



## Declaration of Commitment

The United Nations System (UNS) in Lesotho hereby confirms its commitment to supporting the Government and people of Lesotho in their efforts to realize the long-term national **Vision 2020**, which purports to improve the quality of life of all Basotho by the year 2020, by striving to achieve a stable, united, democratic, peaceful and prosperous nation, with a healthy and well-developed human resource base, a well-managed environment, and relying on a well-established technology. The UNS notes that these laudable goals are being pursued through a number of medium-term national planning frameworks, key among them the Poverty Reduction Strategy (PRS), which are consistent with the Millennium Declaration (MD) and the Millennium Development Goals (MDGs).

This *United Nations Development Assistance Framework* (UNDAF), which will guide the development assistance activities of the UNS in Lesotho during the 2008 -2012 programming cycle, is the translation of the above commitment by the United Nations Country Team (UNCT), under which the UNCT pledges to focus the UN System's resources on addressing Lesotho's priority challenges, through the pursuit of 4 PRS-consistent, MDG-based, medium-term development outcomes clustered around the **Triple Threat** of: high HIV prevalence; persistent poverty and food insecurity; and, weakened governance systems (which militate against a more gender-sensitive, rights-based, participatory and accountable public service delivery).

The UN System is committed to ensure that attainment of the results defined in this UNDAF will be pursued through joint and complementary programming, and, more particularly, by devoting increased attention to mainstreaming HIV concerns into a related joint programme of support to Lesotho's efforts to mitigate the multiple effects of HIV.

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## Preface

The Kingdom of Lesotho has been facing a multiple crisis caused by the nexus of high HIV prevalence, deep -rooted poverty with chronic food insecurity since 2001, and weakened governance systems, which adversely affect public service delivery capacity. This is undermining past gains in socio -economic and human development. With an HIV prevalence rate now estimated at approximately 23 percent of the adult population, the country is experiencing an unprecedented challenge.

Lesotho's human development indicators have worsened rapidly over the last decade because of the increased mortality associated with HIV and resulting AIDS -related deaths since the 1990s. In 1997, the average new -born Mosotho had a life expectancy of 56 years (UNDP, HDR 1999), which was projected to rise steadily to 60 years in 2001. But, owing to the effects of high HIV prevalence, overall life expectancy has been reduced to 35.2 in 2004 (UNDP, HDR 2006). Average incomes have also been falling during this period. As a result, L esotho's overall position in the UNDP human development index (HDI) ranking fell steadily from 127 out of 174 countries in 1998 to 137 in 2003, then to 149 out of 177 countries in 2006.

In response to these and other development problems, the Government , with the assistance of its development partners, has been putting in place aggressive policy and programme interventions to address the priority challenges. First, based on the **National Vision 2020** , a number of medium-term planning frameworks have been put in place, key among them the **Poverty Reduction Strategy (PRS 2004/05 – 2006/07)**. The recent **Annual Progress Review (APR)** of the PRS suggests a number of significant achievements. Regarding HIV and AIDS : a **National AIDS Commission** has been established; a ggressive prevention campaign programmes have been put in place, including the **Know Your Status** initiative launched by the Prime Minister; gradually growing numbers of AIDS patients have been put on anti -retrovirals (**ARVs**); and, massive resources are being mobilized, including continuing access to the **Global Fund for AIDS, Tuberculosis and Malaria (GFTAM)** .

On the **governance** front, successful **general elections** were held in May 2002. This led to the **most representative parliament in the country's history** . Since then another efficiently - conducted **local council elections** were held in April 2005 , as part of the Government's **decentralization process** , followed by the successful February 2007 **general elections** . Given the improving governance environment, there is now a growing recognition within government, and among civil society and international partners , that a unique opportunity exists for further positive change to take place in the development process. There is still need, however, to deepen gender -sensitive, participatory governance for effective, rights -based service delivery at the district and community levels, as well as continue with the reform of the public service systems and processes for more transparent, accountable and effective economic governa nce.

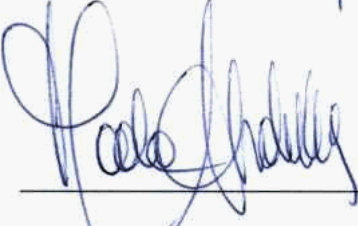
It is against this background that the UN System in Lesotho embarked upon the formulation of this **United Nations Development Assistance Framework (UNDAF)**, as the overall context for coordinating and collaborating on its development assistance activities in Lesotho during the **2008-2012 programming cycle** . This UNDAF is consistent with the revised, re -clustered medium-term Poverty Reduction Strategy (PRS) presented to the November 2006 Donor Round Table Conference, and guided by the focus of the Millennium Declaration (MD) and the Millennium Development Goals (MDGs). It has also benefited from consultations with government and Lesotho's other development partners as well as insights from the wider civil society at various development forums.

This UNDAF contributes to efforts to integrate development cooperation activities across sectors and themes, as well as focus them on country -driven planning frameworks, in the spirit of the Rome and Paris Declarations on harmonization and coordination for aid effectiveness. It has been shaped by the UN System's emphasis on a results-based management approach to development programming, which calls for a strong focus on accountability and transparency, backed by a credible monitoring and evaluation (M & E) framework. T he latter will complement the National M & E System, currently under development, for tracking progress towards



achievement of agreed development outcomes. As much as possible, the UN System will pursue **joint** as well as **collaborative** programme modalities under this UNDAF.

We would like to end by expressing our gratitude to the numerous colleagues in Government, the UN System, other development partner agencies, and civil society organizations, whose contributions and support have been critical to the formulation of this UNDAF. We extend special appreciation and thanks to the UN Common Country Programme Strategy Team (CCPST), for their painstaking and untiring efforts to bring this UNDAF drafting process to a successful completion. We hope this Team will continue with its admirable inter-Agency collaborative spirit during the implementation of this UNDAF.



Hodan A. Haji-Mohamud  
**Resident Coordinator**  
**UN System in Lesotho**



## Foreword

This UN Development Assistance Framework (UNDAF) seeks to respond to the long-standing demand by the Government of Lesotho for more coordinated, harmonized and better consolidated programmes of support by our development partners, within the context of their development cooperation with Lesotho. This call is in line with the pursuit of reduced fragmentation and duplication of development interventions across partner agencies, which will lead to mutually beneficial reduction in staff time spent on the negotiation, design, implementation and monitoring of hundreds of miniscule project interventions, in the face of severely constrained human resource capacity.

The UNDAF will form the context for coordinated UN System response, in the form of assistance to our national efforts, to addressing the major development challenges facing our nation. These challenges, some of which have intensified since the beginning of this decade, have been identified, analyzed and prioritized. In response to these and other development problems, our Government, with the assistance of its development partners, has been putting in place aggressive policy and programme interventions to address the priority challenges.

First, our long-term **National Vision 2020**, launched by the Right Honourable Prime Minister in June 2004, became the context for putting in place a number of medium-term planning frameworks, key among them the **Poverty Reduction Strategy (PRS 2004/05 – 2006/07)**. The recent **Annual Progress Review (APR)** of the PRS suggests a number of significant achievements, including some modest decline in poverty. Regarding HIV and AIDS: a **National AIDS Commission** has been established; aggressive prevention campaign programmes have been launched, including the **Know Your Status (KYS)** initiative launched by the Prime Minister; gradually growing numbers of AIDS patients have been put on anti-retrovirals (**ARVs**); and, massive resources are being mobilized, including continuing access to the **Global Fund for AIDS, Tuberculosis and Malaria (GFTAM)**.

On the **governance** front, successful **general elections** were held in May 2002. This has led to the **most representative parliament in the country's history**. Since then another efficiently-conducted **local council elections** were held in April 2005, as part of the Government's **decentralization process**, followed by the successful February 2007 **general elections**. Given the improving governance environment, there is now a growing recognition within government, and among civil society and international partners, that a unique opportunity exists for further positive change to take place in the development process. The UN System's support will contribute to this process.

It is the hope of the Government that this UNDAF will form the context for our continuing engagement with the UN System on mutually beneficial, better harmonized, more coherent and increasingly simplified approaches to development assistance cooperation, towards the achievement of improved welfare for all Basotho.

A handwritten signature in black ink, which appears to read 'Timothy T. Thahane', is written over a horizontal line.

Timothy T. Thahane

**Minister**

**Ministry of Finance & Development Planning**



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## List of Acronyms

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>ANC</b>	Ante Natal Care
<b>ARVs</b>	Anti-Retroviral (drugs)
<b>ART</b>	Anti-Retroviral Therapy
<b>BOS</b>	Bureau of Statistics
<b>CCA</b>	Common Country Assessment
<b>CCM</b>	Country Coordination Mechanism (for the Global Fund)
<b>CCPP</b>	Common Country Programming Process
<b>CEDAW</b>	Convention on the Elimination of all forms of Discrimination Against Women
<b>CFSAM</b>	Crop and Food Supply Assessment Mission
<b>CPDs</b>	Country Programme Documents
<b>CSOs</b>	Civil Society Organizations
<b>DCEO</b>	Directorate on Corruption and Economic Offences
<b>DfID</b>	Department for International Development (of the United Kingdom)
<b>DHS</b>	Demographic and Health Survey
<b>DPCF</b>	Development Partners Coordination Forum
<b>DRR</b>	Disaster Risk Reduction
<b>EC</b>	European Commission
<b>ECCD</b>	Early Childhood Care and Development
<b>EMIS</b>	Education Management Information System
<b>EU</b>	European Union
<b>FAO</b>	Food and Agricultural Organization
<b>FPE</b>	Free Primary Education
<b>GFATM</b>	Global Fund for AIDS Tuberculosis and Malaria
<b>GTZ</b>	German Development Cooperation
<b>HACT</b>	Harmonized Approach to Cash Transfers
<b>HIV</b>	Human Immunodeficiency Virus
<b>HMIS</b>	Health Management Information System
<b>ICPD</b>	International Conference on Population and Development
<b>ICT</b>	Information and Communication Technology
<b>IEC</b>	Independent Electoral Commission
<b>ILO</b>	International Labour Organization
<b>KYS</b>	Know Your Status (campaign)
<b>LANFE</b>	Lesotho Association of Non-Formal Education
<b>LVAC</b>	Lesotho Vulnerability Assessment Committee
<b>MAFS</b>	Ministry of Agriculture and Food Security
<b>MCH</b>	Maternal and Child Health
<b>MD</b>	Millennium Declaration
<b>MDGs</b>	Millennium Development Goals
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MOEL</b>	Ministry of Employment and Labour
<b>MOET</b>	Ministry of Education and Training
<b>MOFDP</b>	Ministry of Finance and Development Planning
<b>MOFLR</b>	Ministry of Forestry and Land Reclamation
<b>MOGYSR</b>	Ministry of Gender, Youth, Sports and Recreation
<b>MOHSW</b>	Ministry of Health and Social Welfare
<b>MOITCM</b>	Ministry of Industry and Trade, Cooperatives and Marketing
<b>MOJHR</b>	Ministry of Justice, Human Rights and Rehabilitation
<b>MOLCA</b>	Ministry of Law and Constitutional Affairs





<b>MOLG</b>	Ministry of Local Government
<b>NA</b>	National Assembly
<b>NAC</b>	National AIDS Commission
<b>NAS</b>	National AIDS Secretariat
<b>NASP</b>	National AIDS Strategic Plan
<b>NER</b>	Net Enrolment Ratio
<b>NES</b>	National Environment Secretariat
<b>NGOs</b>	Non-Governmental Organizations
<b>NGOC</b>	Non-Governmental Organization Coalition for Children's Rights
<b>NUL</b>	National University of Lesotho
<b>OHCHR</b>	Office of the High Commissioner for Human Rights
<b>OMT</b>	Operations Management Team
<b>OVC</b>	Orphans and Vulnerable Children
<b>PHC</b>	Primary Health Care
<b>PLHIV</b>	People Living with HIV
<b>PMTCT</b>	Prevention of Mother To Child Transmission
<b>PRS</b>	Poverty Reduction Strategy
<b>PSIRP</b>	Public Sector Improvement and Reform Programme
<b>RC</b>	Resident Coordinator
<b>RCS</b>	Resident Coordinator System
<b>SRH</b>	Sexual and Reproductive Health
<b>STIs</b>	Sexually Transmitted Infections
<b>TB</b>	Tuberculosis
<b>UN</b>	United Nations
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund
<b>UN-HABITAT</b>	United Nations Human Settlement Programme
<b>UNICEF</b>	United Nations Children Fund
<b>UNIFEM</b>	United Nations Development Fund for Women
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>UNS</b>	United Nations System
<b>UNV</b>	United Nations Volunteer (Organization)
<b>USG</b>	United States Government
<b>WB</b>	World Bank
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization
<b>WLSA</b>	Women and Law in Southern Africa





## Executive Summary

### Background

In Lesotho, the overarching context of national aspiration is defined by the National *Vision 2020*, which was developed over a 3-year period (2001 through 2003) through an elaborate, comprehensive and fully participatory national consultation process. This long-term Vision is being pursued by a number of key medium-term national planning frameworks. These include the *Poverty Reduction Strategy (PRS)*; the *Public Sector Improvement and Reform Programme (P SIRP)*; and, the *National HIV and AIDS Strategic Plan (NASP)*.

The original PRS (2004/05-2006/07) outlines 8 major priorities and three cross-cutting issues, all of which can be mapped directly to the Millennium Declaration (MD) and the Millennium Development Goals (MDGs), although categorized differently (see Table 1 for such a mapping exercise). In preparation for its November 2006 Ninth Donor Round Table Conference, Lesotho re-clustered the original 8 major PRS priorities and 3 cross-cutting issues into four broad areas. These are: (a) the Growth Sectors (including Environment); (b) HIV/AIDS, Gender and Youth; (c) Human Development; and (d) Governance.

The UN System conducted a UN Common Country Assessment (CCA) exercise in 2004, which identified Lesotho's priority development challenges and proposed areas in which UN System support can make significant contributions to Lesotho's response to these challenges. Consistent with the analysis of the country's problems in the PRS, the CCA confirmed that Lesotho's ongoing crisis has resulted from the nexus of the so-called "*triple threat*". This is the coincidence of high HIV prevalence (23 percent); which reinforces, and is being reinforced by, pervasive poverty and food insecurity; and, weakened governance systems (with adverse consequences for public service delivery capacities).

The past two general elections of May 2002 (which resulted in the most representative parliament in the country's history), and the February 2007 snap general elections (which revealed that more work needs to be done on the Mixed Member Proportional (MMP) election model as well as political tolerance), and the local council elections in April 2005 suggest that there is a growing recognition that a unique opportunity exists for real change to take place in the development process, especially if these gains in pluralistic political governance are consolidated. There is still need, however, to deepen gender-sensitive, participatory governance for effective, right-based service delivery at both central and decentralized levels, as well as continue with the reform of the public service structures and processes for a more transparent, accountable and effective economic governance.

### The UNDAF Process

The UNDAF process was preceded by the training of UN System Staff as well as the entire UN Country Team on the UN Common Country Programme Process in June and July 2006 respectively. These training events were followed by a three-day UNDAF Strategic Planning Retreat in November, which involved the participation of the Government, both resident and non-resident UN agencies and other key development partners. During the intervening period, staff of the UN System had worked with a Government Task Force that reviewed and re-clustered the 8 original PRS priorities and 3 cross-cutting themes into four broad areas, in order to focus them more closely on the MDGs and cost them for the November 2006 Donor RTC.

### The four UNDAF Outcomes

The three-day UNDAF Strategic Planning Retreat culminated in the selection of four MDG-based UNDAF Outcomes. The selection of the four MDG-based UNDAF Outcomes was guided by the UN System's comparative advantage and unique technical expertise. The four UNDAF Results (UNDAF Outcomes), agreed upon by all stakeholders, will form the focus of UN System contribution to the national response to Lesotho's priority development challenges.

The first expected *UNDAF outcome* that will result from UN System support to the national response to the HIV/AIDS epidemic is *strengthened national capacity to sustain universal access to HIV prevention, treatment, care and support as well as impact mitigation*. This UN System contribution to the national goal on *scaling up the response to HIV* will be pursued through three agency-specific, joint and/or collaborative country programme outcomes as well as through mainstreaming HIV issues in the second and fourth UNDAF outcomes.

The second UNDAF outcome is to achieve *improved and expanded equitable access to quality basic health, education and social welfare services for all* by 2012. Four specific *country programme outcomes* will contribute to the achievement of this result. The expected result of the third *UNDAF outcome* by the end of 2012 is *increased employment, household food*



*security and enhanced natural resource and environmental management* . This UN System contribution to the PRS priority cluster related to *sustained economic growth, poverty reduction and environmental management* will be achieved by pursuing four country programme outcomes.

The fourth UNDAF Outcome will contribute to the national aspirations regarding *good governance and gender equality* . Under this UNDAF outcome, the expectation is that by 2012 *governance institutions are strengthened, thereby ensuring gender equality, improved public service delivery and human rights for all* . This UNDAF outcome focuses on the *governance* challenge and *gender equality* , one component of the cross-cutting issues identified in the PRS priorities. The UN System will make its contribution to national programmes for responding to these challenges through four *country programme outcomes* . Details of the country programme outcomes and outputs for achieving each of the four UNDAF Outcomes are presented in the UNDAF Resources and Results Matrices (Annex Table 1).

### **Resource Requirements**

As of now, the indicative UNDAF Resource Mobilization Targets suggest that about US \$ 85.86 million in total will be mobilized by the entire UN System in Lesotho during the programme cycle in reference. Slightly over a quarter of these resources (25.46%) will be spent on responding to the HIV challenge (UNDAF Outcome 1). Another 30.84% will be devoted to outcomes that will contribute to achieving more sustained levels of human development (UNDAF Outcome 2), while efforts aimed at strengthening capacities for supporting productive sector responses (UNDAF Outcome 3) will receive a little more than a quarter of the total resources (27.89%). The remaining 15.81% will be allocated to the pursuit of country programme outcomes that will contribute to UNDAF Outcome 4 (good governance and gender equality).

### **Coordination and Programme Modalities**

The UNDAF will be coordinated at different operational levels through a range of mechanisms which will include: Government; the United Nations Resident Coordinator System; the United Nations Country Team; the United Nations Operations Management Team; The Joint UN Team on AIDS, Thematic Task Forces/Theme Groups; as well as, through the United Nations System interactions with other development partners within the framework of the Development Partners Consultative Forum (DPCF).

The goal of using the UNDAF to enhance the effectiveness of the UN System, through collective action to address national needs and priorities, will be pursued through consistent use of the Programme Approach and National Execution (NEX) as preferred modalities. The UNDAF will be used as the basis for the preparation of Agency-specific Country Programmes by individual UN agencies. It will strive to ensure: that national policies and strategies are supported and capacities strengthened; that advocacy for change is enhanced and broadened; and, that community participation and empowerment are encouraged. Two programming options will be used in the UNDAF period, namely: parallel programming and joint programming.

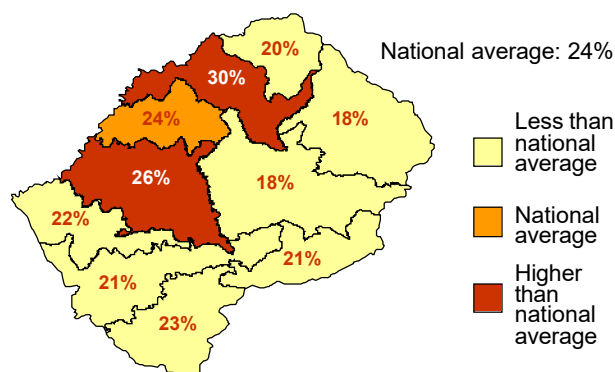
### **Monitoring and Evaluation**

The monitoring and evaluation of the UNDAF are integral parts of programme implementation. The UNDAF requires the establishment of follow-up monitoring, evaluation and review arrangements, to allow a comparison of objectives against achievements. The set of monitoring and evaluation indicators for this UNDAF is summarized in the M & E Matrices in Annex Table 2.



## Country Profile Data

HIV prevalence by district - the single most important threat to national development



Percentage HIV positive among men and women age 15 -49: DHS2004

Key Development Indicators			
Indicator	Value	Year	Source
Population Size ( <i>de jure</i> )	1,960,069	1996	BOS 1996
Annual Population Growth Rate (%)	1.5	1996	BOS 1996
Population Urbanised (%)	17	1996	BOS 1996
Life Expectancy at Birth	35.2	2004	HDR 2006
GDP per capita (Purchasing Power Parity USD)	2,619	2004	HDR 2006
GDP (1995 constant prices) Maloti million	4529.3	2005	<a href="#">BOS 2007</a>
GDP (1995 constant prices) Maloti per capita (US\$)	1906 (\$296)	2005	<a href="#">BOS 2007</a>
GNI (1995 constant prices) Maloti million	5349.0 (\$830.7)	2005	<a href="#">BOS 2007</a>
GNI (1995 constant prices) Maloti per capita (US\$)	2251.0 (\$349.5)	2005	<a href="#">BOS 2007</a>
External Debt as % of GNP	44	2003	CBL
Population below poverty line (%)	50.2	2002/3	BOS 2007
Adult (15-49) Prevalence of HIV (%)	23.2	2005	NAC/UNAIDS
Underweight Children Under 5 years (%)	19.8	2004	LDHS 2004
Infant Mortality Rate (per 1000 live births)	91	2004	LDHS 2004
Under Five Mortality Rate (per 1000 live births)	113	2004	LDHS 2004
Maternal Mortality Rate (per 100,000 live births)	762	2004	LDHS 2004
Net Primary School Enrolment Rate for Boys (%)	80.6	2004	MoET 2004
Net Primary School Enrolment Rate for Girls (%)	85.9	2004	MoET 2004
Adult Literacy Rate (%)	82	2002/3	MoFDP
Human Development Index Rank (out of 177 countries)	149	2004	HDR 2006
Area (square km)	30,000	-	Various Reports



## Section 1: Introduction

### 1.1 Background to the UNDAF Process in Lesotho

The **United Nations Development Assistance Framework (UNDAF** <sup>2</sup>) process and the UN Common Country Assessment (CCA) process which precedes it, form part of the core ingredients of the UN Common Country Programming Process (CCPP). The latter is one of the vehicles for translating the UN Secretary-General's Reform Programme at the country level, which aims at greater harmonization, coherence and coordination of UN System activities in support of the national development aspirations of programme countries. In Lesotho, the overarching context of national aspiration is defined by the National *Vision 2020*, which was developed over a 3-year period (2001 through 2003) through an elaborate, comprehensive and fully participatory national consultation process.

This long-term Vision is being pursued by a number of key medium-term national planning frameworks. These include the *Poverty Reduction Strategy (PRS)*; the *Public Sector Improvement and Reform Programme (PSIRP)*; and, the *National HIV and AIDS Strategic Plan (NASP)*. The original PRS (2004/05-2006/07) outlines 8 major priorities and three cross-cutting issues, all of which can be mapped directly to the Millennium Declaration (MD) and the Millennium Development Goals (MDGs), although categorized differently (see Table 1 for such a mapping exercise). In preparation for its **November 2006** Ninth Donor Round Table Conference, Lesotho re-clustered the original 8 major PRS priorities and 3 cross-cutting issues into four broad areas. These are: (a) the Growth Sectors (including Environment); (b) HIV/AIDS, Gender and Youth; (c) Human Development; and (d) Governance.

The UN System conducted a UN Common Country Assessment (CCA) exercise in 2004, which identified Lesotho's priority development challenges and proposed areas in which UN System support can make significant contributions to Lesotho's response to these challenges (see proposed CCA focus areas in Table 1). Consistent with the analysis of the country's problems in the PRS, the CCA confirmed that Lesotho's ongoing crisis has resulted from the nexus of the so-called "triple threat". This is the coincidence of widespread and increasing HIV infection; growing, pervasive poverty and food insecurity (which are mutually reinforcing); as well as weakened governance systems (with adverse consequences for public service delivery capacities). The prevalence of HIV among adult Basotho, 15-49 years old, is estimated at 23 percent, with a prevalence rate of 26 percent among pregnant women. Infant mortality has remained high at 91 deaths per 1,000 live births, while maternal mortality, at 762 deaths per 100,000 births, remains one of the highest in sub-Saharan Africa.

Since the late eighties and early nineties, unemployment in Lesotho has hovered around 35-40 percent. With dwindling migrant labour opportunities in neighbouring South Africa, the threatening prospects of increasingly stiffer competition to Lesotho's textile exports (and, therefore, foreclosing further employment prospects in its manufacturing sector), and an economy that cannot generate enough jobs for the rapidly increasing labour force entrants, many households are faced with diminishing per capita incomes and impoverishment. The incidence of poverty has been around 50 percent since the late

<sup>2</sup> The UNDAF is the common strategic framework for the operational activities of the United Nations system at the country level. It provides a collective, coherent and integrated United Nations system response to national priorities and needs, including PRSPs and other national strategies, within the framework of the MDGs and the commitments, goals and targets of the Millennium Declaration and international conferences, summits, conventions and human rights instruments of the UN system. The UNDAF emerges from the analyses of the CCA and is the next step in the preparation of United Nations system country programmes and projects of cooperation (Common Country Assessment and United Nations Development Assistance Framework: Guidelines for UN Country Teams)



eighties. Meanwhile, against the background of a seriously degraded and relatively small arable land area, and a highly circumscribed natural resource situation, severe and recurring droughts between 2002 and 2005 had caused serious food insecurity, because of failed harvests, which made it necessary for up to 600,000 people to receive food aid at one time or another during that 3 -year period.

Owing to the depleted rural household assets base, on account of these droughts and the survival imperatives of the HIV epidemic, it is proving rather difficult for the agricultural sector (on which majority of the rural households depend) to recover from the food insecurity threat. It is also estimated that more than 180,000 children have been orphaned, mostly as a result of AIDS -related deaths. Against this background, there is a real danger that Lesotho may not make significant progress towards the achievement of the Millennium Development Goals (MDGs) by the 2015 target date. The *Lesotho MDG Status Report 2005* suggests that only the MDG related to *universal access to primary education* may be achieved on time.

**Table 1: Alignment of PRS priorities and the CCA focus areas with the MDGs**

	PRs Goal	Broad CCA Cluster	MDG & MD Goal	UN Lead Agencies
1	Employment Creation & Income Generation	Poverty Reduction ● Employment Creation ● Food Security ● Basic Social Services	Eradicate Poverty & Extreme Hunger	UNDP ILO
2	Agriculture and Food Security	Poverty Reduction ● Employment Creation ● Food Security ● Basic Social Services	Eradicate Poverty & Extreme Hunger	FAO WFP
3	Infrastructure Development	-	-	-
4	Deepening Democracy, Governance, Safety & Security	Preserving Good Governance ● Institutional Reform ● Human Rights ● Decentralization	● Millennium Declaration (MD) Objective ● Promote Gender Equality	UNDP UNFPA
5	Improve Quality & Access to Essential Health Care & Social Welfare Services	Poverty Reduction ● Employment Creation ● Food Security ● Basic Social Services	● Reduce Child Mortality ● Reduce Maternal Mortality ● Combat HIV/AIDS	WHO UNFPA UNAIDS UNICEF
6	Improve Quality & Access to Education	Poverty Reduction ● Employment Creation ● Food Security ● Basic Social Services	● Achieve Universal Primary Education ● Promote Gender Equality and Empower Women	UNICEF UNESCO UNFPA WFP
7	Manage & Conserve the Environment	Environment and Natural Resource Conservation	● Ensure Environmental Sustainability ● Eradicate Poverty and Hunger	UNDP/FAO WFP
8	Improve Public Service Delivery	Preserving Good Governance ● Institutional Reform ● Human Rights ● Decentralization	Millennium Declaration (MD) Objective	UNDP
9	Cross-Cutting	● Gender Equality & Women's Empowerment ● Youth & Adolescents ● HIV/AIDS	● Eradicate Poverty & Extreme Hunger ● Combat HIV/AIDS ● Promote Gender Equality and Empower Women	UNDP UNAIDS WHO UNFPA WFP

**Source:** Developed at June 2006 UN CC Programme Strategy Team & July 2006 UNCT Workshops, from the Lesotho PRS, CCA and MDG Status Report documents.



The successful general elections of May 2002 which resulted in the most representative parliament in the country's history, was followed by another efficiently conducted local council elections in April 2005. There is now a growing recognition within government, and among civil society and international partners that a unique opportunity exists for real change to take place in the development process. It is hoped that the general elections of February 2007 will consolidate these gains in pluralistic political governance. There is still need, however, to deepen gender-sensitive participatory governance for effective service delivery at the decentralized levels, as well as continue with the reform of the public service structures and processes for more transparent, accountable and effective economic governance.

## 1.2 The UNDAF Process

The UNDAF process was preceded by the training of UN System Staff as well as the entire UN Country Team on the UN Common Country Programme Process in June and July 2006 respectively. These training events were followed by a three-day UNDAF Strategic Planning Retreat in November, which involved the participation of the Government, non-resident UN agencies and other key development partners. During the intervening period, staff of the UN System had worked with a Government Task Force that reviewed and re-clustered the 8 original PRS priorities and 3 cross-cutting themes into four broad areas, in order to focus them more closely on the MDGs and cost them for the November 2006 Donor RTC.

The development of the UNDAF also coincided with the strategy planning periods for Lesotho's other key development partners. Like the UN System, the country cooperation programming cycles for these partners (DfID, European Commission, GTZ, Irish Aid and the World Bank) also commence in 2008. Consequently, their participation at the November 2006 UNDAF Strategic Planning Retreat, together with our Government counterparts, provided a unique opportunity for exploring prospects for joint and/or collaborative programming, within the context of a common national planning framework, the re-clustered PRS, and the MDGs.

Table 2 summarizes the alignment of the re-clustered PRS goals, the CCA areas identified for UN System focus, and the MDGs, on the one hand, with the UN DAF Outcomes that resulted from the Strategic Planning Retreat deliberations, on the other hand.

## 1.3 UN System's Comparative Advantage

The selection of the four MDG-based UNDAF Outcomes was guided by the UN System's comparative advantage and unique technical expertise. The latter, both in terms of resident agency staff competencies as well as potentials for competence procurement world-wide, backed by a global network that draws on lessons of experience and "best practices", enhances the UN System's potential to optimize its contribution to the achievement of the national responses to the identified PRS priorities. The pooled expertise and experiences of the UN System's agencies provides a key instrument to maximize the impact of its support toward the achievement of the MDGs. The UN agencies also enjoy a position of neutrality and trust that has been built and tested over time with a wide variety of partnerships with stakeholders. Furthermore, UN agencies serve as honest brokers in matters related to deepening democratic governance, a unique position that cannot be matched by other development agencies world wide.





**Table 2: Alignment of the UNDAF Outcomes with the MDGs, the new PRS Clusters and the CCA focus areas**

Serial Number	UNDAF Outcome	New PRS Priority Clusters	Related Millennium Development Goals (MDGs)	Broad CCA Rights Clusters
1	Capacity strengthened to sustain universal access to HIV/AIDS prevention, treatment, care and support and impact mitigation	HIV/AIDS, gender and Youth	<ul style="list-style-type: none"> <li>● Combat HIV and AIDS</li> <li>● Promote gender equality</li> </ul>	<ul style="list-style-type: none"> <li>● HIV and AIDS</li> <li>● Youth, Adolescents and Children</li> </ul>
2	Improved and expanded access to quality basic health, education and social welfare services for all	Human Development, HIV/AIDS, gender and youth	<ul style="list-style-type: none"> <li>● Achieve universal primary education</li> <li>● Reduce child mortality</li> <li>● Improve maternal health</li> </ul>	Poverty Reduction <ul style="list-style-type: none"> <li>● Basic Social Services (universal access as a basic right)</li> </ul>
3	Increased employment, household food security and enhanced natural resource and environmental management	Economic Growth, Natural Resource and Environmental Management	<ul style="list-style-type: none"> <li>● Eradicate extreme poverty and hunger</li> <li>● Ensure environmental sustainability</li> </ul>	<ul style="list-style-type: none"> <li>● Poverty Reduction</li> <li>● Food security</li> <li>● Employment creation</li> <li>● Environmental and Natural Resource Conservation</li> </ul>
4	Governance institutions strengthened, ensuring gender equality, public service delivery and human rights for all	<ul style="list-style-type: none"> <li>● Governance</li> <li>● HIV/AIDS, gender and youth</li> </ul>	<ul style="list-style-type: none"> <li>● Millennium Declaration</li> <li>● Promote gender equality</li> </ul>	<ul style="list-style-type: none"> <li>● Preserving Good Governance</li> <li>● Institutional Reform</li> <li>● Human Rights</li> <li>● Decentralization</li> <li>● Gender equality</li> </ul>

Source: Developed by all stakeholders at the November 2006 UNDAF Strategic Planning Retreat from review of new PRS Priorities (for Nov. RTC), agreed CCA Focus Areas and MDG Reports.

## Section 2: UNDAF Results

The four UNDAF Results (UNDAF Outcomes), agreed up on by all stakeholders, which will form the focus of UN System contribution to the national response to Lesotho's priority development challenges, are shown in Column 2 of Table 2. They are briefly discussed in the following sub-sections.

### 2.1 UNDAF Outcome 1

The UN System contribution to the national goal of *scaling up the response to HIV, led by the Joint UN Team on AIDS* will be pursued through mainstreaming HIV issues across all the related UNDAF outcomes implemented through the framework of the first UNDAF outcome (see box at end of section).

The first expected *UNDAF outcome* that will result from UN System support to the national response to the HIV epidemic is **strengthened national capacity to sustain universal access to HIV/AIDS prevention, treatment, care and support as well as impact mitigation**. In order to achieve this outcome the UN system will focus on three specific areas. These are: Strategic information;





strengthening Civil Society; and, providing technical assistance in scaling up the National Response. Recent analysis undertaken by UNAIDS indicates that there are significant resources available for HIV programmes and the trend would increase in the coming year. The comparative advantage of the UN lies in helping the structures for the national response to utilise the available resources in an efficient and timely manner for credible results. The three country programmes listed below and those under Outcome 2 are aimed at building capacity and removing implementation bottlenecks.

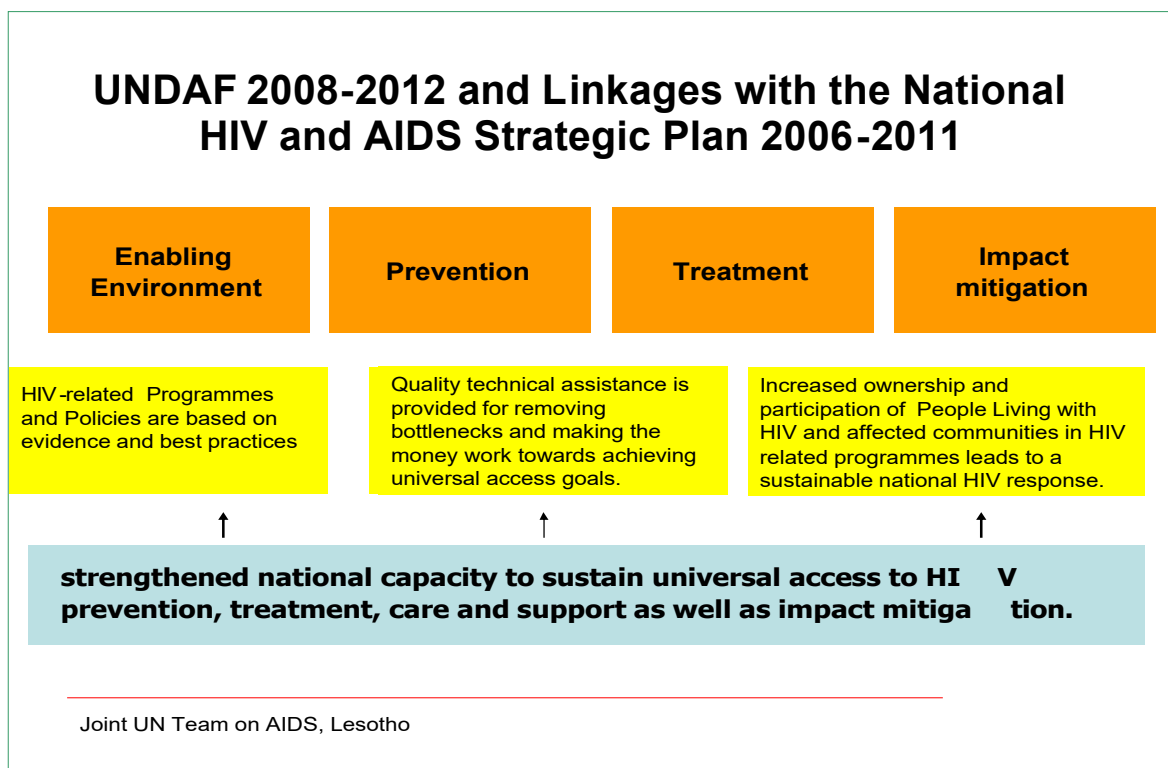
The first **country programme outcome** will focus on ensuring that, by the end of 2012, HIV-related policies and programmes are based on evidence and best practices. In pursuit of this country programme outcome, national capacity to gather, process and analyze HIV-related strategic information will be strengthened. This would include: support for the regular monitoring of HIV trends through annual HIV surveillance; tracking the coverage of programmes, especially related to treatment, OVC support and HIV prevention; assessment of expenditures, monitoring of behaviour change, as well as availability of HIV prevention and treatment commodities. The UN system will also support the national institutions in undertaking the evaluation of programmes, and the setting of minimum standards to ensure that a coordinated and uniform quality of services are available to all Basotho, irrespective of where they live. Building on the strategic information produced, the UN will advocate with policy makers, opinion leaders, civil society and implementing partners to guide the appropriate prioritization and utilization of HIV-related resources in order to get maximum impact from these investments. The UN will also help support the transition of the AIDS response in Lesotho from an emergency mode to an exceptional and sustained response to HIV. The UN will advocate with national leaders, using cutting-edge long term scenario building.

The second **country programme outcome** will focus on scaling up the response of people living with HIV (PLHIV) and communities to participate in HIV-related policy and programme development and implementation. This will be pursued by ensuring that community PLHIV groups are organized to effectively access institutions and systems that will make their voices heard, as well as ensuring increased support to communities to develop and manage HIV-related programmes. This outcome will focus on building partnerships with civil society and community institutions, including the private sector and local government structures, to increase their participation in the national response as well as increase their capacity and preparedness to respond to the HIV epidemic. The vision behind this country programme outcome is to provide leadership to the community and vulnerable groups to demand and manage HIV related programmes and services. As an increasing number of people get to know their status in Lesotho as part of the Know Your Status Campaign, increased support from the UN system to help people living with HIV and meaningfully organize and manage their lives would be key to ensuring a sustained, community-driven response. Additionally, as Lesotho decentralises its social services at the community level, the UN will aim at strengthening community support groups and local government structures in the areas of developing, managing and monitoring HIV programmes. This will result in a bottom-up, demand-driven delivery of the national response by the end of the UNDAF period. This country programme outcome will also be delivered in conjunction with UNDAF Outcome 4, to ensure that people living with HIV meaningfully participate in national governance processes and have their rights protected.

The third **country programme outcome** by which the UN system will contribute to UNDAF Outcome 1 will focus on scaled-up implementation of HIV-related services. This will ensure increased access by



vulnerable<sup>3</sup> populations, especially the rural poor. This will be achieved by providing increased access by key stakeholders to quality UN technical assistance for implementing HIV-related programmes and delivering related services, especially in rural areas. The comparative advantage of the UN system in Lesotho lies in providing technical assistance that can help speed up implementation of HIV-related programmes. Lack of timely assistance often leads to underutilisation and, many times, inappropriate use of resources. Each of the UN agencies has technical resources, both in country as well as through their regional mechanisms. The UN system will utilize the Technical Assistance Fund set up by UNAIDS. The objective of the UN system through this outcome is to rapidly remove bottlenecks in implementation of HIV-related programmes. To a large extent the technical assistance provided will be integrated through the programme of work outlined in UNDAF Outcome 2.



## 2.2 UNDAF Outcome 2

The expectation under this UNDAF outcome by 2012 is to achieve **improved and expanded equitable access to quality basic health, education and social welfare services for all**. Four specific *country programme outcomes* will contribute to the achievement of this result. These will also build on and be complementary to the country programmes outcomes outlined above in the HIV outcome. The first is to provide support to ensure increased enrolment, attendance rate and completion of early childhood care

<sup>3</sup> Vulnerable populations include People Living with HIV, OVCs, women and girls, children, youth, mobile populations (including herd boys), people with disabilities, transactional sex workers, street children, substance abusers, prison inmates, and, on their release, their families. The vulnerable population in Lesotho will be determined on basis of the definition agreed by the Programme Coordination Board of UNAIDS and detailed in the UNAIDS policy position paper - “*Intensifying HIV Prevention*”, June 2005



and development (ECCD) and primary school by all school -age children (particularly girls), including those children with special learning needs, orphans and other vulnerable children. The second is to support increased coverage and improved quality of non -formal education, especially for herd -boys, domestic workers and other vulnerable children, who are unable to access the free primary education (FPE) facilities or are compelled to drop out because of the HIV pandemic.

The third *country programme outcome* related to this UNDAF outcome (which focuses on the national **human development cluster** of PRS priority challenges) is to ensure increased access to holistic and quality health care services, for all, particularly targeting the most vulnerable groups, by the end of the programme cycle. A final country programme outcome relates to ensuring increased access to quality social welfare and protection services by all, especially children , orphans, youth and women.

The MDGs related to this human development cluster of UNDAF outcomes are many. In addition, trend indicators on progress towards their achievement have not been encouraging. The relevant MDGs include: combating HIV; achieving universal primary education; promoting gender equality and empowering women; reducing child mortality; and, improving maternal health. The latest Lesotho MDGs Status Report suggests that, at the current rate, only the goal related to achievement of universal primary education seems to be achievable by 2015. This is why the UN System's contribution to scaled - up national programmes for responding to challenges in these areas is very critical.

### 2.3 UNDAF Outcome 3

The expected result of the third **UNDAF outcome** by the end of 2012 is **increased employment, household food security and enhanced natural resource and environmental management** .

This UN System contribution to this PRS priority cluster related to *sustained economic growth, poverty reduction and environmental management* will be achieved by pursuing four country programme outcomes. The first *country programme outcome* that will contribute to the achievement of this UNDAF Outcome focuses on ensuring that national capacity is strengthened to create employment opportunities for women, men and youth. Some of the *country programme outputs* that will serve as vehicles for pursuing this country programme outcome include: supporting the adoption and implementation of national policies for youth employment; supporting small and medium enterprise development, helping to enhance the competitiveness of the textile sector, skills development programmes as well as urban income generating activities and vocational education programmes; and supporting capacity building in agricultural enterprises in order to enhance opportunities for rural employment and income generation. This is in addition to promoting labour-intensive investment approaches in the construction and infrastructure sub-sectors.

The second will ensure that agricultural productivity is increased and food security improved. Specific *country programme outputs* that will contribute to this outcome are: farmland productivity and production increases through the adoption of innovative agricultural technologies, improved land management practices and the promotion of appropriate irrigation and water harvesting technologies; improvements in communal land productivity through implementation of integrated watershed management programmes ; and, dietary diversity as well as increased production and consumption of micro-nutrient rich crops.



The third *country programme outcome* relevant to the pursuit of this third UNDAF outcome focuses on achieving strengthened policy and institutional capacities related to improving natural resource and environmental management. This will be pursued, among others, by supporting: the development and implementation of frameworks such as the global convention on climate change for sustainable development; capacity strengthening of local structures for sustainable management of land as well as the urban environment; and, increased access to sustainable energy services, electricity and cleaner fuels.

The fourth *country programme outcome* that will contribute to the achievement of this UNDAF outcome focuses on ensuring that UN support to policies and institutional capacities to deal with disasters and hazards are strengthened. A key intervention which will be pursued in disaster risk reduction is institutional capacity development, primarily through strengthening the capacities of the Disaster Management Authority (DMA) to respond to all forms of emergencies.

## 2.4 UNDAF Outcome 4

The fourth UNDAF Outcome will contribute to the national aspirations regarding *good governance and gender equality*. Under this UNDAF outcome, the expectation is that by 2012 **governance institutions are strengthened, thereby ensuring gender equality, improved public service delivery and human rights for all.**

This UNDAF outcome focuses on the *governance* challenge and *gender equality*, one component of the cross-cutting issues identified in the PRS priorities. The UN System will make its contribution to national programmes for responding to these challenges through four *country programme outcomes*

The first country programme outcome that will contribute this fourth UNDAF outcome will seek to ensure strengthened governance institutions for a stable participatory democracy and effective economic oversight. This will be pursued through: support to national institutions to implement regional and international economic and social development obligations; as well as, strengthening the capacity of civil society organizations to play their appropriate watchdog roles to ensure a stable, participatory democracy and equitable government spending in support of economic growth.

The second country programme outcome will focus on ensuring enhanced institutional capacity for gender equality as well as the empowerment of women, people living with HIV, children and other vulnerable groups. The country programme outputs that will contribute to this outcome include: support to the establishment and operationalization of national commissions for Human Rights, for Gender and for Children; promoting increased participation of women in the legislature and other decision-making bodies, and for the concerns and views of marginalized groups (including people with disabilities, people living with HIV, children and OVC) to be reflected in legislation; strengthened capacity of governance institutions to incorporate the opinions and enable the participation of women and vulnerable groups in the development and implementation of policies that affect them; support to the formulation and implementation of policies and legislation that protect human rights; and, ensuring that knowledge management systems are in place and functioning to consolidate research information on children, women and vulnerable groups.



The third country programme outcome will seek to ensure a strengthened demand -driven and decentralized public service delivery system which is based on claim -holder aspirations and participation. This outcome will be pursued by: strengthening advocacy, communication and partnerships with NGOs, community groups of people living with HIV or support groups and governmental bodies regarding demand-driven public services; strengthening the capacities of government institutions and other public sector service providers to respond to local needs; and, support to strengthened capacity to design and implement national policies and programmes for the control of alcohol, crime, and drugs.

The fourth country programme outcome aims at ensuring that national planning frameworks such as the PRS (and related sectoral and district plans) take into account population and development linkages.

Annex Table 1 summarizes these UNDAF results as well as their corresponding country programme outcomes and outputs in the form of UNDAF Results Matrices.

### **Section 3: Estimated Resource Requirements**

The UN agencies have estimated the resources needed to pursue the achievement of the respective country programme outcomes to which they will contribute (whether through agency -specific programmes/projects, joint or collaborative programmes) during the cycle. It is noted that more precise estimates may only become available after the elaborate programme/project development stage involving national counterparts of the respective agencies. Furthermore, while these estimates are only indicative of requirements, resource commitments can only be made in agency -specific Country Programme Documents (CPDs) or project documents, based on the respective agencies' procedures and approval mechanisms. Table 3 indicates the estimated UNDAF Resource Mobilization Targets for the 2008-2012 programme cycle.

As of now, the indicative UNDAF Resource Mobilization Targets suggest that about US \$85.96 million in total will be mobilized by the entire UN System in Lesotho during the programme cycle in reference. Slightly over a quarter of these resources (25.43%) will be spent on responding to the HIV challenge (UNDAF Outcome 1). Another 30.80% will be devoted to outcomes that will contribute to achieving more sustained levels of human development (UNDAF Outcome 2), while efforts aimed at strengthening capacities for supporting productive sector responses (UNDAF Outcome 3) will receive a little more than a quarter of the total resources (27.98%). The remaining 15.79% will be allocated to the pursuit of country programme outcomes that will contribute to UNDAF Outcome 4 (good governance and gender equality).

**Table 3: Estimated UNDAF Resource Mobilization Targets for the 2008 -2012 Programme Cycle**

Country Prog. Outcome	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	3.3	4.1	4.2	4.3	
	HIV-related programmes and policies are based on evidence and best practices	Scaled up response of people living with HIV and communities to HIV	Implementation of HIV-related programmes is scaled up	Increased enrolment, attendance rate and completion of ECCD and primary school going children, including those with	Increased coverage and improved quality of non-formal education, especially for heard boys, domestic workers and other	Increased access to holistic and quality health care services by girls, and boys, women and men by 2012	Increased access to quality social welfare and protection services by orphans and other vulnerable groups, especially children, youth and women	Strengthened national capacity to create employment opportunities for women, men and youth	Agricultural productivity increased and household food security improved	Policies and institutional capacity strengthened to improve natural resources and environmental management	Strengthened governance institutions for a stable participatory democracy and effective economic governance	Enhanced institutional capacity for gender mainstreaming, equality, empowerment of women, children and other vulnerable groups	Demand driven and decentralized public service delivery based on claim-holder aspirations and participation strengthened	Agency Totals
FAO	0	0	0	0	0	0	0	0	12,000,000	0	500,000	0	200,000	12,700,000
ILO	0	0	800,000	0	200,000	0	300,000	3,800,000	0	0	1,800,000	0	0	6,900,000
UNDP	500,000	1,500,000	500,000	0	0	0	0	2,000,000	0	3,800,000*	4,000,000	400,000	1,800,000	6,200,000
UNFPA	2,000,000	2,000,000	0	0	0	2,075,000	0	0	0	0	1,500,000	425,000	200,000	8,200,000
UNICEF	500,000	1,000,000	5,500,000	3,000,000	1,000,000	2,000,000	4,500,000	1,000,000	1,000,000	0	200,000	300,000	1,000,000	21,000,000
UNESCO	0	0	0	0	0	0	0	0	0	100,000	0	0	0	100,000
UNODC	0	0	0	0	0	0	0	0	0	0	0	0	200,000	200,000
WFP**	500,000	3,260,000	4,000,000	4,400,000	2,800,000	0	4,000,000	0	3,400,000	0	0	0	200,000	22,560,000
WHO	500,000	100,000	200,000	0	0	2,000,000	200,000	0	0	0	0	100,000	300,000	3,400,000
UNIFEM	0	0	0	0	0	0	0	0	0	0	0	200,000	0	200,000
OHCHR	0	0	0	0	0	0	0	0	0	0	0	250,000	0	250,000
HABITAT	0	0	0	0	0	0	0	0	0	750,000	0	0	0	750,000
UNAIDS	1,000,000	500,000	1,500,000	0	0	0	0	0	0	0	0	0	0	3,000,000
<b>TOTAL CP</b>	<b>1,000,000</b>	<b>8,360,000</b>	<b>12,500,000</b>	<b>7,400,000</b>	<b>4,000,000</b>	<b>6,075,000</b>	<b>9,000,000</b>	<b>6,800,000</b>	<b>16,400,000</b>	<b>850,000</b>	<b>8,000,000</b>	<b>1,675,000</b>	<b>3,900,000</b>	<b>85,960,000</b>
<b>SHARES</b>		<b>25.43%</b>				<b>30.80%</b>			<b>27.98%</b>			<b>15.79%</b>		

Notes: \* includes 2,500,000 from the GEF

\*\* includes resources mobilized through Protracted Relief and Recovery Operations (PRRO) resources





## Section 4: Coordination Mechanisms and Programme Modalities

**Coordination Mechanisms:** The UNDAF will be coordinated at different operational levels through a range of mechanisms which will include: Government; the United Nations Resident Coordinator System; the United Nations Country Team; the United Nations Operations Management Team; Thematic Task Forces/Theme Groups; and additionally, through the United Nations System interactions with other development partners within the framework of the Development Partners Consultative Forum (DPCF).

- **Government:** The overall responsibility for the coordination and orientation of all activities and programmes aimed at achieving the various national objectives and goals, as stipulated in the National Vision 2020, the PRS and various other sectoral strategies, lies with the Government of Lesotho. This is in line with the commitments which were agreed upon at the Paris Declaration, where partner countries committed to: exercise leadership in developing and implementing their national development strategies; translate these national development strategies into prioritised results-oriented operational programmes; and, take the lead in coordinating development aid at all levels. It is noted that the Government lacks adequate capacity to fulfil this mandate. Therefore, the UN system in Lesotho will work closely with Government to develop and strengthen its aid coordination and management capacity.
- **The Resident Coordinator System (RCS):** The United Nations Resident Coordinator (RC) is the UN System's team leader and represents the UN on issues of common interest and concern in the country, as well as representing the United Nations Secretary General at the country level. The RC supports the Government in its efforts to coordinate development activities.
- **The United Nations Country Team (UNCT):** The UNCT consists of Representatives of all resident UN agencies in Lesotho (UNAIDS, UNDP, UNFPA, UNICEF, WFP, FAO, WHO and the World Bank), and includes non-resident agencies such as ILO, OHCHR, and UNESCO. The UNCT meets regularly at least once a month, but may, when need arises, meet more frequently. Individual agencies are accountable to the UNCT for the coordination of their respective sectoral or thematic areas through working groups. Non-resident UN Agencies will coordinate their activities through the Resident Coordinator's Executive Office.
- **The United Nations Operations Management Team (OMT).** The OMT is made up of Operation Officers from resident UN agencies. The team coordinates issues related to rationalizing common services, common premises, as well as strengthening harmonisation of operations and procedures within the UN system.
- **The Security Management Team (SMT).** The SMT is coordinated by the Designated Official/Resident Coordinator of the UN System in Lesotho. Its membership includes the Field Security Officer and representatives of United Nations agencies, programmes and funds.
- **Working Groups:** There are several Inter-agency Working Groups which provide coordination support to the UNCT in implementing and monitoring the UNDAF. Currently, there are two working groups namely, the Millennium Development Goals Working Group (chaired by UNDP) and the Food Security Working Group (chaired by FAO). The OVC Working Group has been instituted and will commence its mandate in this UNDAF cycle. It will be chaired by UNICEF.
- **The Joint UN Team on AIDS.** Coordination of the UN programmes on HIV would be through the Joint UN Team on AIDS established during the course of 2006. This Team, facilitated by

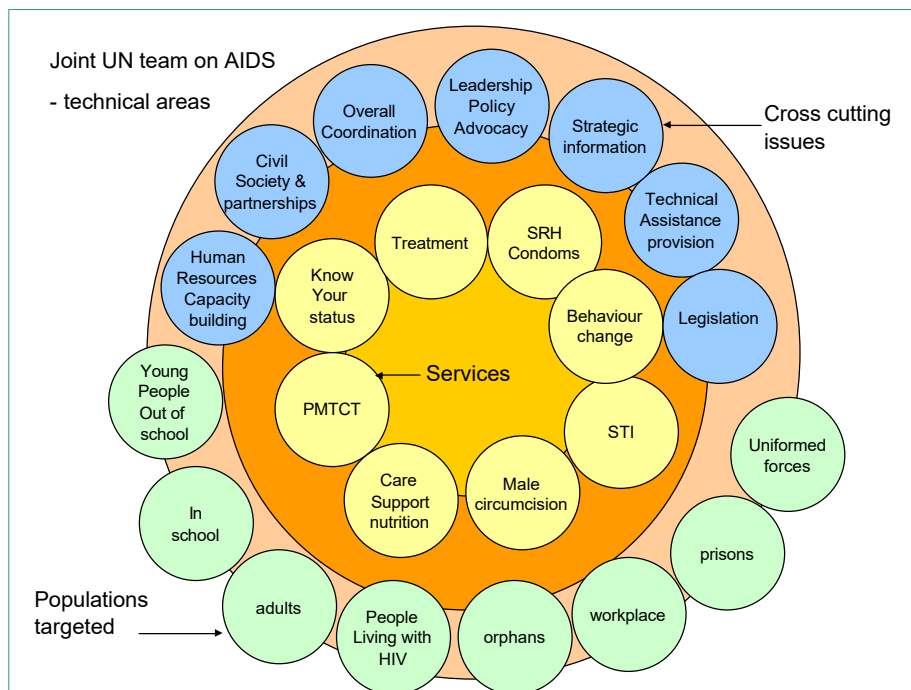
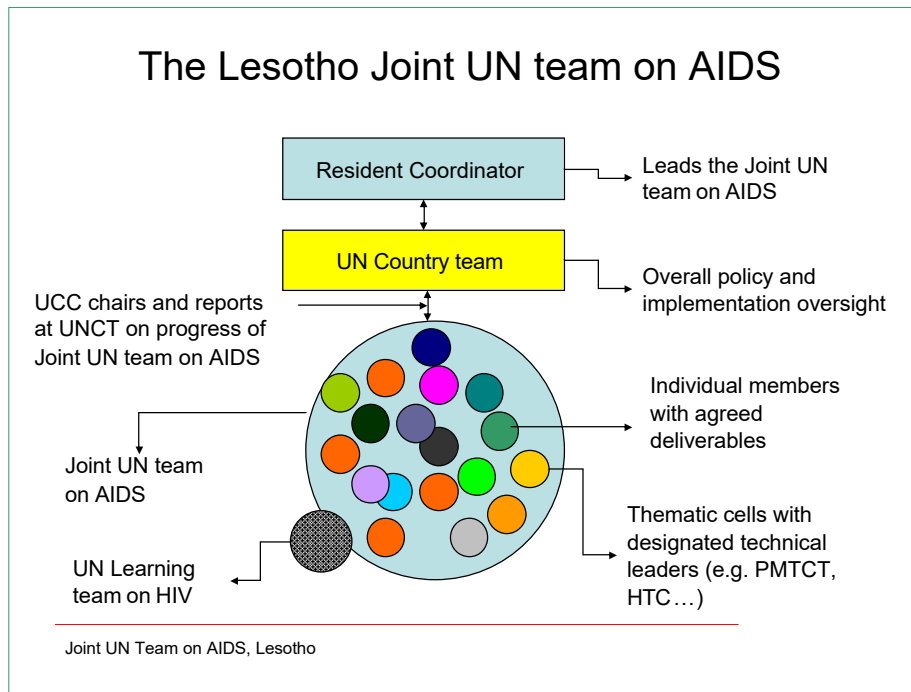




UNAIDS under the direction and leadership of the UN resident coordinator, will serve as the mechanism for programming and coordination of HIV -related efforts within the UN system to promote a coherent and effective action in support to the national response (see Box at end of this section). A joint programme of support with a clear division of labour and accountability mechanisms will be developed in the course of 2007 , based on the recommendations of the Global Task Team on improving AIDS coordination among multilateral institutions and international donors in June 2005 and within the framework of the UNDAF outcomes . The UN Country Team will serve as the overall body that approves the joint programme of support and monitor the functioning of the Joint UN Team on AIDS and the implementation of its workplan. Annual work plans will be developed each year , based on the UNDAF and clear milestones will be elaborated in the joint programme of support document to be developed in course of 2007. The expanded UN Theme Group on HIV will serve as the mechanism for broader sharing of information and coordination of key stakeholders in the country. Currently the expanded UN Theme Group on HIV serves as the national partnership forum, with unrestricted membership. Over the course of the UNDAF period, as the capacity of the National AIDS Commission to convene and host such meetings increases, the expanded Theme Group on HIV will revisit its membership and convert it into a development partners' group to coordinate HIV -related activities. In the short term, the working of the Expanded Theme Group will be reviewed to make it more structured and serve as the transition model for the subsequent national partnership model.

The UN will also play an important role in harmonising the coordination of the National AIDS Response and work closely with the National AIDS Commission and sectoral ministries. It will support the clear identification of roles and responsibilities. Where appropriate the individual UN agencies will work closely with their national counterparts. It will also support the Government of Lesotho in strengthening the role of the National AIDS Commission in managing the national response. These mechanisms will be reflected within the national coordination framework currently being developed by the National AIDS Commission.

The UN is also represented in several other HIV -related Steering Committees , such as the Country Coordination Mechanism (CCM) for the Global Fund for AIDS, TB and Malaria (GFATM), the Know Your Status (KYS) Campaign, and several other sectoral programmes. A clear strategy to coordinate UN participation in these committees will be developed by the Joint UN Team on AIDS. The UN will also take the leadership in coordinating the development partners' contribution to the AIDS response.



- Gender and Reproductive Health Theme Group.** The Gender and Reproductive Health Theme Group addresses issues of gender and Reproductive Health and promotes programmes in this thematic area carried out by Government, Non -Governmental Organisations and UN agencies in Lesotho. It is made up of UNDP, UNFPA, UNICEF, UNV, WHO, FAO, WFP, Government and



active women's NGOs. Its activities are within the framework of the recommendations emanating from the Fourth World Conference on Women, the World Summit for Children, the Education for All Summit, the International Conference on Population and Development (ICPD) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). Some of the group's main interests are to increase public awareness and advocacy as well as monitor gender, reproductive health and human rights-related issues.

**Programme Modalities:** One of the principal objectives of the UNDAF is to enhance the effectiveness of the UN System, through collective action to address national needs and priorities. This will be pursued through consistent use of the Programme Approach and National Execution as preferred modalities. In some cases, specialized technical agencies within the UN System will be used for executing some of the programmes. The UNDAF will be used as the basis for the preparation of Agency-specific Country Programmes by individual UN agencies. It will strive to ensure that national policies and strategies are supported; that advocacy for change is enhanced and broadened; and, that community participation and empowerment are encouraged, to effectively involve Basotho in decisions that affect their lives. Its key strategic approach will involve the use of its worldwide network of resources to develop and augment capacities of implementing partners for more effective service delivery.

To attain this objective, two programming options will be used in the UNDAF period: parallel programming and joint programming. Parallel programming is the a process through which two or more UN agencies will design separate programmes, but these programmes will contribute to the achievement of a common objective identified through a collaborative assessment process, within a concerted timeframe. Joint programming will permit two or more UN agencies join together to carry out assessments of problems as well as jointly design interventions consisting of shared objectives, actions, timeframes, resource requirements and a clear delineation of responsibilities.

**Partnerships:** The UN will work with a wide range of partners at various levels in the delivery of the UNDAF. The UN will provide support to the Government in developing coordination forums that play a key role in the fostering of good partnerships. Cooperation between the UN and the cooperating partners will continue to be very important and will be continued through the DPCF. Through the UNDAF, the UN will seek to build on an already firm foundation of mutual trust with the cooperating partners, and will serve to strengthen its supportive role for capacity enhancement and service provision to the donor community for resource delivery to implementing institutions. In this regard, the UN will serve as a conduit for donor funds to the Government and other recipient institutions for development, using its world-wide network of human resources and knowledge of best practices. The UN will fulfil the role of coordinator and facilitator as and when it is considered to be necessary.

The UNDAF will promote modalities and opportunities for UN agencies to strengthen pragmatic links with NGOs and civil society. Partnerships with civil society can significantly help to foster community empowerment and encourage social responsibility. Such activities can be very positive and the UN will work alongside civil society in the pursuit of such worthy ideals.

**Resource Mobilisation:** The UNDAF provides an opportunity for the UN System, at country level, to secure development assistance in support of national needs and priorities, benefiting both UN supported and other national programmes and projects. Any additional funds mobilized for the UN System may benefit individual, parallel or joint programmes, the decision in this regard being made by participating



UN agencies. The particular option chosen will determine the financial and accountability rules and procedures governing the management of such funds.

**Streamlining and Simplification of Procedures:** A key aim of the UNDAF is to help reduce the administrative cost incurred by Government to cooperate with the UN System. This will require agreement among participating UN organisations on a consistent approach to programming and operational issues at country level. Working in collaboration with Government, they can examine the possibility of developing a simplified and common set of guidelines in key areas such as national execution, procurement, a harmonised approach to cash transfers to implementing partners (HACT), the programme approach and remuneration of national project personnel.

## **Section 5: Monitoring and Evaluation (M&E) Framework**

The monitoring and evaluation of the UNDAF are integral parts of programme implementation. The UNDAF requires the establishment of follow-up monitoring, evaluation and review arrangements, to allow a comparison of objectives against achievements. The monitoring and evaluation framework for this UNDAF is given in Annex Table 2.

**Monitoring:** Monitoring the implementation of the UNDAF and evaluating its impact, as well as that of other related Country Programmes, will be conducted jointly by the Government of Lesotho and the UNCT. The monitoring arrangements will also enable participating organisations to examine the UN System's catalytic and strategic role in overall development cooperation in Lesotho. Monitoring of the UNDAF will be based on the use of a selected number of indicators agreed upon within the UN System and with Government and other implementing partners, and between the UN System and cooperating partners as reflected in the M&E Matrices. Within this framework, external evaluation systems which have been instituted by implementing partners such as the Government of Lesotho's Integrated Financial Management Information System, Dev-Info and other regular or periodic surveys will be additional resources for use in monitoring implementation of the UNDAF. The information obtained from these indicators will be linked to M&E systems designed at the Country Programme level and will serve as a basis for the analysis and review of performance, to assess progress made, identify lessons learnt and, if necessary, recommend changes or adjustments in relevant strategies.

**Evaluation:** Evaluating the UNDAF will take place at two critical points in the UNDAF implementation cycle. There will be a mid-cycle evaluation in 2010, and an end-of-cycle evaluation in 2012. The agency specific annual and mid-term programme evaluations will be used as building blocks for the UNDAF mid-cycle and end-of-cycle evaluations. These evaluations will provide valuable information on the implementation progress of the UNDAF in terms of interim outcomes and impact as well as provide input into the next UNDAF. An in-depth joint examination of achievements against stated objectives and critical constraints will be made during these evaluations, with a view to streamlining and adjusting the response to emerging issues.

**Table 4: Monitoring and Evaluation Programme Cycle Calendar of Activities**

		2008	2009	2010	2011	2012
UNCT M&E activities	Surveys/studies	DHS; Labour Force Survey; MoET Annual Report; End - user dealer survey.	Household Budget survey; MoET Annual Report.	DHS; MoET Annual Report CWIQ	MoET Annual Report	DHS; MoET Annual Report End-user dealer survey
	Monitoring systems	Annual Reports and work plans by Agencies; RC Annual Report; Thematic Working Groups Reports; DevInfo; IFMIS; HMIS; LVAC/CFSAM Reports	Annual Reports and work plans by Agencies; RC Annual Report; Thematic Working Groups Reports; DevInfo; IFMIS; HMIS; LVAC/CFSAM Reports	Annual Reports and work plans by Agencies; RC Annual Report; Thematic Working Groups Reports; DevInfo; IFMIS; HMIS; LVAC/CFSAM Reports	Annual Reports and work plans by Agencies; RC Annual Report; Thematic Working Groups Reports ; DevInfo; IFMIS; HMIS; LVAC/CFSAM Reports	Annual Reports and work plans by Agencies; RC Annual Report; Thematic Working Groups Reports; DevInfo; IFMIS; HMIS; LVAC/CFSAM Reports
	Evaluations	Annual UNCT Joint Strategy Meeting	Annual UNCT Joint Strategy Meeting	Annual UNCT Joint Strategy Meeting and Mid -Term Evaluation of Country Programmes	Annual UNCT Joint Strategy Meeting	Terminal Evaluation of Country Programmes
	Reviews	MDG Report; PRS update; Agency Annual Reports and annual CP reviews; AIDS Annual Report; CBL Quarterly Review.	Agency Annual Reports and annual CP reviews; AIDS Annual Report; CBL Quarterly Review	MDG Report; Agency Annual Reports and annual CP reviews; AIDS Annual Report; CBL Quarterly Review; Country Programme Mid -Term Reviews;	Agency Annual Reports and annual CP reviews; AIDS Annual Report; CBL Quarterly Review	MDG Report; Agency Annual Reports and annual CP reviews; AIDS Annual Report; CBL Quarterly Review; Country Programme Mid -Term Reviews;
	UNDAF evaluation milestones	Draw-up evaluation action plan and budgeting		Mid-cycle UNDAF Outcome evaluation		End-of-cycle UNDAF Outcome evaluation
Planning references	M&E capacity building	Capacity building in statistical systems in BoS ; Joint support to aid coordination in MFDP through Technical Assistance.	Capacity building in statistical systems in BoS ; Joint support to aid coordination in MFDP through Technical Assistance.	Capacity building in statistical systems in BoS; Joint support to aid coordination in MFDP through Technical Assistance.		
	Use of information	MDG reporting MDG based PRS rollout HACT assessments		MDG reporting MDG based PRS rollout HACT assessments	Commence CCA and UNDAF 2013 -2017 preparation	Agency CP preparation and approval
	Partner activities	Joint support to strengthen statistical systems by UN agencies and other development partners	Joint support to strengthen statistical systems by UN agencies and other development partners	Joint support to strengthen statistical systems by UN agencies and other development partners		

## Annex 1: UNDAF Results and Resources Matrices

National Priority or Goals Cluster: HIV & AIDS, Gender and Youth cluster			
UNDAF Outcome 1: Capacity strengthened to sustain universal access to HIV prevention, treatment, care and support, and impact mitigation			
Country Programme Outcome	Country Programme Outputs	Role of Partners	Resource Mobilization Targets
1.1 HIV-related Programmes and Policies are based on evidence and best practices	1.1.1 The national capacity to gather, process, and analyse strategic information is strengthened	WHO, UNICEF, UNFPA, UNDP, ILO, UNESCO, WFP, FAO, UNAIDS secretariat, NAC, Ministries of Education, Health and Social Welfare, Gender, Youth, Trade, Finance and Planning, Local Government, DFID, Irish AID, USG, EC, GTZ	WFP \$ 500,000 UNDP \$ 500,000 UNAIDS \$ 1,000,000 WHO \$ 500,000 UNICEF \$ 500,000 UNFPA \$ 2,000,000
	1.1.2 Advocacy initiatives informed by strategic information leads to appropriate prioritization and utilization of HIV-related resources and programmes	WHO, UNICEF, UNFPA, UNDP, UNESCO, WFP, FAO, UNAIDS secretariat NAC, Ministries of Education, Health and Social Welfare, Gender, Youth, Trade, Finance and Planning, Local Government, DFID, Irish AID, USG, EC, GTZ	
1.2 Increased ownership and participation of People Living with HIV and affected communities in HIV related programmes leads to a sustainable national HIV response.	1.2 Community PLHIV groups are empowered to effectively access and utilize institutions and systems.	UNDP, UNFPA, WFP, UNAIDS Secretariat NAC, Local Government, Ministry of Health and Social Welfare, DFID, Irish AID, USG, EC, GTZ, Clinton Foundation, LENEPWHA, Community HIV groups	WFP \$ 3,260,000 UNDP \$ 1,500,000 UNAIDS \$ 500,000 WHO \$ 100,000 UNICEF \$ 1,000,000 UNFPA \$ 2,000,000
	1.2.2 Communities enabled to develop and manage HIV-related programmes	WHO, UNICEF, UNFPA, UNDP, UNESCO, WFP, FAO, UNAIDS secretariat, Local Government, LENASO, NAC, District and Community Councils, GTZ	
1.3 Quality technical assistance is provided for removing bottlenecks and making the money work towards achieving universal access goals.	1.3.1 Quality technical assistance is accessed by key stakeholders to scale up implementation and delivery of HIV-related programmes	WHO, UNICEF, UNFPA, UNDP, UNESCO, WFP, ILO, UNAIDS secretariat NAC, Ministries of Education, Health and Social Welfare, Gender, Youth, Trade, Finance and Planning, Local Government DFID, Irish AID, USG, EC, GTZ, Clinton Foundation	WFP \$ 4,000,000
			UNDP \$ 500,000 UNAIDS \$ 1,500,000 WHO \$ 200,000 UNICEF \$ 5,500,000 ILO \$ 800,000
<b>Coordination Mechanisms and Programme Modalities:</b> Coordination of the UN programmes on HIV would be through the Joint UN Team on AIDS established in the course of 2006. This Team, facilitated by UNAIDS under the direction of the UN resident coordinator, will serve as the mechanism for programming and coordination of HIV-related efforts within the UN system to promote a coherent and effective action in support to the national response.			

National Priority or Goals Cluster: I mprove Quality & Access to Essential Health Care, Education & Social Welfare Services.			
UNDAF Outcome 2: Improved and expanded equitable access to quality basic health, education and social welfare services for all			
Country Programme Outcome	Country Programme Outputs	Role of Partners	Resource Mobilization Targets
2.1 Increased enrolment , attendance rate and completion of Early Childhood Care and Development (ECCD) and primary school going children , including those with special learning needs	2.1.1 Capacity for effective delivery of Integrated Early Childhood Care and Development (IECCD) programme strengthened	UN agencies (UNICEF, UNFPA, UNESCO, WFP) will provide funding for materials development and capacity development and sensitization of recepti on class teachers, care givers and parents	UNICEF \$3,000,000 WFP \$4,400,000
	2.1.2 Improved quality of teaching and learning programmes at primary school level.	UN agencies (UNICEF, UNFPA, UNESCO, WFP, FAO ) will provide funding for cap acity development workshops for principals and teachers and for curriculum materials development. UN agencies will support the introduction of life skills education	
	2.1.3. Increased number of schools providing child friendly facilities and services.	UN agencies (UNICEF, UNESCO, WFP) will provide funds for capacity development workshops for Education Officers, principals, teachers, school development committee members and learners. UNICEF and WFP will provide funds for constructing gender and child friendly water and sanitation facilities in selected schools	
	2.1.4 Incentive programme provided for increased enrolment and attendance rate of school -age children especially Orphans and Vulnerable Children (OVC).	UN agencies (UNICEF, UNESCO, WFP, FAO ) will advocate for amendment of the Education Act to make free primary education compulsory. WFP will provide food, stoves, cooking utensils, garden tools and building materials for kitchens and storerooms in schools	
2.2 Increased coverage and improved quality of non -formal education, especially for herd boys, domestic workers and other OVC	2.2.1 Capacity for delivery of expanded non-formal education services strengthened	UN agencies (UNICEF, UNESCO, WFP, FAO and ILO) will support the training of learning post administrators and other Non Formal Education providers	UNICEF \$1,000,000 WFP \$ 2,800,000 ILO \$ 200,000
	2.2.2 Incentive programme strengthened for delivery of	UN agencies (UNICEF, UNESCO, WFP, FAO) will support the	



National Priority or Goals Cluster: Improve Quality & Access to Essential Health Care, Education & Social Welfare Services.			
UNDAF Outcome 2: Improved and expanded equitable access to quality basic health, education and social welfare services for all			
Country Programme Outcome	Country Programme Outputs	Role of Partners	Resource Mobilization Targets
	non-formal education at centres to OVC and youth who drop-out of school	provision of teaching and learning materials at new posts. WFP will provide food, stoves and cooking utensils at learning posts in highland areas and foot hills	
2.3 Increased access to and utilisation of comprehensive quality health care services as well as sexual and reproductive health information and services including for HIV, and adoption of positive behaviours by women, men, young persons and vulnerable groups by 2012	2.3.1 District health management teams are in place and managing the essential health package effectively	The WHO, UNICEF and UNFPA, will the coordination of WHO will support the MOHSW to scale up cost effective health interventions that enables every individual in Lesotho especially children, youth and women to promote and protect their health.	WHO \$ 2,000,000 UNICEF \$ 2,000,000 UNFPA \$2,075,000
	2.3.2. Technical capacity and skills of health workers at all levels improved.		
	2.3.3 Primary Health Care, SRH/STI and HIV services are more youth friendly and accessed more vulnerable young people	WHO in collaboration with UNICEF and UNFPA will support the Ministry of Health and Social Welfare (MOHSW) and its partners to improve the performance of the health sector human resources, financing, infrastructure, drugs, supplies and commodities, as well as monitor and evaluate the performance of the sector.	
	2.3.4 Improved availability of comprehensive, quality SRH services including Reproductive Health Commodity Security		
	2.3.5 Integrated package of health promotion for prevention and care developed and scaled - up.	WHO will support the MOHSW to strengthen development and coordination of health partners	
	2.3.6. Treatment, care and support of people with chronic illnesses improved (incl. HIV, TB, Hypertension and diabetes)		
	2.3.7 Increased delivery of babies attended by skilled birth attendants		
	2.3.8 Expanded, strategic, evidence based behaviour change strategies and programmes for Sexual and Reproductive Health (SRH), with emphasis on HIV, maternal health and adolescent Sexual and Reproductive Health (ASRH)		

National Priority or Goals Cluster: Improve Quality & Access to Essential Health Care, Education & Social Welfare Services.			
UNDAF Outcome 2: Improved and expanded equitable access to quality basic health, education and social welfare services for all			
Country Programme Outcome	Country Programme Outputs	Role of Partners	Resource Mobilization Targets
2.4 Increased access to quality social welfare and protection services by orphans and other vulnerable groups, especially children, youth and women	2.4.1 Capacity of government institutions, CSOs, and other service providers strengthened to design and implement social welfare and protection legislation and structures for OVC, youth and women	WHO, UNICEF, UNESCO, UNFPA, WFP, UNIDO and ILO. These UN agencies will support the capacity development of line Ministries for the operationalization of the National Plan of Action for OVC. UN agencies will also support the formation and operationalization of District and Community Child Protection teams. They will advocate for approval and implementation of all relevant laws and policies, as well as support the capacity development workshops for service providers. UNICEF will also facilitate psychosocial support, uniforms and other non-tuition items to OVC in schools from EU funding	WHO \$ 200,000 UNICEF \$4,500,000 WFP \$4,000,000 ILO \$ 300,000
	2.4.2 Capacity of communities strengthened to monitor and evaluate social welfare and protection legislation and structures for OVC, youth and women	WHO, UNICEF, UNESCO, UNFPA, WFP, and UNIDO will support the capacity development of communities for monitoring and evaluating the implementation of policies and the provision of services	
<p><b>Coordination Mechanisms and Programme Modalities</b> : UN agencies (UNICEF, UNESCO, WFP, FAO ) with UNICEF coordination , will advocate for amendment of the Education Act to make free primary education compulsory. WFP will provide food and cooking facilities in the highland and foot hills. The Agencies will provide funding for capacity development workshops for principals and teachers and for curriculum materials development as well as providing support to the introduction of life skills education. Further, UN agencies will provide funds for capacity development workshops for Education Officers, principals, teachers, school development committee members and learners. UNICEF and WFP will provide funds for constructing gender and child friendly water and sanitation facilities in selected schools . WHO will coordinate support to MOHSW and other health partners to scale up cost effective health interventions that enables every individual in Lesotho especially children, youth and women to promote and protect their health. Furthermore, WHO in collaboration with UNICEF and UNFPA will support the Ministry of Health and Social Welfare (MOHSW) and its partners to improve the performance of the health sector human resources, financing, infrastructure, drugs, supplies and commodities, as well as monitor and evaluate the performance of the sector.</p> <p>UN agencies (UNICEF, WHO UNESCO, UNFPA, WFP, ILO and UNIDO) with UNICEF coordination will support the capacity development of line Ministries (MOHSW, MOET, MOLG, GYSR, MOAH, MOJHR , MEL) for the operationalization of the National Plan of Action for OVC. UNICEF in collaboration with the above line ministries will support the establishment and monitor performance of the District and Community Child Protection teams. ALL the above UN agencies will advocate for approval and implementation of all relevant laws and policies, as well as support the capacity development workshops for service providers. UNICEF will mobilise resources and coordinate the disbursement of funds for OVC related services. UNICEF in collaboration with , UNESCO, UNFPA, WFP, and WHO will coordinate the support to the development of community systems to monitor and evaluate the provision of education, health and social welfare services</p>			

National Priority or Goals Cluster: Sustained Economic Growth, Poverty Reduction and Environmental Management & Conservation			
UNDAF Outcome 3: Increased employment, household security and enhanced natural resources & environmental management			
Country Programme Outcome	Country Programme Outputs	Role of Partners	Resource Mobilization Targets
3.1 Strengthened national capacity to create employment opportunities for women, men and youth	3.1.1 Employment opportunities for men, women and youth created through enterprise development and promotion of cultural and natural heritage	UNDP, UNICEF, ILO will provide funding for this country programme output. UNDP will be the lead agency while UNICEF, FAO, WFP, Ministry of Labour and Employment, UNFPA, and the Ministry of Agriculture and Food Security, will collaborate in implementing programmes to contribute to the country programme outputs. Under promotion of cultural heritage, UNESCO and other partners will carry out research on intangible cultural heritage.	UNDP \$2,000,000
			UNICEF \$1,000,000
			ILO \$3,800,000
	3.1.2 National policies for employment adopted and implemented especially for youth in viable sectors.		
	3.1.3 Small and medium enterprise developed, competitiveness and productivity for the textile and crafts sectors enhanced, and skills developed for entrepreneurship.		
	3.1.4 Labour – intensive investment approaches in the construction, infrastructure and urban service delivery sector better implemented ;		
3.2 Agricultural productivity increased and household food security improved	3.2.1 Farmland productivity and production increased through adoption of innovative agricultural technologies, improved land management practices and promotion of appropriate irrigation and water harvesting technologies.	The collaborating agencies are WFP, FAO, UNDP, UNICEF, MAFS, MoFLR. FAO will lead the UN System's efforts in contributing to the country programme outcome. WFP and UNICEF will focus most of their efforts towards the School Feeding Programme.	FAO \$12,000,000
			UNICEF \$1,000,000
			WFP \$3,400,000
	3.2.2 Productivity of communal land improved through implementation of integrated watershed management programmes		
	3.2.3 Dietary diversity, consumption and production micro-nutrient rich foods increased		

National Priority or Goals Cluster: Sustained Economic Growth, Poverty Reduction and Environmental Management & Conservation			
UNDAF Outcome 3: Increased employment, household security and enhanced natural resources & environmental management			
Country Programme Outcome	Country Programme Outputs	Role of Partners	Resource Mobilization Targets
3.3 Policies and institutional capacity strengthened to improve natural resources and environmental management	3.3.1 Policies and frameworks developed and implemented on global conventions, climate change for sustainable development	UNDP will be responsible for leading interventions to contribute to this country programme outcome. The collaborating agencies are UNHABITAT, WFP and FAO.	UNDP \$3,800,000
			UNHABITAT \$ 750,000
			UNESCO \$ 100,000
	3.3.2 Access to sustainable energy services, electricity and cleaner fuels increased.		
	3.3.3 Local authorities capacitated in land and urban environmental management		
	3.3.4 Sustainable land management to combat desertification and land degradation implemented.		
	3.3.5 Increased water harvesting and improved watershed management.		
	3.3.6 Strengthening National Capacity in Water Resources Management		
3.4 Policies and institutional capacity for effective disaster risk reduction implementation strengthened	3.4.1 Legal and institutional systems for disaster risk reduction improved	UNDP and Bureau for Crisis Prevention and Recovery (BCPR) will lead the UN System's interventions in strengthening the policy and institutional frameworks to achieve this country programme outcome, especially as it relates to disaster risk reduction capacity of the Disaster Management Authority (DMA).	
	3.4.2 Emergency response and preparedness mechanisms developed and/or strengthened		
	3.4.3 Disaster risk reduction mainstreamed in key development activities		
	3.4.4 Information and knowledge management for disaster risk reduction enhanced		
<b>Coordination Mechanisms and Programme Modalities:</b> Country programme 3.1 will be coordinated by UNDP with major inputs from ILO. The main implementing partners in the Government will be the Ministry of Employment and Labour and the Ministry of Gender, Youth and Sport. Outcome 3.2 will be coordinated by FAO while the nutrition component will be coordinated by WFP with the Ministry of Agriculture and Food Security acting as the lead implementing Ministry. UNDP will be coordinating Country Programme Outcome 3.3 and will work closely with the Department of Environment and the National Environmental Secretariat. Country Programme Output 3.4 will be coordinated by the UN Resident Coordinator with technical and logistical input from the BCPR and Regional Service Centre for Southern Africa.			

National Priority or Goals Cluster: Good Governance and Gender Equality			
UNDAF Outcome 4: Governance institutions strengthened, ensuring gender equality, public service delivery and human rights for all by 2012			
Country Programme Outcome	Country Programme Outputs	Role of Partners	Resource Mobilization Targets
4.1 Strengthened governance institutions for a stable participatory democracy and effective economic governance.	4.1.1 Capacity of Governance institutions strengthened to support consolidation of democracy and implementation of regional and international economic and social development obligations.	UNDP will coordinate implementation of the outputs with financial and/or technical support from FAO, UNFPA, UNICEF, UNODC, ILO, UNECA, MoHA, IEC, MoJHR, CSO + media, MoLCPA, (NA + Senate), DCEO, MoLG, MoD, BoS, NUL and MoTCIM. Additional financial contributions will come from the US Government, DfID, and GTZ.	UNDP \$ 4,000,000
	4.1.2 Capacity of Parliament and CSOs strengthened to play watchdog role for a stable and participatory democracy.		UNICEF \$ 200,000
	4.1.3 Policies and programmes to support sound economic growth developed		UNFPA \$1,500,000
			ILO \$1,800,000
			FAO \$ 500,000
4.2 Government and civil society institutional mechanisms promote and protect the rights of women , girls and people living with HIV, and advance gender equality.	4.2.1 National commissions and other mechanisms for the protection and promotion of human rights, children's rights , rights of people living with HIV, and gender equality in place and operational by 2012.	The major contributors to this country programme outcome will be UNDP, UNICEF, UNFPA, UNIFEM, OHCHR and WHO. Technical and logistical input will be provided by ILO, MoGYSR, MoJHR, MoHSW, MoET, WLSA, and NGOC, while DfID, EC, GTZ, Irish Aid will provide additional resources under their respective programmes.	UNDP \$400,000
	4.2.2 Women's participation in legislative processes and decision-making enhanced .		UNICEF \$300,000
	4.2.3 Enhanced institutional and technical capacity of government and civil society organizations to advocate for, and to plan, implement and monitor gender responsive policies and programmes.		UNFPA \$425,000
	4.2.4 UN projects and programmes gender mainstreamed		UNIFEM \$200,000
	4.2.5 Increased capacity of government and civil society		OHCHR \$250,000
			WHO \$100,000

National Priority or Goals Cluster: Good Governance and Gender Equality			
UNDAF Outcome 4: Governance institutions strengthened, ensuring gender equality, public service delivery and human rights for all by 2012			
Country Programme Outcome	Country Programme Outputs	Role of Partners	Resource Mobilization Targets
	organisations for prevention of gender-based violence and the management and care of survivors of Gender -based violence (GBV).		
4.3 Demand-driven and decentralized public service delivery based on claim-holder aspirations and participation strengthened.	4.3.1 Advocacy, communication and partnerships with governmental bodies and NGOs strengthened to demand public services.	UNDP will be the lead agency for the decentralisation programme of the UN. UNICEF, UNFPA, WHO, FAO, WFP, UNAIDS will provide resources in their areas of specialisation while the major implementing partners will be MoGYSR, MoJHR, MoHSW, MoET, MoCST, WLSA, NGOC . Other collaborators , both financially and technically, will be Dfid, EC, GTZ, Irish Aid, UNODC, UNCDF , and the Media	UNDP \$1, 800,000 UNICEF \$ 1,000,000 UNFPA \$ 200,000 WFP \$ 200,000 WHO \$ 300,000 FAO \$ 200,000 UNODC \$ 200,000
	4.3.2 Strengthened capacity of selected government institutions and other public service providers to support delivery of public services.		
	4.3.3 Government programmes to control alcohol, crime and drugs strengthened.		
	4.4.4 Strengthened advocacy for use of ICT to enhance service delivery.		
4.4 PRS, sectoral and district plans, policies, and strategies take into account population and development linkages.	4.4.1 Strengthened institutional capacity at national and district levels for integration of population issues in poverty reduction strategies and sectoral plans, policies and programmes.	The lead agency in this country programme outcome will be UNFPA. It is envisaged that a joint approach to supporting statistical systems in the country, integrating population dynamics in development plans and strategies. UNDP will collaborate at the technical level.	
	4.4.2 Improved capacity of institutions at national and district levels to collect, analyze and utilize data for planning and policy making.	UNDP, UNFPA, UNICEF, UNIC, WFP, FAO, UNAIDS and WHO will collaborate in a joint effort to support line Ministries and the Bureau of Statistics in strengthening capacities for the collection, analysis and utilisation of data.	
<b>Coordination Mechanisms and Programme Modalities:</b> For Outcome 4.1, UNDP will act as the lead agency. UNDP will coordinate implementation of the outputs with financial and technical support from UNFPA, UNICEF, UNODC, UNECA, the US Government and Dfid. All other partners from Government and civil society organizations, including IEC, will be mobilized to play a role in supporting a stable and participatory democracy. Strategic partnerships will be forged with the Parliament, MoLCPA and DCEO to facilitate a more accountable use of public resources. UNDP and UNFPA will coordinate preparation of			

National Priority or Goals Cluster: Good Governance and Gender Equality			
UNDAF Outcome 4: Governance institutions strengthened, ensuring gender equality, public service delivery and human rights for all by 2012			
Country Programme Outcome	Country Programme Outputs	Role of Partners	Resource Mobilization Targets
			nationally executed programmes in conjunction with the BoS and NUL to strengthen data collection and management and facilitate a more fact-based information analysis. Technical and financial support will be provided to the MoJHR and MoTCIM to the preparation of policies and guidelines to support sound economic growth and governance.
			For Outcome 4.2, UNFPA will act as the lead agency. UNFPA will work closely with UNICEF, UNDP, FAO and WFP to support gender equality and empowerment of women, children and other vulnerable groups. UNFPA, UNICEF and UNDP will engage the Government (MoGYSR, MOJHR, MoET), NGOC and WLSA to facilitate establishment of the Gender, Children's and Human Rights Commissions. UNICEF, UNDP and UNFPA will prepare nationally executed programmes that advocate for the participation of women, children and other vulnerable groups in the formulation of policies and laws that affect them. The UN will work in partnership with the European Commission, GTZ and Irish Aid to mobilize the necessary resources and support the sustainability of the programmes on gender equality, children's protection and women's empowerment.
			For Outcome 4.3, UNDP will act as the lead agency. All other UN Agencies will prepare individual and joint programmes and projects to advocate for increased public service delivery that is based on claim-holder aspirations. NGOC and the Media will be mobilized and given technical and financial support to encourage the communities to demand services. UNDP will prepare nationally executed programmes to support selected government ministries' capacity to deliver efficient, quality and timely services to the public. In collaboration with the Ministry of Communications, Science and Technology and the Media, UNDP will support programmes to operationalise the national ICT Policy to enhance service delivery. UNDP will administer UNODC's support to the government's programmes to control alcohol, crime and drugs.
			For Outcome 4.4, UNFPA will lead the interventions with close collaboration from all other agencies. A joint programming approach will be adopted to support the strengthening of statistical systems in the country, integrating population dynamics in development plans and strategies, especially as these relate to the impact of the HIV epidemic.



## Annex 2: Monitoring and Evaluation Framework

Key: TBS = To be Surveyed; TBD = To be Determined; Baseline refers to situation in 2006 or as stated, and Target refers to 2012.

UNDAF Outcome 1: Capacity Strengthened to sustain universal access to HIV prevention, treatment, care and support and impact mitigation

Country Programme Outcomes	Indicators and Baseline	Sources of Verification	Risks and Assumptions
<p><b>CP Outcome 1.1:</b> HIV-related Programmes and Policies are based on evidence and best practices</p>	<p><u>National M&amp;E Plan 2006 -2011 implementation rate</u>  <b>Baseline:</b> 0% (April 2006)    <b>Target:</b> 80% on a yearly basis  <b>Calculation:</b> % 5-year road map activities implemented disaggregated by area (Data collection, Evaluation &amp; Research, Data Management, Strategic Information, Capacity Building, Coordination)            Numerator: Number of activities completed during year of reference            Denominator: Number of activities due by year of reference.</p>	AIDS Annual Report	<p><u>Risks:</u></p> <ul style="list-style-type: none"> <li>✦ Low political support for appropriate allocation of funds.</li> <li>✦ Human resource attrition.</li> </ul> <p><u>Assumptions:</u></p> <ul style="list-style-type: none"> <li>✦ HIV will remain high on the political agenda.</li> <li>✦ Funds from National Government, Global Fund and other donors will be available, and appropriately managed.</li> <li>✦ Human resource capacity will not fall below a critical level and quality staff are retained.</li> <li>✦ Accurate and up-to-date data, including financial data, will be available.</li> </ul>
	<p><u>Resource allocation and expenditure by priority areas and target groups</u>  <b>Baseline:</b> N/A  <b>Target:</b> Assessment showing resources adequately match priority areas and target groups  <b>Calculation:</b> Allocation and expenditures disaggregated by area (Prevention, Treatment care and support, Impact Mitigation, Supportive Environment) AND by target group (To be determined).</p>	National AIDS Spending Assessment (NASA)	
<p><b>CP Outcome 1.2</b> Increased ownership and participation of People Living with HIV and affected communities in HIV related programmes leads to a sustainable national HIV response.</p>	<p><u>Proportion of members of selected committees and forums who are living openly with HIV</u>  <b>Baseline:</b> TBS                      <b>Target:</b> 20%  <b>Calculation:</b> Numerator Number of People Living openly with HIV (self declared or belonging to a known PLHIV network) who are members of:            Parliament, NAC Board, CCM, District AIDS Councils, HIV Forum  <u>OR</u> participating in:            UN Expanded Theme Group meetings and HIV national review meetings.            Denominator: Total number of members/participants in each of the above-mentioned bodies/meetings</p>	Attendance list in minutes and reports of relevant bodies and meetings	<p><u>Risks:</u></p> <ul style="list-style-type: none"> <li>✦ High levels of denial, stigma and discrimination remain at all levels.</li> <li>✦ Funding provided without adequate capacity building.</li> </ul> <p><u>Assumptions:</u></p> <ul style="list-style-type: none"> <li>✦ Funds will be available, including from National Government, Global Fund and other donors.</li> </ul>

Country Programme Outcomes	Indicators and Baseline	Sources of Verification	Risks and Assumptions
	<p>Percentage of resources channelled through CSOs  <b>Baseline</b> : TBD <b>Target</b> : TBD  <b>Calculation:</b>  Numerator: Total amount of funds granted (=approved) to non-state actors (i.e. by the Lesotho Government, other governments, and intergovernmental institutions)  Denominator: Total amount of resources allocated to HIV in the country</p>	NAS	<p>Human resource capacity will not fall below a critical level due to increased access to HIV prevention, treatment and care and support services.</p>
<p><b>CP Outcome 1.3</b> Quality technical assistance is provided for removing bottlenecks and making the money work towards achieving universal access goals.</p>	<p>% of OVC whose households have received free basic external support in caring for the child  <b>Baseline</b> : 25% (2005 UNGASS Report) <b>Target</b> : 80%  <b>Calculation:</b> See National M&amp;E Plan 2006 -2011</p>	DHS+	<p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>High levels of denial, stigma and discrimination remain at all levels.</li> <li>Turnover of implementing staff among UN and partners creates discontinuity and could slow down implementation.</li> </ul> <p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>UN has enough capacity to provide quality technical assistance on HIV related programmes.</li> </ul>
	<p>% of schools with teachers who have been trained in life - skills-based HIV and AIDS education and who taught it during the last academic year  <b>Baseline</b> : 0% (2005 UNGASS Report) <b>Target</b> : 100%  <b>Calculation:</b> See National M&amp;E Plan 2006 -2011</p>	MOET Survey	
	<p>Number of youth out of school provided with life -skills education  <b>Baseline</b> : N/A <b>Target</b> : TBD  <b>Calculation:</b> Number of youth (15 -24 / m/f) reported to have been provided with life skill education through the standard monitoring forms used by NAC</p>	AIDS Annual Reports	
	<p>Number of people (gender/age disaggregated.) with advanced HIV infection receiving ART  <b>Baseline</b> : 8000 (September 2005 – 2005 UNGASS Report)  <b>Target</b> : More than 80% of those in need (estimated to reach 56,000 in 2010)  <b>Calculation:</b> Number of people (by age and by gender) reported to have been provided with ART by the MOHSW</p>	AIDS Annual Reports	
	<p>% of HIV infected pregnant women receiving a complete course of ARV to reduce the risk of MTCT  <b>Baseline</b> : 5% (September 2005 – 2005 UNGASS Report)  <b>Target</b> : 80%  <b>Calculation:</b> See National M&amp;E Plan 2006 -2011</p>	AIDS Annual Reports	
	<p>Number of registered orphans aged 0 – 17 years  <b>Baseline</b> : 0 (2005) <b>Target</b> : TBD  <b>Calculation:</b> Number of Orphans recorded in the national registry every year</p>	AIDS Annual Reports	

Country Programme Outcomes	Indicators and Baseline	Sources of Verification	Risks and Assumptions
	<u>Number of OVC benefiting from cash transfer programme through schools</u> <b>Baseline :</b> 0 (2005) <b>Target:</b> TBD <b>Calculation:</b> Number of Orphans recorded in the national registry every year	WFP annual reports	
	<u>Number of OVC exempted from all fees for essential services</u> <b>Baseline :</b> 0 (2005) <b>Target:</b> TBD <b>Calculation:</b> Number of Orphans recorded in the national registry every year	WFP annual reports	
	<u>Number of households with HIV receiving food and nutritional support</u> <b>Baseline :</b> 13,000 hh ( 2006) <b>Target :</b> 28,000 hh	WFP annual reports	

UNDAF Outcome 2: Improved and Expanded Equitable Access to Quality Basic Health, Education and Social Welfare Services for All

Country Programme Outcomes	Indicators and Baseline	Sources of Verification	Risks and Assumptions
<b>UNDAF Outcome 2:</b> Improved and expanded equitable access to quality basic health, education and social welfare services for all	<u>Maternal Mortality Ratio</u> <b>Baseline</b> 762 (2004) <b>Target</b> 280	HMIS, DHS, EMIS, Special studies and surveys, MOET	<u>Assumptions</u> <ul style="list-style-type: none"> <li>✦ Sustained adequate funding available to address the health education and social welfare proprieties</li> <li>✦ Basic HR gap bridged</li> <li>✦ An efficient National Data management systems is priority of the Gov of Lesotho</li> <li>✦ Sustained political stability.</li> </ul>
	<u>Child mortality</u> <b>Baseline</b> 113 (2004) <b>Target</b> 80		
	<u>Net enrolment in basic education</u> <b>Baseline</b> 1% (MOET EMIS) <b>Target</b> 50%		
	<u>Completion rate in Primary school</u> <b>Baseline</b> 62.9 (2005) <b>Target:</b> 95%		
	<u>Percentage OVC enrolled in SW services</u> <b>Baseline</b> (TBS) <b>Target:</b> 80%		
<b>CP Outcome 2.1</b> Increased enrolment , attendance rate and completion of ECCD and primary school going children , including those with special learning needs	<u>Proportion existing primary schools linked with of reception classes.</u> <b>Baseline</b> 1% <b>Target</b> 50%	MOET EMIS	<u>Assumptions</u> <ul style="list-style-type: none"> <li>✦ Sustained adequate funding available to address the health education and social welfare proprieties</li> <li>✦ Basic HR gap bridged</li> <li>✦ An efficient National Data management systems is priority of the Gov of Lesotho</li> <li>✦ Sustained political stability</li> </ul>
	<u>NER in basic education</u> <b>Baseline</b> 83.1% <b>Target</b> 95%	MOET EMIS	
	<u>Number of pupils per qualified teacher</u> <b>Baseline</b> 65:1 <b>Target</b> 50:1	MOET EMIS	
	<u>Transition rate from primary to secondary</u> <b>Baseline</b> 73% <b>Target</b> 95%	MOET EMIS	
	<u>Pupil-to-teacher ratio</u> <b>Baseline</b> 46.2 (2003) <b>Target</b> 41	MOET EMIS	
	<u>Proportion of schools providing child -friendly facilities and services</u> <b>Baseline</b> TBS <b>Target</b> 60%	MOET EMIS	
	<u>Proportion of OVC completing basic education</u> <b>Baseline</b> TBS <b>Target</b> 80%	MOET EMIS	
	<u>Percentage of schools with teachers who taught life skills education during the last academic year</u>	MOET EMIS	

Country Programme Outcomes	Indicators and Baseline	Sources of Verification	Risks and Assumptions
	<b>Baseline</b> TBS	<b>Target</b> 100%	
<b>CP Outcome 2.2.</b> Increased coverage and improved quality of non-formal education, especially for herd boys, domestic workers and other OVC	<u>Number of out-of-school (gender disaggregated) provided with life skills education</u>	MOET EMIS, LANFE	
	<b>Baseline</b> (TBS)	<b>Target</b> (TBD)	
	<u>Percentage of learners completing non-formal education at NFE Centres</u>	MOET EMIS, LANFE	
	<b>Baseline</b> (TBD)	<b>Target</b> TBD	
<b>CP Outcome 2.3.</b> Increased access to and utilisation of comprehensive quality health care services as well as sexual and reproductive health information and services including for HIV, and adoption of positive behaviours by women, men, young persons and vulnerable groups by 2012	<u>Percentage of fully vaccinated U5 children</u>	MOHSW data/ HMIS, DHS, MOET data, MYGSR data BF Surveys	
	<b>Baseline</b> 68% (2004)	<b>Target</b> 90%	
	<u>ANC 4+ coverage</u>	DHS	
	<b>Baseline</b> 69.6 (2004)	<b>Target</b> 80%	
	<u>PMTCT coverage</u>	HMIS	
	<b>Baseline</b> 5%	<b>Target</b> 80%	
	<u>Vitamin A supplementation coverage</u>	DHS	
	<b>Baseline</b> 54.6% (2004)	<b>Target</b> 90%	
	<u>Percentage Deliveries attended by skilled attendants</u>	DHS	
	<b>Baseline</b> 52.4% (2004)	<b>Target</b> 90%	
	<u>Percentage Health facilities offering EmOC services</u>	DHS	
	<b>Baseline</b> 5% (2004)	<b>Target</b> 18	
	<u>Number of out of school youth (gender disaggregated) provided with life skills education.</u>	MOET	
	<b>Baseline</b> TBS	<b>T arget</b> TBD	
<u>Percentage of HIV infected enrolled in chronic care services</u>	HMIS		
<b>Baseline</b> 10%	<b>Target</b> 90 %		
<u>TB case detection rate</u>	HMIS		
<b>Baseline</b> 61%	<b>Target</b> 70%		
<u>Percentage exclusive breast feeding for six months</u>	HMIS		
<b>Baseline</b> 36.4%	<b>Target</b> 45%		

Country Programme Outcomes	Indicators and Baseline	Sources of Verification	Risks and Assumptions		
<b>CP Outcome 2.4.</b> Increased access to quality social welfare and protection services by orphans and other vulnerable groups, especially children, youth and women	<u>Proportion of Government Institutions and CSOs effectively catering for welfare and protection, of OVC, Young People, Women and elderly.</u>	MOHSW, CSOs MOLG, CSOs UN			
	<b>Baseline</b>			<b>Target</b>	
	TBS			TBD	
	<u>Percentage of orphans registered in the District registry</u>			<b>Baseline</b>	<b>Target</b>
	TBS			TBD	
	<u>Percentage of Community councils reporting on welfare and protection services</u>			<b>Baseline</b>	<b>Target</b>
0	100%				



UNDAF Outcome 3: Increased employment, household food security and enhanced natural resource and environmental management

Country Programme Outcomes	Indicators and Baseline	Sources of Verification	Risks and Assumptions
<b>UNDAF Outcome 3:</b> Increased employment, household food security and enhanced natural resource and environmental management	<u>Proportion of people living below the poverty line</u> <b>Baseline</b> <b>target</b> Poverty headcount            50.2%                      25% Food Poverty headcount    29.1%                      15%	Household Budget Survey 2003/04	<u>Risks</u> ✦ Lack of investment in Agriculture and other productive sectors ✦ Continued appreciation of the Rand ✦ Occurrence of natural disasters such as drought, floods and frost ✦ Human resource attrition (HIV, brain drain, etc)  <u>Assumptions</u> ✦ Accurate and up-to-date gender disaggregated data ✦ Natural disasters such as drought, floods and frost do not increase in severity ✦ Continued political stability and investor confidence
	<u>Prevalence of underweight children under 5 years of age</u> <b>Baseline</b> <b>Target</b> 22.8    10	Demographic and Health Survey 2004	
	<u>Consumer Price Index for Food (When increase in food prices rise faster than other items, its an indication of worsening accessibility to food)</u>	Central Bank of Lesotho Quarterly Reports	
	<u>Average cereal yield per hectare</u> <b>Baseline</b> <b>Target</b> 600 kg/ha                                      2,000 kg/ha	Ministry of Agriculture and Food Security Reports	
	<u>Land area protected to maintain bio-diversity as percentage of all land</u> <b>Baseline</b> <b>Target</b> 6.9    12.6	Agricultural Statistics – BoS LVAC/CFSAM	
	<u>Soil erosion (lost top soil per annum in million tons)</u> <b>Baseline</b> <b>Target</b> 40    20	NES Reports	
	<u>Unemployment rate among retrenches from the textile sector and the youth in pilot sites</u> <b>Baseline</b> <b>Target</b> Women    TBS                                      TBD Men        TBS                                      TBD Youth     TBS                                      TBD	Labour Force Survey - BoS	
<b>CP Outcome 3.1</b> Strengthened national capacity to create employment opportunities for women, men and youth	<u>Number of youth employed in pilot sites</u> <b>Baseline</b> <b>Target</b> TBS    TBD	Labour Force Survey	<u>Assumptions</u> ✦ Full engagement of partners ✦ New labour force survey conducted ✦ Setting up a labour market information system
	<u>Number of enterprises started up</u> <b>Baseline</b> <b>Target</b> TBS    TBD	MOTI	
	<u>Number of twinning arrangements established</u> <b>Baseline</b> <b>Target</b> TBS    TBD	MOTI	

Country Programme Outcomes	Indicators and Baseline	Sources of Verification	Risks and Assumptions
	Number of young people reached with entrepreneurship development support <b>Baseline</b> TBS <b>Target</b> TBD	MOTI and MOET	
	Number of people accessing small business start -up, management training programmes and related business development services <b>Baseline</b> TBS <b>Target</b> TBD	MOTI	
	Number of jobs retained in the textile sector <b>Baseline</b> TBS <b>Target</b> TBD	MOTI	
<b>CP Outcome 3.2</b> Agricultural productivity increased and household food security improved	Yield of cereals per hectare <b>Baseline</b> 600 kg/ha <b>Target</b> 2,000 kg/ha	Ministry of Agriculture and Food Security Reports	<b>Risks</b> <ul style="list-style-type: none"> <li>✦ Natural disasters</li> <li>✦ Livestock theft increase</li> <li>✦ Resistance to adopt new and appropriate production systems</li> </ul> <b>Assumptions</b> Adoption of new and appropriate technologies and production systems  Availability of funds to implement the National Food Security Action Plan Favourable climatic conditions
	Number of livestock marketed <b>Baseline</b> TBS <b>Target</b> TBD	Agricultural Statistics – BoS	
	Proportion of undernourished people in total population <b>Baseline</b> 25 <b>Target</b> 14	LVAC, CFSAM, MoHSW, UNICEF	
	Prevalence of underweight children under five years of age <b>Baseline</b> 22.8 <b>Target</b> 10	Ministry of Health and Social Welfare, WFP reports	
<b>CP Outcome 3.3.</b> Policies and institutional capacity strengthened to improve natural resources and environmental management	Proportion of protected areas and sustainable use areas (%) <b>Baseline</b> 6.9 <b>Target</b> 12.6	Ministry of Environment and Natural Resources	<b>Risks</b> Encroachment into protected areas  Unsustainable land use practices  Political commitment and lack of accountability  Lack of punitive measures for infringement of environmental laws
	Plans/policies/programmes subjected to Strategic Environmental Assessment (SEA) <b>Baseline</b> 1 <b>Target</b> All	National Environmental Secretariat	
	Project briefs and Environmental Impact Assessment reports (number) <b>Baseline</b> 12 <b>Target</b> All	National Environmental Secretariat	
	Number of different delivery models sold for renewable	End user and dealer survey	

Country Programme Outcomes	Indicators and Baseline	Sources of Verification	Risks and Assumptions
	<u>energy-based rural electrification</u> <b>Baseline</b> <b>Target</b> TBS                                      TBD		<b><u>Assumptions</u></b>  Advo cacy and awareness on sustainable environmental management
	<u>Increased number of mini -grids managed and PV market activity</u> <b>Baseline</b> <b>Target</b> TBS                                      TBD	Energy regulator	
	<u>Reduction of CO<sub>2</sub> emission</u> <b>Baseline</b> <b>Target</b> TBS                                      TBD	End user and dealer survey	
<b>CP Outcome 3.4.</b> Policies and institutional capacity for effective disaster risk reduction implementation strengthened	<u>Existence of a legal framework (policy and act) for disaster risk reduction (DRR)</u> <b>Baseline</b> <b>Target</b> 1                                      1 Act reviewed ; 1 DRR National Policy	DMA reports OPM reports	<b><u>Risks</u></b> Lack of political commitment to DRR by govt  Competing priorities with DRR given low priority by UN and other agencies  Lack of resources to implement key activities  Paradigm shift from emergence response to risk reduction not embraced by stakeholders (govt, UN, etc)
	<u>Number of agencies (UN agencies, government departments, CSOs &amp; private sector) using risk and vulnerability assessment outcomes/maps for decision -making in development planning</u> <b>Baseline</b> <b>Target</b> 0?                                      75%	- UN reports /planning docs  - PRS and other planning docs - CSO reports/ planning docs	
	<u>Number of development plans integrating (mainstreaming) disaster risk reduction</u> <b>Baseline</b> <b>Target</b> 0?                                      60%	- UN reports /planning docs - PRS and other planning docs - CSO reports/ planning docs	
	<u>Number of districts with preparedness /contingency plans being implemented including simulation</u> <b>Baseline</b> <b>Target</b> 0                                      All	OPM/DMA reports  District reports	
			<b><u>Assumptions</u></b> The link between disasters and development is well understood by all.  DMA and other agencies willing to change approach from response to disaster risk reduction  Resources to implement programmes will be easily mobilised

UNDAF Outcome 4: Governance institutions strengthened, ensuring gender equality, public service delivery and human rights

Country Programme Outcomes	Indicators and Baseline	Sources of Verification	Risks and Assumptions
<p><b>UNDAF Outcome 4.</b> Governance institutions strengthened, ensuring gender equality, public service delivery and human rights</p>	<p><u>More intra-party cohesion and respect for democratic values</u> . <b>Baseline:</b> Proliferation of parties <b>Target:</b> Harmony within and between political parties</p>	Workshop registers and financial reports	Intra-party conflicts and political instability
	<p><u>Political parties act as active non-partisan proponents of civic education. Political parties, MPs, CSOs and local councils' participation in democracy, elections, civic education and conflict resolution forums</u> <b>Baseline:</b> Preponderance of partisan interests in civic education. <b>Target:</b> Equal contribution of all political parties on civic education.</p>	Government Reports, Declarations and Conventions	The electorate are not sufficiently aware of their civic responsibilities Political intolerance Violation of tradition and customary law as it relates to gender
	<p><u>Number of civic education<sup>4</sup> forums</u> <b>Baseline</b>                         <b>Target</b> 2   10 (2 per year )</p>	Government Reports	<b>Risks</b> Intra-party conflicts and political instability
	<p><u>Number of local governance programmes supported</u> <b>Baseline</b>                         <b>Target</b> 1   5</p>	Declarations and Conventions	The electorate are not sufficiently aware of their civic responsibilities
	<p><u>Number of politically-motivated acts of violence</u> <b>Baseline</b>                         <b>Target</b> 3   Zero</p>	Reports and surveys	Increased fragmentation of political parties
	<p><u>International Agreements on democratic governance implemented</u> <b>Baseline:</b> (No. of Agreements/Declarations/Treaties) <b>Target:</b> All International Agreements on democratic governance implemented and reported on</p>	Training and Follow-up reports	Political instability and unattractive economic climate
	<p><u>Number of Parliamentary sub-committees able to monitor accountability for use of public resources.</u> <b>Baseline:</b> One (Public Accounts Committee) <b>Target:</b> All Parliamentary sub-committees able to monitor accountability for use of public resources.</p>	Reports on external development assistance	Corruption and unaccountable use of public resources <b>Assumptions</b>
	<p><u>Number of capacity building programmes for DCEO and the national police service to respond to corruption and economic offenses</u> <b>Baseline:</b> No capacity building programmes</p>	Reports of the Directorate for Corruption and Economic Offences on the control of corruption and fraud.	Lesotho implements the recommendations of the APRM 2007

<sup>4</sup> Includes political tolerance and conflict resolution



Country Programme Outcomes	Indicators and Baseline	Sources of Verification	Risks and Assumptions
	<p>Mass media reports on service delivery.</p> <p><b>Baseline:</b> Limited reporting on service delivery</p> <p><b>Target:</b> 1 mass media report per week on service delivery</p>	<p>Media and NGO reports (newspapers, radio, TV etc)</p>	<p><b>Assumptions</b></p> <p>Government will have created structures at district and community levels to facilitate full delivery of public services</p> <p>People in communities are adequately aware of their right to demand efficient, quality and timely services</p> <p>Media creates public awareness about the delivery of efficient and quality services</p>
<p><b>CP Outcome 4.4.</b> PRS, sectoral and district plans, policies, and strategies take into account population and development linkages.</p>	<p><u>Population and gender sensitive data produced for policy formulation</u></p> <p><b>Baseline:</b> Population dynamics and gender issues not adequately addressed in PRS, sectoral and district plans.</p> <p><b>Target:</b> All planning frameworks to include population and gender issues</p>	<p>Poverty Reduction Strategy II (2008-2012)</p> <p>Sector Strategy Papers</p>	<p><b>Risks</b></p> <p>Weak institutional capacity in data collecting organs of Government</p> <p>Weak policy design</p>