

United Nations Development Programme

Country: Lesotho

Project Document

UNDAF Outcome(s): Governance institutions strengthened, ensuring gender equality, public service delivery and human rights for all by 2012

Expected CP Outcome(s): A) Strengthened governance institutions for a stable participatory democracy and effective economic governance. B) Demand-driven and decentralized public service delivery based on claim-holder aspirations and participation strengthened.

Expected CPAP Output(s): A) Capacity of Parliament and CSOs strengthened to play watchdog role for a stable and participatory democracy and support to sound economic growth. B) Advocacy, communication and partnerships with governmental bodies and NGOs strengthened to demand public services. C) Strengthened advocacy for use of ICT to enhance service delivery.

Implementing partner: Lesotho Council of NGOs (LCN)

Responsible Parties: UNDP/NGOs/Private Sector (to be identified)

Narrative

Civic Engagement for Effective Governance

The proposed project's main objective is to develop civic engagement in Lesotho for better oversight of public affairs and to use innovative means of providing information to citizens of Lesotho on issues of governance. The project outputs are: 1) Capacity of NGOs, CSOs and media developed for peaceful engagement with issues of national governance. 2) Public awareness raised on governance issues and government services.

Programme Period:	2008 - 2012	Estimated annualized budget:	\$300,000
CPAP Programme Component:	Fostering Democratic Governance	Total resources required:	\$300,000
Project Title:	Civic Engagement for Effective Governance	Total allocated resources:	_____
Atlas Award ID:	00049445	• Regular	_____
Start date:	April 2008	• Other:	_____
End Date:	December 2008	o DGTF	\$300,000
PAC Meeting Date:	20 Feb 2008	o Donor	_____
		o Donor	_____
		o Government	_____
		Unfunded budget:	_____
		In-kind Contributions	_____

Agreed by (Government):

Dr M. Majoro, Principal Secretary, Ministry of Finance and Development Planning

Agreed by UNDP:

Mr Ernest Fausther, UNDP Acting Resident Representative



I. SITUATION ANALYSIS

A thriving, robust democracy is predicated on the active involvement and support of an informed civil society. Keeping an eye on the substance and direction of public policy, and holding the government to account in ensuring formulation of policies and programmes that respond to the people's needs and aspirations, together with maintaining oversight of the manner in which state institutions implement the laws of the land and the policies of the government, are central to the role of civil society in governance. In this regard, section 4 (1) (p) of the constitution confers on "every person in Lesotho.... whatever his race, colour, sex, language, religion, political or other opinion.....the right to participate in government".

And so it is that, since Lesotho's return to democratic rule and regular elections in 1993, issues of national importance including political stability, sustained response to the nation's identified challenges, the role of state institutions in advancing the course of democracy, and the involvement of the media, faith-based organizations and other civil society bodies in the governance of the country, have accentuated the need to strengthen civic engagement in the administration of public affairs. While elected national representatives carry out their legislative and oversight responsibilities in the nation's parliament, and local government structures engage with their immediate communities to respond to their needs, the larger civil society lacks the necessary orientation to play a proactive, non-confrontational, role in the governance of the country. Consequently, when issues of national importance come to the fore, civil society bodies, including non-governmental organizations, faith-based groups and traditional structures, are constricted by their lack of cohesive organization, uncertain appreciation of their mandate and inadequate capacity to play an effective oversight role on the manner in which the state responds to those challenges and enforces existing laws while ensuring maintenance of peace and security, respect for human rights, fair and equitable distribution of public resources and advancement of the culture and values of a stable democracy. The outcome of this is an unstructured and sporadic involvement of a few civil society organizations that risks being misconstrued as either partisan in orientation or intrusive in approach.

In the past few years, the independent media has striven to make its voice heard, and faith-based organizations have played a part in addressing some of the nation's challenges including the scourge of HIV & AIDS. Similarly, other non-governmental organizations including the Law Society, independent NGOs and private business have rallied to the cause of political stability, responsible governance and equitable distribution of the nation's resources. Other CSOs have spearheaded efforts towards adoption of such progressive pieces of legislation as the Sexual Offences Act and the Child Protection and Welfare Bill. They have done this outside a formal platform that enjoys the recognition of the government as a partner in addressing the pressing challenges of the nation and agreeing an inclusive, consensual way forward. Absence of such a platform weakens the impact of their involvement and, most importantly, denies these bodies the opportunity to plan ahead and maintain a collective, institutionalized, and non-partisan oversight on the formulation and implementation of public policy.

The project recognizes the pivotal role of independent and effective journalism in democratic governance -- and the need to support the country's news media with robust legal protections, relevant professional training, and open access to official information for all citizens. In this regard, it is important to note that while the media enjoys relative freedom of expression in Lesotho, there is scope for further improvement. This includes advocacy for enabling legislation towards access to information; protection of journalists from arbitrary arrest and harassment by the police and security establishments and organization of regular media briefings both to foster dissemination of information on key aspects of public policy as well as to dispel mistrust and mutual suspicions between the Government and the media. UNDP and Lesotho's other development partners have organized media training programmes in the past—especially in the period immediately before national elections. Given the pivotal role

that the country's print and electronic media plays to disseminate information on issues of national importance, there is need to pay particular attention to improving the capacity of the media to perform this function with world class professionalism and effectiveness. It is envisaged that regular, in-house, training programmes, complemented by exposure to relevant training opportunities outside the country for senior media personnel, would go a long way towards improving the quality of journalism in Lesotho.

Other civil society bodies, especially faith-based organizations and independent NGOs, have engaged sporadically in key national issues. Bringing all of these organizations together, with the Lesotho Council of NGOs in the lead, under the broad rubric of a Civil Society Consultative Forum that met to identify and debate key national issues, agree perspectives and prepare a report of recommendations for consideration by the Government as well as, where applicable, Lesotho's development partners, would forge a crucial link among different types of civil society organizations and shield them from being caricatured as essentially partisan in inclination. For the United Nations system in Lesotho as well as other members of the development community, a constellation of civil society organizations, working together to propagate and support principles of social justice and equity, would provide a useful body to consult and engage with in monitoring the popular pulse on emerging issues, identifying the needs of the people on the ground and negotiating strategies and programmes for addressing them.

One of the most persistent challenges to effective dissemination of information in Lesotho is the remoteness and relative inaccessibility of many rural communities. The country is largely mountainous and is serviced by only one kilometre of railway that crosses into the capital to deliver goods from neighbouring South Africa. The road infrastructure is basic and covers only a small portion of the country. Internal air transport, once the preferred mode of travel between major centres, has collapsed. Internet penetration in Lesotho remains less than 2% while ICT infrastructure is almost exclusively limited to the capital. In rural areas, the main access for governance information is solely through the state-run Lesotho Radio.

II. STRATEGY

Twelve years ago, the World Summit for Social Development declared "Democracy and transparency and accountable governance and administration in all sectors of society are indispensable foundations for the realization of social and people-centered sustainable development". The UNDP country office and its development partners believe that stronger capacities for good governance are central to developing a strong and sustainable Lesotho. Through dialogue with the national authorities as well as civil society organizations and donors, UNDP governance programme is evolving to deepen democratic governance in the country.

In the past, nationally executed (NEX) projects have been implemented in collaboration with different departments of government. While, on the one hand, this has promoted better understanding of UNDP project management and operational procedures by government partners, it has, on the other hand, hampered exposure of any civil society organizations to the NGO/ NEX project implementation modality and denied them familiarity with the mechanism as well as involvement in contributing to its refinement on the basis of lessons learnt. It is, accordingly, intended to engage the Lesotho Council of NGOs as Implementing Partner for the project.

Since 1993, successive governments have sought to work with or involve civil society organizations in the formulation and implementation of public policy. The National Dialogue of September 1995 that resulted in the establishment, two years later, of Lesotho's first Independent Electoral Commission, was organized by the Ministry of Law and Constitutional Affairs and comprised representatives from a large number of organizations including political parties, the chieftaincy institution, business, academia, youth groups, faith-based

organizations, farmers and NGOs. Similarly, preparation of the country's long term national vision , Vision 20/20, as well as the Poverty Reduction Strategy (PRS) were inclusive processes that involved grassroots communities as well as a representative cross section of civic society. For the United Nations system, partnership with civil society for articulation of development needs, joint formulation of innovative policy, and implementation of programmes to address the nation's priority challenges is integral to our corporate programming procedures.

Specifically, the current UNDAF (2008—2012) envisages strengthening the capacity of civil society organizations as watchdogs to ensure a stable, participatory democracy, respect for human rights, effective economic oversight and equitable distribution of public resources. In line with the foregoing, the project has been designed to build the capacity of these organisations and establish an institutionalised mechanism for regular consultation among these organisations themselves and, on the other hand, between them, the Government and the development partners. In addition, the UNDAF provides for enhanced delivery of quality public services that will respond directly and effectively to people's demands and expectations.

Establishing the Civic Society Consultative Forum as part of building the capacities of civil society organisations will create an institutionalised platform of engagement between these organisations and the Government as well as development partners, including members of the UN family. It will also ensure its sustainability while strengthening broad based civic involvement in the nation's affairs. Currently, UN agencies in the country, working together with the resident diplomatic missions and aid organisations, have established the Development Partners Consultative Forum (DPCF) to facilitate policy dialogue and exchange of information. The Civic Society Consultative Forum will benefit from the experiences of the DPCF and forge links with that body for briefings and consultation as necessary.

To explore alternative ways of communication for development, the project intends to pilot installation of ICT kiosks at selected post offices in Maseru as well as one or more rural districts to provide electronic information on government services, current civil society initiatives, progress in the fight against HIV/AIDS and current affairs. Where possible, the kiosks will also provide limited access to select internet services. In addition, the government website will be updated with client-led public service information linked to the kiosks. The project will address these constraints while remaining awake to the fact that engagement with civil society to address its needs and aspirations is political and sensitive.

Specific Outputs and activities

1) Capacity of NGOs, CSOs and media developed for peaceful engagement with issues of national governance.

- Workshop for journalists and civil society activists on engaging with government and UN
- Workshops held on UNDP Results Based Management as well as the UN Country Team work.
- Publication of materials on project management procedures for CSOs working with UNDP
- Launch of Civil Society Forum to bring UN, Development partners and Government together with strengthened civil society
- Strengthen outreach by Government to Civil Society for better inclusion in government decision making processes
- Engagement of IUNV (6 months) as Civil Society Focal Point
- Support to civil society engagement in APRM process
- Study Tours to engage with International CSOs

- Advocacy material
- Advocate for structured inclusion of civil society in policy formulation.

2) Public awareness raised on governance issues and government services

- Training for media and civil society on engaging communities
- Support to media for responsible reporting at community level
- Support to select CSOs in developing ICT and audio/visual capacity
- Identification of public service information for public consumption (in Sesotho)
- Support to Lesotho News Agency to improve procedures for archiving news and public access to archives
- Feasibility Study on Access to Government Information
- Use of ICT and media to improve information to citizens on governance

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <p>1) <i>Strengthened governance institutions for a stable participatory democracy and effective economic governance.</i></p> <p>2) <i>Demand-driven and decentralized public service delivery based on claim-holder aspirations and participation strengthened.</i></p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>1) <i>Provision of quality public services</i></p> <p><i>Baseline: Unequal access to quality services; Target: Accessibility of services to the community as a whole</i></p> <p>2) <i>Accessibility of public services at the local level</i></p> <p><i>Baseline: Over-centralization of public services in the capital</i></p> <p><i>Target: All public services decentralized</i></p> <p>Applicable MYFF Service Line: 2.5 E-governance and access to information</p> <p>Partnership Strategy: Work alongside Irish Aid and DFID support to the Lesotho Council of NGOs, Irish Aid support for "Strengthening Civil Society in Lesotho" programme, linkage to EC support to Non-State Actors. Also cooperate with SALLA Lesotho Democracy Programme.</p> <p>Project title and ID (ATLAS Award ID): Civic Engagement for Effective Governance</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1</p> <p>Capacity of NGOs, CSOs and media developed for peaceful engagement with issues of national governance</p> <p>Baseline: Little cooperation and mistrust between CS and Govt; CS not seen as effective in monitoring role; CS not effective project managers</p> <p>Indicators: Estab. Of Civil Society Forum; NGOs able to articulate UNDP RBM procedures; Govt and CSOs able to cooperate</p>		<p>1.1 Media and CS trained on engaging with government</p> <ul style="list-style-type: none"> • Workshops • Publications • Awareness campaign <p>1.2 Government outreach and CS engagement strengthened</p> <ul style="list-style-type: none"> • Programme for civil servants on role of civil society <p>1.3 Project management capacity of NGOs</p> <ul style="list-style-type: none"> • Training programme for CSOs 	<p>NGOs/UNDP</p> <p>UNDP</p>	<p>Contract National Consultant Study Tour</p> <p>International consultant Contracts</p>

		<p>and LCN on UN RBM</p> <ul style="list-style-type: none"> ▪ Publication of UNDP-Lesotho manual on RBM <p>1.4 Civil Society Forum</p> <ul style="list-style-type: none"> ▪ Launch ▪ Advocacy material ▪ Action plan developed 	<p>UNDP</p> <p>UNDP/LCN</p>	<p>International consultant</p> <p>Contracts</p> <p>Contracts</p> <p>UNV</p>
<p>Output 2</p> <p>Public awareness raised on governance issues and government services</p> <p>Baseline: Centralised CS and media; very little information to citizens</p> <p>Indicators: # articles by media and # reports by CS on community involvement with governance issues; Citizens able to access information on governance and public services;</p>		<p>2.1 Pilot of Information kiosks in post offices</p> <ul style="list-style-type: none"> ▪ Source supplier ▪ Action <p>2.2 Public Services on line</p> <ul style="list-style-type: none"> ▪ A-Z of public services with contact information <p>2.3 Media and CS trained for effective communication</p> <ul style="list-style-type: none"> ▪ Workshops ▪ Publications ▪ Support to ICT/Comms needs <p>2.4 Access to Government information improved</p> <ul style="list-style-type: none"> ▪ Archiving of LENA news ▪ Study on access to Govt information 	<p>UNDP</p> <p>Ministry of Communications, Science and Technology</p>	<p>Contract with Vendor</p> <p>Equipment</p> <p>National Consultant</p> <p>Consultant</p> <p>Equipment</p> <p>Contracts</p> <p>Contract</p> <p>Consultant</p> <p>Equipment</p>



IV. ANNUAL WORK PLAN BUDGET SHEET

Year: 2008

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 Capacity of NGOs, CSOs and media developed for peaceful engagement with issues of national governance	1.1 Media and CS trained on engaging with government <ul style="list-style-type: none"> • Workshops • Publications • Awareness campaign 		x		x	UNDP/NGO	UNDP	71300 Local Consultants 71200 Contractual Services	20,000 5,000
Baseline: Little cooperation and mistrust between CS and Govt; CS not seen as effective in monitoring role; CS not effective project managers	1.2 Government outreach and CS engagement strengthened <ul style="list-style-type: none"> • Programme for civil servants on role of civil society 					Government/UNDP	UNDP	71300 Local staff 72200 travel 71000 contractual services	10,000 5,000 10,000
Indicators: Estab. Of Civil Society Forum; NGOs able to articulate UNDP RBM procedures; Govt and CSOs able to cooperate	1.3 Project management capacity of NGOs <ul style="list-style-type: none"> • Training programme 		x		x	UNDP	UNDP	71200 International Consultant	20,000
Targets: Related CP outcome:									

	2.4 Access to Government information improved <ul style="list-style-type: none"> • Archiving of LENA news • Study on access to Govt information 					70000 Misc	10,000	300,000
TOTAL								

V. MANAGEMENT ARRANGEMENTS

The project will be primarily implemented through the National Execution (NEX) modality. However, taking into account existing capacities in Lesotho, and in view of facilitating timely project delivery, some components of the project may be implemented directly by the UNDP Country Office through Direct Execution after due consultation and in agreement with the Implementing Partner.

The Implementing Partner for the project will be the Lesotho Council of Non Governmental Organizations (LCN), an umbrella organisation for the NGO sector in Lesotho.

In all administrative and operational aspects of the project implementation, the UNDP Country Office will provide support to and facilitate the implementation of activities in the form of Implementation Support Services (ISS). Equipment purchased through the project as well as recruitment of project staff and consultants will be done by UNDP in line with standard, published, UNDP procurement and recruiting rules and procedures. In addition, UNDP is able to provide support to the Implementing Partner by booking flights, processing Daily Subsistence Allowances (DSA), requesting quotations etc. As these services entail a cost to the UNDP office, these will be incorporated into the project based on a published Universal Price List (UPL) which covers charges for services.

Other payments will be made by UNDP on presentation of Direct Payment Requests (DPRs) by the Implementing Partner. In line with UNDP rules and operational procedures, such DPRs will include sufficient documentation to support the requested payments.

Project Board:

The Project Board is the group responsible for making on a consensus basis management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/ Implementing Partner approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

This group contains three roles:

- Executive representing the project ownership to chair the group,
- Senior Supplier role to provide guidance regarding the technical feasibility of the project, and
- Senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries.

Executive role – Official from Government of Lesotho

Senior Supplier – UNDP Official

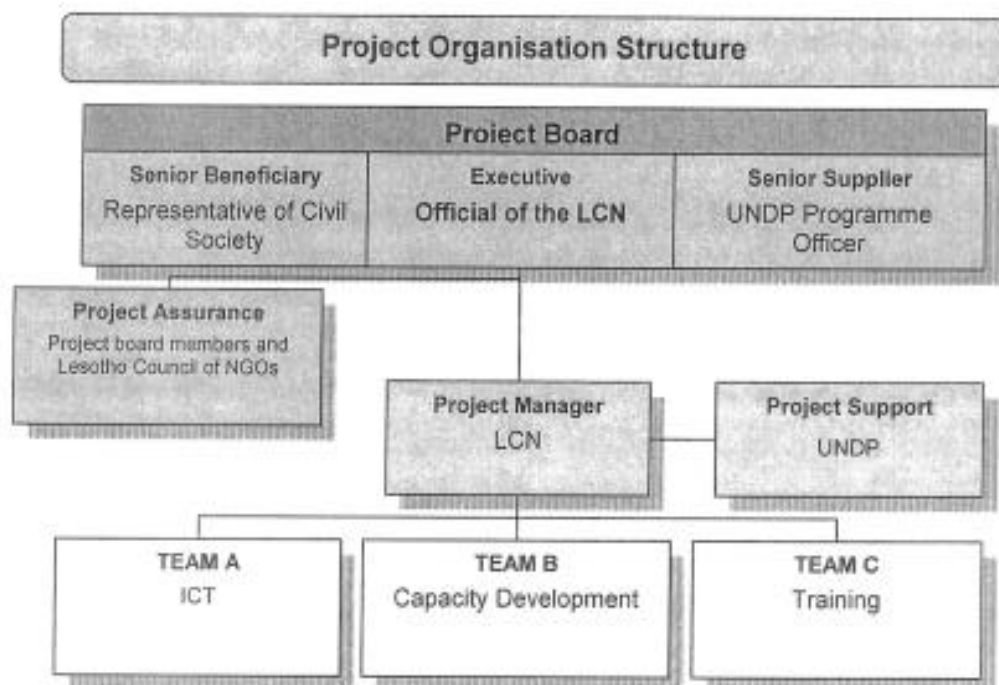
Senior Beneficiary – Representative of Lesotho Council of NGOs

Project Assurance is the responsibility of each Project Board member, but the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are managed and completed. A UNDP Programme Officer will hold the Project Assurance role for the UNDP Board member, and a representative of the LCN will undertake this role for the Project Director.

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is appointed jointly by the Implementing Partner and UNDP.

In all communication, the project will bear the logo of both the LCN and UNDP

The cost of the project's annual audit will be held by the UNDP Country Office as the audit will take place during 2009 after closure of the project.



VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Capacity of NGOs, CSOs and media developed for peaceful engagement with issues of national governance		
Activity Result 1 (Atlas Activity ID)	<i>Media and CS training</i>	Start Date: April 08 End Date: Dec 08
Purpose	<i>Media and CS trained on engaging with government in non-confrontational manner</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment
Training held	Participants lists	Dec 08
Perceptions changed	Interviews with media and CS	Dec 08
Activity Result 2 (Atlas Activity ID)	<i>Government engagement</i>	Start Date: April 08 End Date: Dec 08
Purpose	<i>To train Government officials in working with civil society and to encourage better understanding</i>	
Description		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment
Training/workshops held	Participants lists	Dec 08
Example of improved engagement	Documentation	Dec 08
Activity Result 3 (Atlas Activity ID)	<i>Project management</i>	Start Date: April 08 End Date: Dec 08
Purpose	<i>To help Civil Society develop project management capacity</i>	
Description	<i>Training on UNDP RBM practices; training on project management standards; training on project management tool and supply of tools/resources</i>	
Quality Criteria <i>how/with what</i>	Quality Method <i>Means of verification. what method will be used</i>	Date of Assessment

<i>indicators the quality of the activity result will be measured?</i>	<i>to determine if quality criteria has been met?</i>	
Training held	Participants lists	Dec 08
Certified PM	Certificates	Dec 08
Effective project management of project	Measurement of achievement of project goals	Dec 08
Activity Result 4 (Atlas Activity ID)	<i>Civil Society Forum</i>	Start Date: April 08 End Date: Dec 08
Purpose	<i>To establish a Civil Society Forum</i>	
Description	<i>Develop TORs, launch CSF, assist LCN in advocacy material</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment
CSF established	Press release and CSF launch documented	Dec 08

OUTPUT 2: Public awareness raised on governance issues and government services		
Activity Result 1 (Atlas Activity ID)	<i>Pilot Access to Info</i>	Start Date: April 08 End Date: Dec 08
Purpose	<i>To explore innovative ways of increasing access to information for citizens of Lesotho through media/ICT</i>	
Description	<i>Feasibility study, pilot, media slots</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment
Access to information improved	Field visits	Dec 08
Activity Result 2 (Atlas Activity ID)	<i>Governance and Service info</i>	Start Date: April 08 End Date: Dec 08
Purpose	<i>To compile credible Government information for public consumption including an A-Z of services</i>	
Description	<i>Work with Civil Society and Min of Comms to compile public service and government information for public consumption</i>	
Quality Criteria	Quality Method	Date of Assessment

<i>how/with what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	
Public Service & Gov info compiled	Documentation	Dec 08
Activity Result 3 (Atlas Activity ID)	<i>Media and CS training</i>	Start Date: April 08 End Date: Dec 08
Purpose	<i>Train media and Civil Society on effective communications</i>	
Description	<i>Workshops, training and study tours</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment
Workshops held	Participants lists	Dec 08
Communications improved	Monitoring of media in November for # programmes/articles etc related to civic engagement/governance	Dec 08
Activity Result 4 (Atlas Activity ID)	<i>Advocacy for Enabling Environment</i>	Start Date: April 08 End Date: Dec 08
Purpose	<i>To work with Government /Stakeholders to improve policy and practices for effective engagement</i>	
Description		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment
Policy environment	Documentation	Dec 08
CS involved in Gov issues	Civil Society active in APRM, PRS formulation and other Government issues	Dec 08
CS engaged by Min of Justice on issues of human rights	Minutes of meeting / letter by Govt official	Dec 08

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

ANNEX 1: RISK ANALYSIS

Project Title: Civic Engagement for Effective Governance		Award ID:		Date: 17 January 2008					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Small number of NGOs able to work with project	17 January 2008	Operational & Programmatic	Project dependent on NGO(s) for project implementation. The chosen NGO(s) might not be able to deliver. P = 5 I = 5	Originally project intended to have NGO implementation but Government will now be main implementing partner and NEX/DEX modality used. NGOs will be able to tender instead.	John Viner, UNDP	John Viner, UNDP		
2	Development partners working with CSOs	17 January 2008	Strategic	Risk Development Partners rather cooperate in interventions with civil society P = 5 I = 3	Meetings held with development partners to share information on programmes to avoid duplication	John Viner, UNDP	John Viner, UNDP		
3	Relationship between		Political	The success of the project is dependent	UNDP to use its position as	John Viner,	John Viner,		

