorship, planning and reporting sessions and exchange visits for a network of grantees within the priority landscape. Every effort will be made to undertake project monitoring visits in conjunction with major programme activities including, during project appraisal visits, mentorship sessions and also during activities organized by other stakeholders and partners that will be taking place in the priority landscape. Every effort will be made to ensure that each project is visited *at least* twice in its lifetime. Each project will include, as a critical component, an activity for end of project evaluation to document overall project impact and factors for sustainability of project results over the long-term.

Furthermore, before the commencement of Grantmaking in OP7 and development of a portfolio of projects, a training workshop(s) will be held as part of the inception process for the seventh operational phase of the SGP in Lesotho, with the objective of laying the foundation for Grantmaking and also building capacities on the new SGP Monitoring and evaluation Strategy. There will be continuous engagement first and foremost, with the capacity development grantee and also with the entire grantee network and key stakeholders supporting programme implementation.

9.1.2 Monitoring at the Country Level

In achieving evidence based management and monitoring, there will be need for qualitative and quantitative data that will be sourced from national data sources for sustainability. The frequency will be annually and as an when need arises while at the same time taking stock of lessons learned, participatory monitoring and observation by team members and beneficiaries to achieve community ownership in the implementation process and open communication for re-planning, harmonized environment for advocacy and policy reviews throughout the project cycle which will be done annually and adjustments done if needed from planning to execution.

**Table 7** Monitoring and Evaluation Plan at Country Programme Level

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Country Programme Strategy elaboration	Framework for action including identification of community projects.	NC, NSC, country stakeholders, Grantees	A SGP planning grant to engage consultants may be used to update OP7 CPS.	At start of OP7
As part of NSC meetings, ongoing review of project results and analysis. This includes an Annual CPS Review.	Assess effectiveness of projects, country portfolio; learning; adaptive management.	NC, NSC, UNDP Country Office. Final deliberations shared/ analyzed with CPMT colleagues.	Staff time, Country Operating Budget	At least annual review ²³ to ensure OP7 CPS is on track to achieve its results and make timely and evidence-based modifications to CPS as may be needed ²⁴ .
Annual Monitoring Report Survey ²⁵	Enable efficient reporting to CPMT and GEF. It serves as the primary tools to record and analytically present results to donors.	NC/Programme Assistant (PA) in close collaboration with NSC. Central Programme Management Team (CPMT) provides technical guidance support and receives final country submission for further action.	Staff time	Once per year in June- July
Country Portfolio Review	Methodological results capture of the portfolio at a given point to note impact level change as well as broader adoption. The goal is to support reporting to stakeholders, learning, and support to strategic development/ implementation of CPS.	NC, NSC	SGP planning grant to engage consultants may be used to undertake previous operational cycle's impact review and utilize lessons for both OP7 CPS development and its implementation. Global technical M&E support can be expected.	Once per operational phase
SGP Database	Ensure recording of all Project and Country Programme inputs in SGP database.	NCs, PAs,	Staff time	Throughout the operational phase. Ensure quality assurance and completion of data prior to annual monitoring cycle (May-June of every year).
Audit	Ensure compliance with project implementation/management standards and norms.	UNOPS / External Contractor. NC/ PA to provide requisite support.	Global Operating Budget	Annually for selected countries on risk-assessment basis

²³It is recommended that the Annual CPS review is done close to AMR submissions for both processes to benefit from each other (suggested timeframe is May- July).

²⁴ Please note OP7 CPS will be regarded as a dynamic document and can be updated by the SGP country team and NSC on a periodic basis to reflect any necessary adjustments to ensure maximum impact. This CPS update process should be part of the Annual CPS Review.

²⁵ Timely and quality country level submissions to *Annual Monitoring Process* are mandatory. As a Global Programme, it enables aggregated reporting by CPMT to GEF, UNDP and other stakeholders.

9.2 Country Programme Strategy Results Framework

Table 8 Results Framework of the SGP OP7 Country Programme Strategy

Alignment with SDGs

In this context the OP7 programme is aligned with a number of SDGs. In particular SDG 1, 2, 5, 6, 7, 8, 9, 13, 15 and 17

GEF 7 Core Indicators

- Area of landscapes under improved management to benefit biodiversity (hectares) (GEF core indicator 4.1)
- Area of landscapes under sustainable land management in production systems (hectares) (GEF core indicator 4.3)
- Area of degraded agricultural lands restored (hectares) (GEF core indicator 3.1)
- Number of direct beneficiaries as co-benefit of SGP intervention (GEF core indicator 11)

UNDAF OUTCOME INVOLVING UNDP#3.2:

By 2023, the people of Lesotho use natural resources in a more sustainable manner and the marginalized and most vulnerable are increasingly resilient

LSO_OUTPUT_3.1

Capacities of key institutions and sectors at national and local levels enabled to scale-up and enforce rangeland management initiatives for sustainable natural resources management

LSO_OUTPUT_3.2

Low-emission and climate-resilient objectives addressed in national, subnational and sectoral development plans and policies to promote economic diversification and green growth

LSO_OUTPUT_3.3

Capacities of national government and private sector strengthened to enable universal access to clean, affordable and sustainable energy

And to a some extent:

UNDAF OUTCOME INVOLVING UNDP #3.1:

By 2023, government and private sector increase opportunities for inclusive and sustainable economic growth, improved food security, and decent work, especially for women, youth and persons with disabilities

LSO_OUTPUT_2.3

Capacities of national public and private sector institutions strengthened to promote enterprises development

OP7SGP CPS Strategic Initiatives	OP7 CPS Indicators and Targets	Means of verification
<i>In the Priority Landscape</i>		
<p><u>Strategic Initiative 1:</u></p> <p><i>Community-based conservation of threatened ecosystems and species</i></p> <p>Key objectives/focus:</p> <ul style="list-style-type: none"> a) Improve management effectiveness of protected areas through ICCAs and shared governance with private sector and government. b) Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.) c) Enhance community led actions for protection of threatened species 	<ul style="list-style-type: none"> ➤ 50,000 hectares of landscapes under improved management to benefit biodiversity (GEF core indicator 4.1) ➤ 3 community-based protected area/ conserved area designations and/or networks strengthened ➤ Number of plant species managed and used under access and benefit-sharing regime - 3 ➤ Number of community groups implementing sustainable land management programmes - 200. ➤ Number of women-led groups implementing sustainable land management programmes ➤ Number of people benefiting from improved livelihoods interventions supported - 7,000 (Women: 4,400, Men: 2,600) ➤ Number of plans and strategies for sustainable rangeland management implemented - 4 	<p>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</p> <p>Baseline assessment comparison variables (use of conceptual models and partner data as appropriate) Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>
<p><u>Strategic Initiative 2:</u></p> <p><i>Sustainable agriculture and food security</i></p> <p>Key objectives/focus</p> <ul style="list-style-type: none"> a) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, SIDS, etc). b) Increase diversification and livelihood improvement c) Remove deforestation from supply chain and expanded 	<ul style="list-style-type: none"> ➤ 102, 000 hectares of landscapes (5%) under sustainable land management in production systems (GEF core indicator 4.3) ➤ 510 hectares of degraded agricultural lands restored (hectares) (GEF core indicator 3.1) ➤ 5 linkages and partnerships (at least 30% women-led) for sustainable food production practices (such as diversification and sustainable intensification) and supply chain management (esp. Small and Medium Enterprises SMEs) ➤ 1000 small-holder farmers (at least 30% women) supported towards the achievement of national Land 	<p>Individual project reporting by SGP country teams(as part of midterm and final Progress reports) Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p> <p>Socio-ecological resilience indicators for production landscapes (SEPLs)</p>

restoration of degraded lands.	<p>Degradation Neutrality (LDN) targets</p> <ul style="list-style-type: none"> ➤ Number of projects supporting linkages and partnerships for sustainable food production practices (such as diversification and sustainable intensification) and supply chain management including in sustainable fisheries management 	
<p>Strategic Initiative 3:</p> <p><i>Low-carbon energy access co-benefits</i></p> <p>Key objectives/focus</p> <ul style="list-style-type: none"> a) Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods. b) Promote off-grid energy service needs in rural and urban areas. 	<ul style="list-style-type: none"> ➤ 10 typologies of community-oriented, locally adapted energy access solutions with successful demonstrations or scaling up and replication. ➤ 3 community-oriented, locally adapted energy access solutions with successful demonstrations for scaling up and replication ➤ 100 households achieving energy access, with co-benefits estimated and valued ➤ Number of women-led households achieving energy access, with co-benefits estimated and valued ➤ 10 ha of forests and non-forest lands with restoration and enhancement of carbon stocks initiated. ➤ Increase in installed renewable energy capacity from local technologies (e.g. on types of renewable energy technology biomass, small hydro, solar). 	<p>Individual project reporting by SGP country teams(<i>as part of midterm and final Progress reports</i>)</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Strategy Review (NSC inputs)</p>
<p>Strategic Initiative 4:</p> <p>Key objectives/focus</p> <p>Local to global coalitions for chemicals and waste management</p> <ul style="list-style-type: none"> a) Promote plastics/solid waste management and circular economy b) Reduce/remove use of chemicals in agriculture c) Enhance local to global coalitions on chemicals, waste and mercury management 	<ul style="list-style-type: none"> ➤ 50 communities working on increasing awareness and outreach for sound solid waste management. ➤ Number of projects working on increasing awareness and outreach for sound chemicals, waste and mercury management. 	<p>Individual project reporting by SGP country teams(<i>as part of midterm and final Progress reports</i>)</p> <p>Strategic partnership with International POPs Elimination Network (IPEN) and Mercury Gold country partners</p> <p>Annual Monitoring Report (AMR), global database</p> <p>Country Programme Review</p>

<p><u>Strategic Initiative 6:</u></p> <p><i>CSO-Government-Private Sector Policy and Planning Dialogue Platforms</i></p> <p>a) Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues</p>	<ul style="list-style-type: none"> ➤ 6 of CSO-government-private sector dialogues convened to support community voice and representation in national/ sub-national policy development. ➤ 50 representatives from social inclusion group (indigenous people, women, youth, persons with disability, farmers, other marginalized groups) supported with meaningful participation in dialogue platforms. ➤ 2 of Public-Private Partnership on key global environmental issues promoted ➤ Number of high-level policy changes attributed to increased community representation through the CSO-government-private sector dialogues. 	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR), global database</p> <p>Country Programme Review</p>
<p><u>Strategic Initiative 7:</u></p> <p><i>Enhancing social inclusion</i></p> <p>Key objectives/focus</p> <p>a) Promote targeted initiatives</p> <p>b) Mainstream social inclusion in all projects (e.g. women/girls, indigenous peoples, youth, and persons with disabilities)</p>	<ul style="list-style-type: none"> ➤ 100 direct beneficiaries disaggregated by gender as co-benefit of GEF investment (GEF core indicator 11) ➤ Number of indirect project beneficiaries disaggregated by gender (individual people) ➤ 10 SGP projects led by women and/or mainstream concrete mechanisms for increased participation of women. ➤ Number of projects contributing to closing gender gaps related to access to and control over natural resources ➤ Number of projects that improve the participation and decision-making of women in natural resource governance ➤ Number of projects that target socio-economic benefits and services for women ➤ 10 SGP projects that have targeted support for 	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>

	<p>Indigenous Peoples in terms of country level programming and management.</p> <ul style="list-style-type: none"> ➤ 10 SGP projects that demonstrate appropriate models of engaging youth ➤ 5 SGP projects that demonstrate models of engaging persons with disability. 	
<p><u>Strategic Initiative 8:</u></p> <p><i>Monitoring and Evaluation and Knowledge Management</i></p> <p>Key objectives/focus</p> <p>a) Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms</p>	<ul style="list-style-type: none"> ➤ 30 projects administering results management modalities in programme design, implementation and overall decision making using participatory mechanisms. ➤ Frequency of updating SGP database for effective data collection, management and analysis supporting gains in programme performance and learning. (Please checkmark one: Monthly) ➤ Number of country/cross-country impact reviews undertaken that generate evidence of SGP impact and lessons learnt. ➤ Number of projects using citizen-based knowledge platform (digital library of community innovations) to document and curate community-based solutions to environment issues. ➤ Number of knowledge fairs 	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>

10.0 NATIONAL STEERING COMMITTEE ENDORSEMENT

#	Name	Conflict of Interest Statement ²	Signature
1	Masenate Moremoholo	<input type="checkbox"/> I reiterate my acknowledgment and commitment to the SGP Conflict of Interest Statement.	
2	Mapule Dorcas Moeketsi	<input type="checkbox"/> I reiterate my acknowledgment and commitment to the SGP Conflict of Interest Statement.	
3	Matselane Khaahloe	<input type="checkbox"/> I reiterate my acknowledgment and commitment to the SGP Conflict of Interest Statement.	
4	Thabo Qhesi	<input type="checkbox"/> I reiterate my acknowledgment and commitment to the SGP Conflict of Interest Statement.	
5	Khotso Lepheana	<input type="checkbox"/> I reiterate my acknowledgment and commitment to the SGP Conflict of Interest Statement.	
6	Limomane Peshoane	<input type="checkbox"/> I reiterate my acknowledgment and commitment to the SGP Conflict of Interest Statement.	
7	Lisebo Motjotji	<input type="checkbox"/> I reiterate my acknowledgment and commitment to the SGP Conflict of Interest Statement.	
8	Mookho Monnapula	<input type="checkbox"/> I reiterate my acknowledgment and commitment to the SGP Conflict of Interest Statement.	
9	Mamosa Mohlabula-Nokana	<input type="checkbox"/> I reiterate my acknowledgment and commitment to the SGP Conflict of Interest Statement.	
10		<input type="checkbox"/> I reiterate my acknowledgment and commitment to the SGP Conflict of Interest Statement.	