

**United Nations Development Assistance  
Framework  
Action Plan, 2008 – 2012**

**Maseru, Lesotho  
December 2009**

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## LIST OF ACRONYMS

<b>ADB</b>	African Development Bank
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>ART</b>	Anti-Retroviral Therapy
<b>BOS</b>	Bureau of Statistics
<b>CBO</b>	Community Based Organisation
<b>CCA</b>	Common Country Assessment
<b>CPAP</b>	Country Programme Action Plan
<b>CPD</b>	Country Programme Documents
<b>CSO</b>	Civil Society Organization
<b>DHS</b>	Demographic and Health Survey
<b>DPCF</b>	Development Partners' Consultative Forum
<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>HACT</b>	Harmonized Approach to Cash Transfers
<b>HMIS</b>	Health Management Information System
<b>HIV</b>	Human Immunodeficiency Virus
<b>IEC</b>	Independent Electoral Commission
<b>IFAD</b>	International Fund for Agricultural Development
<b>ILO</b>	International Labour Organization
<b>IP</b>	Implementing Partner
<b>LENAPWA</b>	Lesotho Network of Associations of People Living with HIV and AIDS
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MAFS</b>	Ministry of Agriculture and Food Security
<b>MDGs</b>	Millennium Development Goals
<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>NAC</b>	National AIDS Commission
<b>NASP</b>	National AIDS Strategic Plan
<b>NDF</b>	National Development Framework
<b>NDP</b>	National Development Plan
<b>NGO</b>	Non-Governmental Organization
<b>NUL</b>	National University of Lesotho
<b>OMT</b>	Operations Management Team
<b>OVC</b>	Orphans and Vulnerable Children
<b>OWG</b>	Outcome Working Group
<b>PLHIV</b>	People Living with HIV
<b>PMT</b>	Program Management Team
<b>PMTCT</b>	Prevention of Mother-To-Child Transmission
<b>PPP</b>	Private-Public Partnership

<b>PRS</b>	Poverty Reduction Strategy
<b>RC</b>	Resident Coordinator
<b>RCO</b>	Resident Coordinator's Office
<b>SLM</b>	Sustainable Land Management
<b>SRH</b>	Sexual and Reproductive Health
<b>STI</b>	Sexually Transmitted Infection
<b>SWAp</b>	Sector-wide Approach
<b>TB</b>	Tuberculosis
<b>UN</b>	United Nations
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>UNCG</b>	United Nations Communications Group
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDG</b>	United Nations Development Group
<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>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization
<b>WLSA</b>	Women and Law in Southern Africa

## I. MISSION STATEMENT

















Lesotho is at a development crossroads. The convergence of recent crises – fuel, food, finance and flue – have dealt a devastating blow to the development gains scored in the past few years, forcing the country back to a focus on crisis response. The depleting Southern African Custom Union (SACU) revenues, shrinking remittances and an HIV/AIDS epidemic that has stabilized at the highest level possible for a country this size, all point to tough years ahead of this beautiful mountain Kingdom. Lesotho is one of few countries in the world with the unique experience of a declining population, due largely to the impact of HIV/AIDS. To complicate the picture further, the country's terrain is most unfavourable for conventional development approaches. With the bulk of its population living in remote, hard-to-service mountainous areas, innovative models of development have to be found.

Yet, ironically, it could be argued that this country has never been in a better position to turn around its development woes. Stable democracy is in place after years of political turmoil. The work force is increasingly skilled due to a deliberate national policy to prioritize education. South Africa's liberation and economic advancement provides a favourable business environment just next door. The discovery of diamond mines and the landmark water deal with South Africa have unleashed the country's potential for economic expansion. Interventions in response to HIV/AIDS and climate change have begun to bear fruit in the improvement of service delivery to poor and vulnerable households, such as strengthening of health systems, provision of safety nets for the vulnerable and rural electrification through renewable energy projects.

In order to turn the current crises into opportunities, Lesotho does not just need a UN that looks good. It needs a UN that IS good. It will need an efficient, effective, competent and innovative United Nations Country System. The One UN Programme addresses the question: what can the United Nations do to make a difference? A central theme that runs through the Programme is the all important question: what can we do differently to support the government's aspirations to lift the Basotho out of poverty and misery? In this One UN Programme, we define what development success in Lesotho should look like in the next five years and we define the critical factors that must be addressed to achieve success. **Predictable Government ownership and leadership of the One UN Programme is a key success factor.**

The overarching goal of the UN system in Lesotho is **to support the Government and people of Lesotho in their efforts to realize the long-term national Vision 2020, which aims to improve quality of life of all Basotho through the achievement of 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.**

We propose to do so through implementation of support programmes in four specific outcome areas that are closely aligned to national priorities and the Millennium Development Goals, as illustrated in the table below:

UNDAF Outcome	NDF Goals	Related MDGs
1. Individuals, civil society organizations, national/local public and private institutions have the capacity to achieve/deliver and sustain universal access to HIV prevention, treatment, care and support, and to mitigate its impact.	- Human Development	 
2. District institutions able to provide quality and sustained health, education and social welfare services	- Human Development; - Protecting and enabling the disadvantaged and vulnerable	   
3. National Institutions able to implement sustainable pro poor economic development, environmental management and household food security policies and strategies with special focus on vulnerable groups including women, children, young men and women and the disabled	- Accelerating shared and sustainable economic growth	 
4. Governance institutions strengthened, ensuring gender equality, public service delivery and human rights for all	- Governance	       

Our approach to achieving results, a major departure from the normal practice of UN country operations, is encapsulated in the power of five: **One Programme, One Budgetary Framework; One Office; One Leader and One Voice**. Selection of results in the outcome areas was guided by the UN System's values and comparative advantage: universality and impartiality; advocacy for people-centred and rights-based development policies and strategies; presentation and adherence to international standards and practices, greater social equity; capacity to play a facilitating role between internal and external parties; support to peace and security; and access to universal and regional databanks as well as technical expertise.

Delivering as One offers us an opportunity, not only to improve efficiency of our programme, but also to strive for greater impact of our efforts. A practical realization is our commitment to two innovative approaches to programming – Joint Programmes and Collaborative Capacity (or Joint Programming). A Joint Programme of Support on HIV/AIDS (JUPSA) launched in 2009, will be joined in 2010 by four new Joint Programmes (**maternal health, Nutrition, Human Security and Economic Growth**). The choice of these programmatic areas is guided by the country MDG performance indicators, the low capacity of national response systems; low priority for the development partners and the high potential to achieve greater impact through a joint effort. All other programme areas will be subject to the joint programming framework, where collaborative capacities will be harnessed to achieve greater integration, efficiency and effectiveness.

In the UNDAF revision process and the development of the One Programme, we applied change filters with a clear focus on Capacity Development, which and whose capacity to build; Human Rights Based Approach, with capacity development of both duty bearers and rights holders; Gender Equality, ensuring that we address vulnerable groups; and Results Based Management, building in accountability for results supported by SMART indicators.

The One Programme is also backed by a detailed Monitoring and Evaluation Framework, a single Budgetary Framework a Resource Mobilization Strategy to ensure that gaps are duly filled, a programme management and governance structure and a review and reporting mechanism. Built into the structure is a degree of flexibility that ensures that the One Programme remains a living

instrument of change.

The UNCT in Lesotho believes strongly that the One UN Programme, which encompasses the totality of the UNDAF, represents the hour of success in Lesotho's development journey. In it, we embrace ambition and we dare to dream that Lesotho will be different with our support. The underlying objective in choosing the path of Delivering as One has little to do with achieving success of the approach itself, and more to do with achieving development success in a way that positively alters the future of many Basotho who currently wallow in hopelessness.

## II. EXECUTIVE SUMMARY

Recent changes in the national and global development contexts have compelled the UN system in Lesotho to review and re-issue the UNDAF in line with the emerging Government priorities. Building on the revised UNDAF, the United Nations Country Team (UNCT) through series of consultative processes both within the UN System and with the Government of Lesotho, embarked on the process of *Delivering as One* as a self-starter. This UNDAF Action Plan depicts how the UN in Lesotho will operationalize the UNDAF and serves as the "One Program" under the *Delivering as One* approach.

The UNDAF Action Plan addresses four broad UNDAF Outcomes:

- **Outcome 1:** Individuals, civil society organizations, national/local public and private institutions have the capacity to achieve/deliver and sustain universal access to HIV prevention, treatment, care and support, and to mitigate its impact;
- **Outcome 2:** District institutions able to provide quality and sustained health, education and social welfare services;
- **Outcome 3:** National Institutions able to implement sustainable pro-poor economic development, environmental management and household food security policies and strategies with special focus on vulnerable groups including women, children, young men and women and the disabled; and
- **Outcome 4:** Governance institutions are able to promote and sustain gender equality, public service delivery and human rights for all.

The main implementing partners for this Action Plan will be the different government departments as well as national and international NGOs. The private sector and academic intuitions will be engaged to implement specific initiatives. The coordination structure of this Action Plan involves a UN Country Programme Steering Committee, the UNCT, the Programme Management Team (PMT) and Outcome Working Groups. To ensure alignment of UN supported programmes with Government priorities, Outcome working Groups will work closely with existing working groups in various sectors.

The revised UNDAF (2008-2012) and the One Programme will be funded by a combination of existing core and non-core resources of United Nations Agencies, Organizations and Offices (hereinafter referred to as the "UN Agencies") as well as the 'One UN Fund for Lesotho'. All cash transfers to Implementing Partners will be based on the Annual Work Plans ("AWP") agreed between the Implementing Partner and the UN Agencies. UN Agencies will be audited internally and separately for the management of the resources and implementation of the activities under their responsibility in line with their established rules and regulations.

Internal and external communication on the Revised UNDAF, One Programme and about this Action Plan will be undertaken by the UN Communication Group. A UN Communication Officer will be recruited to spearhead the work of the UNCG, bringing together communication staff from all the UN Agencies under Terms of Reference endorsed by the group and the UNCT.

Monitoring of the Action Plan will be based on the Monitoring and Evaluation Framework and the Monitoring and Evaluation Calendar of the revised UNDAF. The Government and the UN agencies will be responsible for ensuring regular monitoring and evaluation of the UN programme, with a view to ensuring efficient utilisation of resources, and achievements of results as well as accountability, transparency and integrity.

The Action Plan budget estimate is USD 213,160,971 of which USD 115,004,675 is to be mobilised.

## I. INTRODUCTION

1. In March 2007, Lesotho developed the United Nations Development Assistance Framework (UNDAF), 2008-2012 - a starting point for the development of a coherent and integrated UN Programme and Framework for "Delivering as One". The UNDAF was aligned with the 2004-2008 Government of Lesotho Poverty Reduction Strategy, and Vision 2020 which respectively outline the medium term and long term aspirations of the Government of Lesotho.
2. In 2008, the Global economic down turn, fuel and food crises added a new dimension to the vulnerability of the Lesotho population. In response, the Government embarked on the development of a new National Development Framework that focuses on acceleration of shared and sustainable economic growth as the core national priority. The new strategy also emphasizes scaling up of efforts to protect the disadvantaged and the most vulnerable groups, fostering governance and promoting human development.
3. These changes in the national and global development contexts required the UN system in Lesotho to review and re-issue the UNDAF in line with the new Government priorities. Building on UNDAF and the reform agenda set by UN member states, the Lesotho United Nations Country Team (UNCT) through series of consultative processes both within the UN System and with the Government of Lesotho, embarked on the process of "Delivering as One" as a self-starter.
4. The new approach will allow the UN to deliver results against a clearly defined national development agenda and accelerate efforts to increase coherence, accountability and effectiveness of its operations. *Delivering as One* also forms an important strategic choice that the UN System in Lesotho has made to advance the agenda of the Paris Declaration and Accra Agenda for Action especially with regards to Government ownership, alignment, and harmonization and reduced transaction costs for the Government.
5. The UNDAF Action Plan is therefore, an operational document that depicts how the UN in Lesotho will operationalize the UNDAF, which is the common strategic framework of the UN at country level. The UNDAF provides a collective, coherent and integrated UN response to national needs and priorities as outlined in the in the National Development Framework and Vision 2020.
6. The UNDAF Action Plan brings together the work of the resident and non-resident UN Agencies. It forms an important instrument for ensuring that the UN's contribution to national priorities is aligned and leads to greater harmonisation and simplification. It presents the potential to strengthen coordination with other donors and to further reduce transaction costs for Government.
7. The UNDAF Action Plan will replace the Country Programme Action Plan (CPAP) and other similar operational documents between the Government and the different UN Agencies.

## II. PARTNERSHIP, VALUES AND PRINCIPLES

8. The UNDAF Action Plan is an operational document that defines mutual cooperation and agreement between the Government of Lesotho and the United Nations System for the period 2008 – 2012 but in particular covering activities for 2010 to 2012 aiming for greater coherence and improved coordination between the UN Agencies. As part of the Delivering as One efforts, the UNCT has decided that the full revised UNDAF will be merged into the One Programme for Lesotho with the UNDAF action plan serving as the operational document supporting the planning, implementation and monitoring of this One Programme.
9. The UNCT and the Ministry of Finance and Development Planning (MOFDP) together will provide the overall coordination of the One Programme that support the Government achievement of the MDGs.. All relevant ministries of the Government are partners in the activities planned in the UNDAF Action Plan, as are all relevant NGOs. The partnerships also extend to bilateral and multi-lateral donors who have organized their activities around the National Development Framework and Vision 2020 to ensure harmonization and alignment of development efforts.
10. Whereas the Government of Lesotho hereinafter referred to as “the Government” has entered into the following:
  - a) With the United Nations Development Programme (UNDP) and United Nations Population Fund (UNFPA) a Standard Basic Assistance Agreement (SBAA) which was signed by UNDP and the Government on 31<sup>st</sup> December 1974 which applies, mutatis mutandis, to UNFPA, and for which this UNDAF Action Plan together with Annual Work Plans (which shall form part of this UNDAF Action Plan, and incorporated herein by reference) concluded hereunder constitute together the project document as referred to in the SBAA;
  - b) With the United Nations Children’s Fund (UNICEF) a Basic Cooperation Agreement concluded between the Government and UNICEF on 30 November 1994;
  - c) With the World Food Programme a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on 11 November 1968;
  - d) With the Food and Agriculture Organization of the United Nations the signed agreement for the establishment of the FAO Representation in Lesotho on 25 May 1981;
  - e) With other resident and non-resident agencies, the signed agreements for establishment of their representation in Lesotho; and
  - f) The UNDAF Action Plan will, in respect of each of the United Nations System Agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations System Agency and the Government
11. Both Resident UN agencies and offices (WFP, FAO, UNAIDS, UNDP, UNFPA, UNICEF, WHO) and non-resident UN agencies (ILO, IOM, IFAD, UNCTAD, UN Habitat, ITC, UNEP, UNESCO, UNODC, UNCDF, UNIDO, UNV) collaborate towards the achievement of the overall UNDAF
12. A range of Implementing Partners (IPs) will implement UN-funded interventions (including Government agencies, research institutions, and mass and civil society organisations at all levels).
13. Partnerships with and engagement of the private sector will be pursued for advancing the development outcomes laid out in the UNDAF Action Plan and, overall, for fostering corporate

social responsibility as part of the collective efforts in supporting inclusive development of Lesotho. Strategic engagement with civil society, including mass organisations, will also be explicitly sought.

#### *Values and principles*

14. The UN Charter and Universal Declaration of Human Rights, together with the UN conventions, provide overall guidance to the UN system in Lesotho
15. The UNDAF Action Plan subscribes fully to the principles of UN reform and the 2003 Rome Declaration on Harmonization and 2005 Paris Declaration on Aid Effectiveness as well as the Doha Financing for Development Review Conference Outcome document and its implications at country level. UN Agencies will promote national ownership and leadership, harmonisation and simplification of procedures and guidelines, increased use of national systems, and enhanced accountability of all parties. The Government and the UN will work together on national capacity development both at the central and local levels. All UN agencies including the Non-Resident Agencies will subscribe to the UNDAF Action Plan
16. The Code of Conduct depicted under Annex 3 defines the principles that will guide and harmonise relations among UN agencies and between UN Agencies and the Government. It will help develop mutual trust through providing greater transparency and improved agreements amongst all the Partners.

### III. PROGRAMME ACTIONS AND IMPLEMENTATION STRATEGIES

17. The UNDAF Action Plan has been developed based on the revised UNDAF (2008 – 2012). The need for revising the UNDAF was felt during the process of reviewing progress made in the initial year of its implementation. This review was conducted in May 2009 and the process of revising the document including the Results Matrix and M&E Framework was concluded in September 2009. The UNDAF Action Plan is hinged on the revised UNDAF Results Matrix and the M&E Framework.
18. Once signed by UNCT and the Government, the Action Plan will be the reference document for deriving agency-specific work plans for 2010 and beyond till the end of the UNDAF cycle. It is also anticipated that a number of joint programmes involving two or more UN agencies will be developed from the UNDAF Action Plan. Already, the Joint UN Program of Support on HIV/AIDS has been developed and endorsed. The process of developing this Action Plan and 2010 Work plans is elaborated in the diagram below.

Figure 1: Timeline for Development and Review of UNDAF Action Plan and formulation of 2010 Projects								
May 2009	June 2009	July 2009	August 2009	Sept 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010
UNDAF Annual Review	Revision of UNDAF Results Matrix	Revision of Results Matrix and M&E Framework	Finalisation of UNDAF document	Development of UNDAF Action Plan	Submission of Action Plan to DOCO	Agency Annual Work plan Review Meetings	Preparation of Agency Annual Reports	UNDAF Annual Review
Review of process led by 4 Working Groups  Review meeting facilitated by external consultants and UN Advisors		Consultation and Feedback from NRAs	Planning, M&E Task Force facilitate the M&E Framework	Technical support Dalberg on DoA and UNDAF Action Plan	Technical Support from Dalberg			Review led by Outcome Working Groups
High level consultations with Government during review process						Revised UNDAF and the UNDAF Action Plan signed	Annual Work Plans/project documents drafted	2010 Annual Work plans signed
						Joint Programs and areas of joint programming developed & endorsed		

19. The revised UNDAF document has four broad Outcomes:
- **Outcome 1:** Individuals, civil society organizations, national/local public and private institutions have the capacity to achieve/deliver and sustain universal access to HIV prevention, treatment, care and support, and to mitigate its impact;
  - **Outcome 2:** District institutions able to provide quality and sustained health, education and social welfare services;
  - **Outcome 3:** National Institutions able to implement sustainable pro-poor economic development, environmental management and household food security policies and strategies with special focus on vulnerable groups including women, children, young men and women and the disabled; and
  - **Outcome 4:** Governance institutions are able to promote and sustain gender equality, public service delivery and human rights for all.
20. Under each of the four outcomes are a range of elaborate agency outcomes and outputs. Under Outcome 1, the UN System will develop capacity of a wide range of stakeholders in creating a conducive environment for implementation of HIV/AIDS programs; as well as for prevention; treatment, care and support; and impact mitigation. This outcome relates to the National Strategic Plan for HIV/AIDS (2006 – 2011) and the Human Development priority of the National Development Framework (2009/10 - 2011/12).
21. Under Outcome 2, the UN System will strengthen capacity of district systems to deliver quality formal and non-formal education services, preventive and clinical health services as well as social welfare and protection services. This outcome is linked to the Education Sector Strategic Plan 2005 – 2015; as well as the Health Sector Strategic Plan 1999-2009. It contributes to two National Development Framework priority Goals of Human Development; and Protecting and enabling the disadvantaged and vulnerable.
22. Under Outcome 3, the UN system will contribute to increased production and trade; increased employment opportunities; increased agricultural productivity and household food security; improved natural resources management; and sustainable disaster risk reduction. This Outcome links to a range of sectoral strategic plans as well as the National Development Strategic Framework priority of accelerating shared and sustainable economic growth.
23. Under Outcome 4, the UN system will rally to develop capacity for good governance; promote and protect human rights and gender equality; and build technical and statistical capacity for evidence based policy making. This Outcome relates to the National Development Framework priority goal of Good Governance.
24. Different government departments will be the main implementing partners for this Action Plan. Other implementing partners will be national and international NGOs. The private sector and academic intuitions will be engaged to implement specific initiatives.
25. A programme management and coordination structure for implementation of this Action Plan is shown in section 4 below. The main coordination arrangements are the UN Country Programme Steering Committee, the UNCT, the Programme Management Team (PMT) and Outcome Working Groups. For Outcome 1, the Working Group was functional prior to formulation of this Action Plan and is referred to as the Joint UN Team on HIV/AIDS.
26. Implementation of this Action Plan will be linked to the existing joint Government and development partners' working groups in various sectors. This will not only ensure government involvement in the UN led programmes but will also ensure that these programmes are and will remain linked to national development strategies and plans. In a number of sectors, Sector-wide Approaches (SWAp) have been

initiated. The UN System through relevant agencies will actively participate in and promote these SWAp initiatives.

27. Some donors and International and Regional Financial Institutions such as the World Bank, EU and ADB are in the process of launching direct budget support for the country. The UN will play an active role in enhancing the capacity of the Government to meet the requirements for budget support, and in ensuring that international principles and standards are taken into account in the design and implementation processes.

### *Programme Strategy & Implementation*

28. The strategic approach adopted by UNCT for implementation of the One Programme is the Joint Programme and Collaborative Capacity or Programming Jointly.

### *Joint Programme*

29. Central to the One UN Programme is the implementation of joint programmes which reflect complementarities and synergy of support among UN agencies to collectively work together within the framework of national development priorities. The hallmark of a joint programme is represented by a set of activities, contained in a common work plan and related budget, involving two or more UN Agencies and national partners. Each joint programme will have its own lead agency, based on the comparative advantage, human resource capacity, and the mandate of the agency in the area. Joint Programmes will enable the UN to combine their respective strengths and resources to implement key priorities reflected in the National Development priorities while reducing the transaction costs. Joint programmes will allow for joint needs assessments, joint missions, joint implementation and joint monitoring. The UN in Lesotho has already developed One joint programme for HIV/AIDS and discussions are in advanced stage with regards to developing other joint programmes, areas identified include maternal health, Nutrition, Human Security and Economic Growth.

### *Cooperative Capacity (Programming jointly):*

30. Cooperative capacity builds on the premise that not all agencies need to work on a Joint programme, but only those agencies that can add value to the joint programme. Instead agencies can collaborate to achieve common results through collaborative capacity. Collaborative capacity entails agencies working together around common national priorities, needs and results from UNDAF Action Plan with clear definition of their respective contribution and actions without having a common work plan. Therefore, even when agencies do not have joint programmes, the planning, implementation and monitoring process of projects/programs will be done jointly to ensure that agencies are aware of each other's activities and where possible can leverage each other's projects. The facilitators for this joint work are the PMT and the outcome working groups.

### *Annual Work Plans*

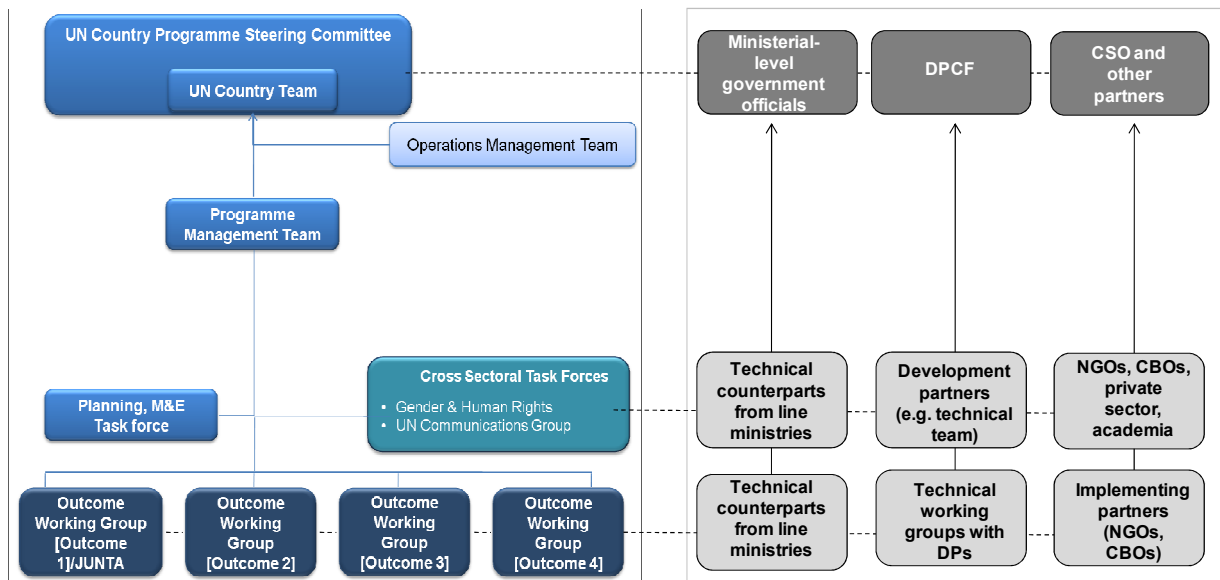
31. AWP that will clearly define the key annual results, activities, budget and the implementing partner will be developed jointly by the Implementing Partners and the UN agency (or more than one agency, in case of a joint programme). AWP form agreements between the UN Agency and their partners on the achievement of expected results, and the provision of resources to do so. In the interests of harmonization and reduction of overhead cost for programme partners, UN Agencies and their partners will use only the signed AWP to implement programmatic initiatives, to the extent possible. The AWP will be signed by the implementing partners to confirm their commitment to carry out the activities detailed in the AWP, as well as by the Agency to commit to providing the specific financial, technical and material support.



#### IV. PROGRAMME MANAGEMENT AND ACCOUNTABILITY ARRANGEMENT

32. A number of coordination structures will be utilized to guide, deliver and monitor the implementation of the UNDAF Action Plan. Coordination will be carried out on two levels: a) Internal UN coordination; b) UN coordination with partners. The organigram below summarizes the different levels of coordination and the coordination mechanisms:

**Figure 2: Coordination Mechanism**



33. The UNDAF Action Plan will be executed under the overall co-ordination of the Ministry of Finance and Development Planning. Government Ministries, NGOs, and UN Agencies will implement programme activities. The UNDAF Action Plan will be made operational through the development of AWP and Project Documents which describe the specific results to be achieved and will form an agreement between the UN Agencies and each implementing partner on the use of resources.

34. To the extent possible the UN Agencies and partners will use the minimum documents necessary, namely the signed UNDAF Action Plan and signed AWP/project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the UNDAF Action Plan and AWP/project documents<sup>1</sup>.

35. The UN will coordinate its programmatic and operational activities through a number of structures. Annex 2 provides detailed Terms of Reference for the various Committees, Task Forces and Working Groups.

36. **The UN Country Programme Steering Committee** will provide effective overall guidance and leadership for all UN activities and ensures that the UN’s interventions are closely aligned to the National priorities in the Kingdom of Lesotho. The Steering Committee will be co-chaired by the Resident Coordinator (RC) and

<sup>1</sup> In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government’s participation in each UNDP assisted AWP. The reference to “Implementing Partner(s)” shall mean “Executing Agency(ies)” as used in the SBAA. Where there are multiple implementing partners identified in an Annual Work Plan, a Principal Implementing Partner will be identified who will have responsibility for convening, co-ordinating and overall monitoring (programme and financial) all the Implementing Partners identified in the AWP to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the AWP.

the Minister of Finance and Development Planning. The Steering Committee will be responsible for providing strategic guidance in the areas of:

- Policy issues;
- Programme design and delivery;
- Resource mobilization and allocation;
- Monitoring and Evaluation; and
- Strategic Partnerships.

37. **The United Nations Country team (UNCT):** Under the leadership of the Resident Coordinator (RC) the UNCT guides the strategic development and management of the UNDAF Action Plan. Specifically, the UNCT is responsible for providing the overall guidance for the planning, implementation, monitoring and evaluation of the UNDAF Action Plan and ensures the achievement of results and adherence to the Global principles, Code of Conduct and to One Programme. The Steering Committee and UNCT are empowered to make decisions dealing with the programmatic and operational aspects of the UNDAF Action Plan, based largely on recommendations from the supporting teams.

38. **Operations Management Team (OMT).** *Delivering as One* presents the optimal opportunity to pursue the harmonization and simplification of management practices, both among participating UN agencies, as well as between the UN and the Government – pursuant to the Paris Declaration. The existing Operations Management Team (OMT) consisting of key operations technical staff from resident UN agencies will be responsible for this task.

39. **The Programme Management Team** is responsible for guiding and spearheading the programme planning, implementation, monitoring and evaluation processes. The PMT will be supported by Outcome Working Groups and the Cross-sectoral Task Forces which will serve as its technical arms.

40. **The Cross-sectoral Task Forces** will provide technical support and oversight in the course of planning and operationalisation of the 'One Programme'. Currently, there exists a Task Force on Gender and Human Rights as well as UN Communication Group (as outlined below), however, additional task forces may be created throughout the duration of the UNDAF Action Plan, where required, and as approved by the UNCT.

40.1. The **Gender and Human Rights Task Force** is responsible for promoting application of gender friendly and human rights-based approaches in the work of the UN in Lesotho. It provides feedback and advises the UNCT and Outcome Working Groups to ensure that gender and human rights are mainstreamed in the planning and implementation of UN activities.

40.2. The **UN Communications Group** is responsible for ensuring a cohesive and integrated approach to communications in the context of UN Reform. It aims to strengthen cooperation and coordination of the United Nations in Lesotho through improved communication. It seeks to strengthen inter-Agency cooperation in the field of communication and to increase the media profile of UN at a country level.

41. **The Planning, Monitoring and Evaluation Task Force** is responsible for providing oversight and support for planning, monitoring and evaluation. The Task Force will provide technical advice to the UN Country Programme Steering Committee, Programme Management Team (PMT) and Outcome Working Groups (OWG) to monitor and report on results, and to carry out targeted process evaluations.

42. **The Four Outcome Working Groups** are responsible for guiding, coordinating and overseeing the planning, implementation, monitoring and evaluation of their respective outcomes as specified in the UNDAF Action Plan.
43. Beyond the Outcome Working Groups, there will be flexible arrangements based on consultative and participatory decision making processes at the Outcome Working Group level. The Outcome Working Groups organized at UNDAF Outcome level will determine the modalities of forming task teams at sub-outcome level. These modalities will ensure delivery of UNDAF outputs, joint programme results or Common Annual Work Plan results
44. As shown in Figure 2 above, the UN will work collaboratively with its external partners to ensure strategic alignment and programme delivery. In particular, the Government will be involved in UN programming at two different levels:
- **At the Ministerial level:** The Minister of Finance and Development Planning as well as a nominated Member of Parliament hold permanent membership within the UN Country Programme Steering Committee, and will support the UN strategic prioritization and resource allocation. In addition, specific Ministers (or representatives) will be invited to join the Steering Committee for specific discussions on the issues of the mandate of respective Ministries, where relevant.
  - **At the technical level within line ministries:** Technical counterparts within relevant line ministries will work closely together with the UN Outcome Working Groups, as well as the implementing partners to ensure delivery of the programmes and activities within the Action Plan.
45. The UN will coordinate with development partners, through the DPCF. In addition, the UN will work closely with implementing partners such as NGOs, CBOs and donors to ensure effective delivery of interventions.

#### *Funding and Administrative Arrangements*

46. The revised UNDAF and the One Programme are funded by a combination of existing core and non-core resources of participating organizations and the 'One UN Fund for Lesotho'. The financing of the unfunded portion of the revised UNDAF and the One Programme comes from resources mobilized by UNCT and allocated to the common fund. The "One UN Fund for Lesotho" will be operated based on the pass-through arrangement as per the undg Joint Programme Guidelines. As per the Terms of Reference for the One Fund, the Multi-donor Trust Fund Office of UNDP ("MDTFO") will perform the role of Administrative Agent for the Fund. For the UN Agencies that are committed to apply harmonized cash transfer procedures and coordinate monitoring and assurance activities with other UN Agencies applying the Harmonised Approach to Cash Transfers ("HACT"), the para 47 – 51 will apply.
47. All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and the UN Agencies. Cash transfers for activities detailed in AWP's can be made by the UN Agencies using the following modalities:
- a) Cash transferred directly to the Implementing Partner: a) Prior to the start of activities (direct cash transfer), or b) After activities have been completed (reimbursement);
  - b) Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner
  - c) Direct payments to vendors or third parties for obligations incurred by UN agencies in support of

activities agreed with Implementing Partners.

48. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN Agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.
49. Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and the Agencies, or refunded.
50. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN Agencies may conduct such an assessment, in which the Implementing Partner shall participate.
51. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities will be established in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

### *Reporting*

52. UN Agencies will be expected to follow their own policies and procedures for reporting and the UNDG approved "Standard Operational Format and Guidelines for Reporting Progress on UNDAF", as applicable. At the end of each year Agency reports will be synthesised by Outcome Working Groups and consolidated into one report that will be presented and discussed at the UNDAF Annual Review Meeting. After the Review Meeting, the consolidated report will be finalised, taking into account inputs and recommendations of the Meeting. The Resident Coordinator's Office will distribute the reports to relevant stakeholders.
53. As for UN Agencies receiving funding from One Fund under the Path Through modality, each Agency will be expected to provide financial and narrative reports to the Administrative Agent. The Administrative Agent will in turn prepare consolidated narrative progress and financial reports, and will provide those consolidated reports, through the Resident Coordinator after the UNCT has approved, to each donor that has contributed to the Fund Account in accordance with the timetable established in the Administrative Arrangement.

## V. RESOURCES AND RESOURCE MOBILISATION STRATEGY

### *Human Resources*

54. The Human Resource requirements to attain the anticipated results of the UNDAF Action Plan will be determined through a skills mapping of the UN System in Lesotho. The Operations Management Team (OMT) will develop an action plan on how best the current Common Premises can be used to create working arrangements for the staff to work and contribute to implementation of the UNDAF Action Plan. The OMT is also responsible for harmonization of office procedures and work processes, harmonized or joint procurement, IT systems etc.

### *Financial Resources*

55. The budget estimate for the Action Plan is USD 187,255,528 of which USD 92,787,200 is to be mobilised. Table 1 below shows the resources available and gaps for the period 2008–2012. It depicts the financial breakdown by outcomes per agency in millions of USD.

**Table 1: Estimated UNDAF Resource (in USD) for the 2008-2012 Programme Cycle**

Agency	Outcome 1		Outcome 2		Outcome 3		Outcome 4		Total Resources		
	Available USD	GAP USD	Available USD	GAP USD	Available USD	GAP USD	Available USD	GAP USD	Available USD	GAP USD	Total USD
FAO	-	-	-	-	12,518,000	6,515,000	-	-	12,518,000	6,515,000	<b>19,033,000</b>
IFAD	-	-	-	-	9,060,000	-	-	-	9,060,000	-	<b>9,060,000</b>
ILO	-	202,500	-	-	2,318,000	3,532,000	60,000	-	2,378,000	3,734,500	<b>6,112,500</b>
ITC	-	-	-	-	114,000	2,286,000	-	-	114,000	2,286,000	<b>2,400,000</b>
UN HABITAT	-	-	-	-	610,000	1,025,000	-	-	610,000	1,025,000	<b>1,635,000</b>
UNAIDS	477,000	2,725,000	-	-	-	-	-	-	477,000	2,725,000	<b>3,202,000</b>
UNCDF	-	-	-	-	800,000	600,000	1,200,000	2,745,000	2,000,000	3,345,000	<b>5,345,000</b>
UNCTAD	-	-	-	-	200,000	100,000	-	-	200,000	100,000	<b>300,000</b>
UNDP	2,401,822	4,120,000	-	-	11,539,457	9,359,000	5,972,500	7,723,500	19,913,779	21,202,500	<b>41,116,279</b>
UNEP	-	-	-	-	1,505,000	-	-	-	1,505,000	-	<b>1,505,000</b>
UNESCO	289,690	100,000	850,000	-	12,200	-	157,700	200,000	1,309,590	300,000	<b>1,609,590</b>
UNFPA	640,000	200,000	2,950,000	2,000,000	-	-	3,200,000	1,700,000	6,790,000	3,900,000	<b>10,690,000</b>
UNICEF	13,522,000	3,000,000	1,609,000	7,157,000	-	-	1,457,000	893,000	16,588,000	11,050,000	<b>27,638,000</b>
UNIDO	-	-	-	-	365,000	4,941,000	-	-	365,000	4,941,000	<b>5,306,000</b>
UNODC	-	1,200,000	-	-	-	-	-	-	-	1,200,000	<b>1,200,000</b>
UNV	-	-	-	-	880,000	130,000	-	-	880,000	130,000	<b>1,010,000</b>
WFP	7,692,249	16,637,062	5,051,860	4,806,330	3,410,115	7,349,743	-	-	16,154,224	28,793,135	<b>44,947,359</b>
WHO	1,589,447	609,544	2,016,288	930,521	-	-	-	-	3,605,735	1,540,065	<b>5,145,800</b>
<b>Total</b>	<b>26,612,208</b>	<b>28,794,106</b>	<b>12,477,148</b>	<b>14,893,851</b>	<b>43,331,772</b>	<b>35,837,743</b>	<b>12,047,200</b>	<b>13,261,500</b>	<b>94,468,328</b>	<b>92,787,200</b>	<b>187,255,528</b>

56. Each agency's core, regular or equivalent types of resources will remain within the control of the agency, but programmed and disbursed in full alignment with the UNDAF Action Plan. The alignment of the core, regular or equivalent types of resources to the One Programme will be monitored through the Annual Reports submitted to the UNCT by the Outcome Working Groups.
57. Under the leadership of the Resident Coordinator, the UNCT will work together to mobilize resources to cover the funding gap of this Action Plan. At the country level, some of the prominent donors that will be targeted for resource mobilization include (in brackets the overall portfolio in 2008) DfID (USD 9.3mln), Irish Aid (USD 12.4mln), GTZ (USD 4.0mln), European Commission (USD 11.2mln), USG (USD 34mln), South African High Commission, Libyan Embassy and People's Republic of China. Important donors to Lesotho located outside of the country include Japan and to a more limited extent Netherlands, Norway, Denmark, Sweden and Finland. However, UN's resource mobilization efforts might be hampered by some of the donors' recent desire to channel their support through the general budget support.
58. Meanwhile, earmarked funding sources like Friends of WFP, UNICEF National Committees, Friends of UNFPA, Thematic Trust Funds etc. specifically mobilized and financed to support a specific programme will be considered as part of resources contributing to the overall UNDAF Action Plan Budgetary Framework on the understanding that these entities are not controlled by the aforementioned UN Organizations.
59. Humanitarian emergencies will continue to be responded to through appropriate mechanisms, including the cluster approaches, the Central Emergency Response Fund (CERF) and the Consolidated Appeals Process (CAP);
60. The UN Agencies will provide support to the development and implementation of activities within the revised UNDAF and the One Programme which may include technical support, cash assistance, provisions of supplies, commodities and equipment, procurement services, transport, advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN Agencies' support may be provided to Non Governmental Organisations ("NGO") as agreed within the framework of the individual AWP and project documents.
61. The UN Agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.
62. Subject to annual reviews and progress in the implementation of the programme, the UN Agencies' funds are distributed by calendar year and in accordance with the UNDAF Action Plan. These budgets will be reviewed and further detailed in the AWP and project documents. By mutual consent between the Government and the UN Agencies, funds not earmarked by donors to the UN Agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.
63. In case of direct cash transfer or reimbursement, the UN Agencies shall notify the Implementing Partner of the amount approved by the UN Agencies and shall disburse funds to the Implementing Partner in ten working days.
64. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN Agencies in support of activities agreed with Implementing Partners, the UN Agencies shall proceed with the payment within ten working days.

65. The UN Agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor
66. UN Agencies will continue to be audited internally and separately for the management of the resources and implementation of the activities under their responsibility in line with their established rules and regulations. Where more than one UN agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN Agencies.

### *Representation*

67. The UN Resident Coordinator is responsible for representing the UN in political dialogue at the level of the Head of Government, as well as in high level forums for policy dialogue, such as the parliament, and DPCF and accompanied, as appropriate, by heads of any UN Agencies whose mandates are covered in the dialogue. Heads of UN Agencies are responsible for representing the UN in policy dialogue at the ministerial level on issues falling within their mandates.
68. High-level representation in public events will be coordinated by the UNCT to ensure that the UN speaks with one voice through the RC or through a Head of Agency, on behalf of the UN.

## VI. COMMUNICATION

69. A UN Communication Group (UNCG) comprised of communications officials and focal points from different agencies has been established. This Group has developed a joint communication strategy that is aimed at enhancing visibility of the UN operations to stakeholders in and outside the country and increase UN staff awareness of operations of different UN agencies. The strategy will therefore promote internal and external communication targeting government officials, donors, UN staff, private sector, civil society, media and the general public. The Communication Strategy provides a framework for speaking in a unified voice on how the United Nations in Lesotho contributes to poverty reduction by supporting national development goals.
70. External communication will involve developing a common newsletter, and/or online blog; undertaking coordinated campaigns and events; joint press conferences and announcements; developing a common website to carry substantive information from all UN agencies on their areas of work at national level; developing a common visual identity; and creating dedicated task forces among the UNCG for a particular theme or target audience.
71. Internal Communication will involve dissemination of the objectives of Delivering as One; regular information sharing between Heads of UN Agencies and staff members developing an intranet and common calendar of events to particularly benefit Non-Resident UN Agencies who will be kept abreast of on-going activities in the country; and establish an inter-agency Knowledge network which will help country-level staff to exchange information, messages and good practices
72. It is important to recognise that communicating as 'One' should not result in eliminating individual agency identities and public images. UN Agencies that rely on external fundraising will continue to prepare material, activities and messaging geared specifically to the communication needs of their fundraising networks, without jeopardising the Delivering as One UN spirit.
73. The UNCG and its joint annual Communication Work Plan (CWP) form the basis of the "Communicating as One" structure in Lesotho. A UN Communication Officer (UNCO) will be recruited to serve in the Resident Coordinator Office (RCO) and spearhead the work of the UNCG, bringing together communication staff (or equivalent) from all the UN agencies under Terms of Reference endorsed by the group and the UNCT.

## VII. MONITORING AND EVALUATION

74. The Government and the UN agencies will be responsible for ensuring regular monitoring and evaluation of the UN programme, with a view to ensuring efficient utilisation of resources, and achievements of results as well as accountability, transparency and integrity. Monitoring of UNDAF Action Plan will be based on the Monitoring and Evaluation Framework and the Monitoring and Evaluation Calendar of the revised UNDAF. Monitoring of UN operations will be at two levels: Performance monitoring and situation monitoring.
75. Performance monitoring will concentrate on commitments of UN and partners. Monitoring of programme implementation and monitoring and evaluation against the indicators listed in the UNDAF M&E Framework will be carried out by the Outcome Working Groups in close collaboration with the Planning, M&E Task Force. The monitoring mechanism will include the following activities:
- *Quality assurance activities:*
    - On-site reviews and spot checks
    - Audits of implementing partners
    - Field visits undertaken jointly by the Government and UN
  - *Situation monitoring and analysis:*
    - Progress reports for review at quarterly and annual review meetings
    - Community consultations in areas of intervention of the programme of cooperation
  - *Performance monitoring and evaluation:*
    - Statistical Surveys
    - Evaluations to obtain baseline data and measure progress against agreed targets
  - *Online tools:*
    - Development of tools for Knowledge Management, such as an M&E Online Database
76. Progress reviews of the UNDAF Action Plan will be undertaken at mid and end-year of programme implementation. Mid-year review will be conducted by the four Outcome Working Groups that are based on the four UNDAF Outcomes. These Groups will review progress made by different UN agencies towards each of the Outcomes and make recommendations for the following half year implementation.
77. An Annual UNDAF review will be conducted based on and preceded by agency specific AWP reviews. Outcome Working Groups will synthesize the progress reports of individual UN agencies and identify contributions made by each agency towards the UNDAF Action Plan. A synthesis report will be produced and discussed at an annual UNDAF Review Meeting. Annual reviews of relevant sectors will also provide necessary information on progress made towards implementation of key actions of the UNDAF Action Plan. An UNDAF Annual Review report will be compiled and shared with different stakeholders.
78. In addition to quarterly and annual monitoring, routine monitoring of key activities will be undertaken as per the arrangements provided in the UNDAF Action Plan Results and Resources Framework. Routine monitoring processes for Outcome 1 will mainly be joint HIV/AIDS reviews, National HIV/AIDS Spending Assessment (NASA) HIV/AIDS sero-surveillance surveys, UNGASS reports. As for Outcome 2, routine monitoring will be conducted through HMIS and EMIS reports, joint reviews, surveys, field reports and tracking studies. Outcome 3 will be routinely monitored through sectoral and project reviews, Outcome 4 will be routinely monitored through Gender Forum meetings, survey reports, and thematic study reports
79. Situation monitoring will look at broad national human development indicators that the UNS is

contributing to. The situation monitoring of the UNDAF will be conducted in close collaboration with relevant sectors. The UNS will support preparation of biennium MDG Reports and periodic surveys as identified in the UNDAF M&E Calendar. These surveys include the Demographic and Health Survey; Household Budget Survey; and Labour Force Survey. Findings from these reports and surveys will highlight progress made towards each of the MDG targets as well as human development indicators prioritised in the country's National Development Framework.

80. The established socio-economic database for Lesotho (Lesotho DevInfo) will provide data for the UNDAF M&E framework. This database is already established at the Bureau of Statistics and will be strengthened for overall monitoring of progress against set indicators. Towards the end of each calendar year, the Government and the UN Agencies will conduct an annual review of UN interventions to assess progress in programme implementation, as well as progress against the indicators outlined in the UNDAF M&E Framework.
81. Evaluation of the UNDAF will be at two stages: the mid-term 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 evaluations. 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.
82. In instances where cash has been transferred to partners to implement a range of activities, those implementing partners agree to cooperate with the UN Agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN Agencies. To that effect, Implementing partners agree to the following:
  - Periodic on-site reviews and spot checks of their financial records by the UN Agencies or their representatives,
  - Programmatic monitoring of activities following the UN Agencies' standards and guidance for site visits and field monitoring,
  - Special or scheduled audits. Each UN Agency, in collaboration with other UN Agencies (where so desired: and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN Agencies, and those whose financial management capacity needs strengthening
83. The office of the Auditor General may undertake the audits of government Implementing Partners. If the Auditor General chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by the UN Agencies, the UN Agencies will commission the audits to be undertaken by private sector audit services. Assessment and audits of NGO implementing partners will be conducted in accordance with the policies and procedures of the UN Agencies.

## VIII. COMMITMENTS OF THE GOVERNMENT

84. The Minister of Finance and Development Planning (or an appropriate representative) will form part of the UN Country Programme Steering Committee that will be established to guide alignment of UN operations with government priorities. In this regard, the Government will invite UN Agencies to its periodic programme reviews and planning meetings related to national priorities which the UN Agencies are supporting.
85. The Government will support existing sectoral coordination structures relevant to this UNDAF Action Plan. Some of these structures include annual sector reviews; partnership fora, and sectoral technical working groups.
86. The Government will budget for and make monetary or in-kind contributions to the UNDAF Outcomes. In-kind contribution may include counterpart government staff, office space, infrastructure, vehicles and equipment required for execution of revised UNDAF and One Programme key activities.
87. The Government will support the UN Agencies' efforts to raise funds required to meet the needs of this the revised UNDAF and the One Programme and will cooperate with the UN Agencies including: encouraging potential donor governments to make available to the UN Agencies the funds needed to implement unfunded components of the programme; endorsing the UN Agencies' efforts to raise funds for the programme from the private sector both internationally and in Lesotho; and by permitting contributions from individuals, corporations and foundations in Lesotho to support this programme which will be tax exempt for the donor, to the maximum extent permissible under applicable law.
88. Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations System.
89. A standard Funding Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the AWP, will be used by Implementing Partners to request the release of funds, or to secure the agreement that the relevant UN Agency will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.
90. Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.
91. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to the UN Agency within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the relevant UN agency regulations, policies and procedures will apply.
92. In the case of international NGO implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to the relevant UN Agency within six months after receipt of the funds.
93. To facilitate scheduled and special audits, each Implementing Partner receiving cash from any of the UN

Agencies will provide the UN Agency or its representative with timely access to:

- All financial records which establish the transactional record of the cash transfers provided by the UN agency;
- All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

94. The findings of each audit will be reported to the Implementing Partner and the relevant UN Agency. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the relevant UN Agency that provided cash and to the Auditor General.
- Undertake timely actions to address the accepted audit recommendations.

95. Report on the actions taken to implement accepted recommendations to the UN agencies and to the Auditor General, on a quarterly basis;

## IX. OTHER PROVISIONS

96. This UNDAF Action Plan supersedes any previously signed Country Programme Action Plans of UNDP, UNFPA, UNICEF and WFP and other equivalent operational documents of Specialised Agencies and UN offices.
97. In the event of any significant change in the situation requiring a change in objectives or a need to extend the duration and scope of the planned programme components, the Government will make a formal request to the UN Agencies through the Representatives of each of the UN Agencies and an appropriate amendment to this UNDAF Action Plan will be negotiated.
98. In the event of a failure by one party to fulfil any of its obligations under this UNDAF Action Plan:
- a) where the defaulting party is one of the UN Agencies, the Government may either (i) suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party or (ii) terminate the UNDAF Action Plan vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party; and
  - b) where the defaulting party is the Government, the UN Agency as to which the Government has defaulted, either alone or together with all other UN Agencies, may either (i) suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party or (ii) terminate the UNDAF Action Plan by giving written notice of sixty (60) days to the defaulting party;
99. Any dispute between the government and an Agency shall be resolved in accordance with basic agreements stipulated in Paragraph 10 of this UNDAF Action Plan. Any dispute among the UN Agencies shall be resolved exclusively among the UN Agencies through approaches identified in the UNDG approved dispute resolution mechanism as well as Section XI Settlement of Disputes in the Memorandum of Understanding (“MOU”) for the Lesotho One UN Fund;
100. The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in paragraph 10 above. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations of 13th February 1946 and the Convention on the Privileges and Immunities of the Specialised Agencies of 21st November 1947 to the Agencies’ property, funds, and assets and to its officials and consultants. In addition the Government will accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government.
101. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the UN Agencies and its officials, advisors and agents. None of the UN Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular UN Agency that such claims and liabilities arise from gross negligence or misconduct of that UN Agency, or its officials, advisors or persons performing services.
102. Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the UN Agencies from civil liability under the law of the country in respect of vehicles provided by the UN Agencies but under the control of or use by the Government.

103. Refer to the Declaration of commitment (attached)

## X. ANNEX 1: UNDAF Action Plan Results and Resources Matrix

National Priority Goals: Human Development									
UNDAF Outcome 1: Individuals, civil society organizations, national/local public and private institutions have the capacity to achieve/deliver and sustain universal access to HIV prevention, treatment, care and support, and to mitigate its impact.									
Agency Outcome 1.1: Government and civil society have the capacity to design and implement evidence based programmes									
Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
1.1.1 Capacity of key counterparts (government and NAC) built to develop and monitor evidence based interventions	UNAIDS	Support capacity development through TA, training and financial support to NAC to develop and implement evidence-informed HIV interventions	UN, NAC, MoHSW	383,180		55,660	327,520	Quarterly/annual project report	M&E TWG, Management & Coordination TWG
		Support capacity development through TA and training to MOHSW and NAC to conducts yearly surveillance, NASA and UNGASS	UN, NAC, MoHSW	349,860		50,820	299,040	NASA, Surveillance survey, UNGASS reports	Quarterly and Joint annual reviews Forums
		Support capacity development through TA and training to the National M&E TWG, NAC and other institutes of statistics to develop a costed evidence-informed M&E system and establish a functional national M&E database	UN, NAC, MoHSW	283,220		41,140	242,080	Quarterly/annual project reports	Quarterly and Joint annual reviews Forums
		Provide capacity development through the provision of technical assistance to to NAC to develop National HIV and AIDS annual workplans	NAC	166,600		24,200	142,400	Quarterly/annual project reports	Quarterly and Joint annual reviews Forums  TWG groups meeting

	UNDP	Strengthen the capacity of communities through CCE-CC training  Facilitate Community Conversations to address cultural and social drivers of MCP	NAC, MoLG, UN, LENE PWHA	171,244	95,000	26,244	50,000	Community Consultations in programme areas	Quarterly and Annual Reports
	WHO	Support capacity development through the provision of guidelines, TA and training for the establishment of National and district health HIV-TB data base within the HMIS & IDSR	MOHSW & DHMT	26,800	2,400		24,400	Quarterly/annual project reports	Health Sector IDSR AND M&E TWG
		Support capacity development through the provision of technical assistance and financial support for the production of Annual health sector HIV-TB programme & epidemiological reports	MOHSW & DHMT	36,000	12,800		23,200	Quarterly/annual project reports	Health Sector IDSR AND M&E TWG
		Strengthen the capacity of National and District Health Managers through TA, guidelines, training on management of HIV-TB services	MOHSW & DHMT	68,600	7,000		61,600	Quarterly/annual project reports	Health partners Forum
		Provide capacity building the development of research proposals and provide seed funding for implementation.	MOHSW & DHMT	22,200			22,200	Quarterly/annual project reports	MOHSW Research TWG
		Support capacity development through the provision of technical assistance and guidelines for Documentation and publication of best practice and research results	MOHSW & DHMT	55,800	5,000		50,800	Quarterly/annual project reports	MOHSW Research TWG
	UNFPA	Support capacity development for evidence based planning through operational research on HIV prevention	NAC, MOHSW	150,000	30,000	70,000	50,000	Quarterly/annual project reports	Technical Working Groups

	UNICEF	Support the capacity of the MOGYSR through TA to Conduct and disseminated a study on Situation Analysis and Needs Assessment of Young People in terms of SRH and HIV	MOGYSR	42,000		42,000		Study report	Monthly progress report.
1.1.2 Capacity of CSO to design and implement evidence based interventions is built (focus on PLWHA groups)	UNAIDS	Support capacity development through the provision of TA, training and financial support to national CSOs to design and implement a capacity building strategy that is evidence-informed and aligned to the national strategic plan.	UN, NAC, LCN, LENEPWHA, LIRAC, LENASO	249,900		36,300	213,600	Quarterly/ annual project reports  Partnership forum report	M&E TWG, Management & Coordination TWG
	UNDP	Develop the capacity of CSOs and provide technical support (with a specific focus on LENEPWHA) to design and implement evidence informed programmes	LENEPWHA, NAC, LCN	198,718		<b>148,718</b>	50,000	Quarterly/ annual project reports	M&E TWG
	UNESCO	Strengthen the capacities of CSOs (especially PLHIV groups) to engage in strategic and meaningful partnerships with schools, particularly to improve prevention efforts as well as social protection for young people infected or otherwise affected by HIV and AIDS	MoET, LENEPWHA, LENASO, UN, NAC, LAT	60,000		15,000	45,000	UNESCO reports  MoET Reports	M&E TWG, Management & Coordination TWG
1.1.3 Capacity development provided to support sustainability efforts of CSOs (focus on PLWHA)	UNAIDS	Strengthen the capacity of key national CSOs to access funds from NAC, government, GF and other international donors to implement own HIV interventions.	UN, NAC, LCN	233,240		33,880	199,360	Partnership Forum report, Reviews & Evaluations	M&E TWG, Management & Coordination TWG
	UNDP	Strengthen the capacity of key national CSOs to access funds from NAC, government, GF and other international donors to implement own HIV interventions.	NAC, LENEPWHA, LCN	116,860	66,860		50,000	Partnership Forum report  Quarterly/ annual project reports	M&E TWG, Management & Coordination TWG

**Agency Outcome 1.2: Country institutions able to implement NSP objectives and HR policies**

Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
1.2.1 Country institutions have increased capacity to implement NSP objectives	UNAIDS	Support capacity development through the provision of technical assistance and training to District AIDS communities to develop and implement District AIDS interventions that aligned to the NSP	UN, NAC, MoHSW, MoLGC, GTZ, LCN	268,800		28,800	240,000	Partnership Forum report	M&E TWG, District Partnership Forum
		Support capacity development through the provision of technical assistance to line ministries, CSOs and DACs to development M&E reporting system that are aligned to the national M&E	UN, NAC, MoHSW, MoLGC, GTZ, LCN	358,400		38,400	320,000	Quarterly/annual project reports	Management & Coordination TWG
	UNDP	Provide capacity building District structures through the provision of technical assistance and training to CCE-CC for communities to develop and implement HIV & AIDS programmes aligned to the NSP  Strengthen the capacity of NAC, CSO and other structures to support NSP implementation	NAC, MoH&SW, MoLG, LCN	305,000	100,000		205,000	Partnership Forum report  Quarterly/annual project reports	M&E TWG, District Partnership Forum, Management & Coordination TWG
	WHO	Strengthen the capacity of national and District health Managers for strengthening HIV/AIDS and TB partnership, through the provision	MOHSW, DHMT, CHAL, PEPFAR,	49,800	9,600		40,200	Partnership Forum report  Quarterly/	M&E TWG, District Partnership Forum,

		of technical assistance, guidelines and training						annual project reports	Management & Coordination TWG
1.2.2 Government has increased ability to implement HR policies improving recruitment and retention in the health sector	UNAIDS	Strengthen the capacity of Government to carry out HR needs assessment in the health sector to inform policy formulation for recruitment and retention of staff	UN, MoHSW, MoFDP, MoPS, MoLE, MoLGC	268,800		28,800	240,000	Partnership Forum Report  Quarterly/ annual project reports	M&E TWG, Management & Coordination TWG
	UNDP	Support the country with Medical doctors and support the deployment of personnel throughout the country to support the health sector	MoH&SW, UN USAID,VSO	4,750,000	150,000	1,050,000	3,550,000	Health Sector Reviews; Reports	M&E TWG, Management & Coordination TWG
	UNICEF	Support Capacity development of staff at different service delivery level.	MOHSW, DHMTs and CHAL	400,000	30,000		370,000	Health Sector Reviews; Reports	M&E TWG, Management & Coordination TWG
	WHO	Strengthen the capacity of government, through the provision of technical assistance and, guidelines for the development of the HR plan for implementation of the health sector HIV plan.	MOHSW, DHMT, CHAL, PEPFAR	55,000	5,000		50,000	Partnership Forum Report  Quarterly/ annual project reports	M&E TWG, Management & Coordination TWG
		Advocate for recruitment and retention of adequate health workers at health facilities for improved quality of HIV/AIDS and TB services	MOHSW, DHMT, CHAL, PEPFAR	55,000	5,000		50,000	Health HR Trucking Report  Quarterly/ annual project reports	Health HR TWG  Health HR Partnership forum

**Agency Outcome 1.3: The rights of children, women, girls and persons living with HIV are promoted and protected**

Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
1.3.1	UNAIDS	Support advocacy to NAC and	UN, NAC,	115,000		16,000	99,000	Quarterly/	Management &

Government has enhanced institutional capacity to promote and protect the rights of children, women, girls and PLHIV		MOHSW to carry out stakeholders' consultations and review the AIDS Bills in line with the SADC Model Law on HIV and AIDS	MoHSW National					annual project reports	Coordination TWG
		Support high level advocacy to national leaders for the enactment of the AIDS Bill.	Parliament, MoJ, FIDA, WLSA	115,000		16,000	99,000	Partnership Forum report	Management & Coordination TWG
	UNDP	Develop the capacity of Government, Parliament and key partners in PLWHA and women's rights through training and ongoing technical support  Advocate for legislation enactment and review aligned to human rights	UN, MGYSR, MoJHR, Parliament	400,000	65,000	50,000	285,000	Quarterly/annual project reports	M&E TWG, Management & Coordination TWG
	UNFPA	Provide capacity building to support translation and dissemination of Legal Capacity of married Persons Act	MoGYR,	20,000	20,000			Quarterly/Annual Project Reports	Program and sectoral review meetings
		Provide capacity development, through the provision of technical support for development and dissemination of BCC strategy	NAC	5,000	5,000			Quarterly/Annual Project Reports	Program and sectoral review meetings
1.3.2 CSOs have increased capacity to promote the rights of children, women, girls and PLHIV	UNAIDS	Support capacity development through TA and training to CSOs to ensure strategic plans and interventions are gender sensitive; human rights based and apply the GIPA principle.	UN, LCN, FIDA,WLSA, LENEPWHA, LIRAC, TRC	115,000		16,000	99,000	Quarterly/annual project reports Partnership Forum report	Coordination TWG, Partnership forum on PLWHA

	UNDP	Support capacity building on Gender and Human Rights	LENEPWHA, LCN, MGYSR, MoJHR	60,000			60,000	Training reports; Quarterly / Annual reports	TWG, Stakeholders forum
	UNFPA	Support capacity development through the provision of financial support to civil society organisations to conduct HIV promotion	AGSA	75,000	25,000		50,000	Quarterly/Annual Project Reports	Program review meetings
1.3.3 Government has the capacity to ensure legislation protecting the rights of children, women, girls and PLHIV is developed	UNAIDS	Support advocacy efforts and provide capacity building to facilitate national leadership forums on the rights of women, girls and PLHIV	UN, National Parliament, MoLGC	115,000		16,000	99,000	Partnership forum report,	Coordination TWG Partnership forum on PLWHA
	UNDP	Strengthen the capacity of Government and partners on Human Rights, HIV & AIDS and Gender mainstreaming through training	UN, MGYSR, MoJHR	200,000	100,000		100,000	Quarterly/annual project reports	Coordination TWG, Partnership forum on PLWHA

**Agency Outcome 1.4: Women, men, children, young persons and vulnerable groups able to access and use comprehensive, quality health care and sexual and reproductive health information and services and adopt positive behaviours**

Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
1.4.1 Health facilities have the capacity to provide male circumcision services to men in the age range 15 – 49 and neonates	UNAIDS	Support capacity development, through the provision of TA MOHSW to develop M&E systems for the monitoring and reporting on the provision of MC by health facilities	UN, MoHSW, NAC	7,400		7,400		Quarterly/annual project reports Partnership Forum Report	M&E TWG, MC Task Team
	WHO	Support capacity development, through the provision of TA, guidelines and funding for the development of MC policy, strategic plan and standard operating procedures	MOHSW, CHAL, LPPA	37,000		37,000		Quarterly/annual project reports Partnership Forum Report	M&E TWG, MC Task Team
		Support capacity development of health workers to provide safe MC services through TA, guidelines, training	MOHSW, CHAL, LPPA, PSI, MOCT	25,000		25,000		MC TWG and stakeholder report	TWG and stakeholder forum
		Capacity development of health workers to provide safe MC services through TA, guidelines, training	MOHSW, CHAL, LPPA, PSI, MOCT	33,427	10,067		23,360	Training and Supervision reports	Supervision visits
		Develop National and District capacity through, guidelines and training to Conduct assessments for quality assurance of MC services	MOHSW, CHAL, LPPA, PSI, MOCT	15,000	8,000		7,000	Quarterly/annual project reports  Facility Performance reports	MC TWG and facility assessments
	UNFPA	Provide capacity building, for the development/revision of MC Guidelines	MOHSW	10,000	10,000			Reviews reports	Review meetings

	UNICEF	Provide capacity support for the development and production of IEC / social mobilisation activities	MOHSW, CHAL	820,000	40,000		780,000	Health Sector Reviews Quarterly/ annual project reports	M&E TWG, Management & Coordination TWG
1.4.2 Health facilities have the capacity to provide HTC services to men, women, children and adolescent boys and girls	WHO	Provide guidelines, TA and funding for conducting base line HTC review	MOHSW, CHAL, LPPA, PSI,	33,000		33,000		Review, Facility Performance reports	Review, Facility Performance reports
		Provide TA, guidelines and funding for the development of HCT policy, strategic plan and standard operating procedures	MOHSW, CHAL, LPPA, PSI,	20,000	8,067		11,933	Review, HTC TWG and stakeholder report	TWG and stakeholder forum
		Capacity development of health workers to provide safe HTC services through TA, guidelines, training	MOHSW, CHAL, LPPA, PSI,	37,426		37,426		Training and Supervision reports	Supervision visits
		Develop National and District capacity through, guidelines and training to Conduct assessments for quality assurance of HTC services	MOHSW, CHAL, LPPA, PSI,	20,000	10,000		10,000	Review, Facility Performance reports	HTC TWG and facility assessments
	UNFPA	Support the review of HTC guidelines and development BCC/IEC materials, for SRH /HIV at all levels	MOHSW	10,000	10,000			Quarterly/ annual project reports	Program and sectoral Review meetings
	UNICEF	Provide TA to MOHSW to develop operational guidelines for adolescent friendly health service delivery	MOHSW, MGYSR, LPPA, UNICEF, UNFPA	1,752,000	254,000	1,498,000		MOSHW reports, sector reports	Coordination by MOHSW
		Capacitate MOHSW and other partners to provide adolescent friendly services as per the operational guidelines						Quarterly/ annual project reports	
UNESCO	Strengthen the capacities of CSOs (especially PLHIV groups) to engage in strategic and meaningful partnerships with schools, particularly to improve prevention efforts as well as social protection for young people infected or otherwise affected by HIV and AIDS	MoET, LENEPWHA, LENASO, UN, NAC, LAT	60,000		15,000	45,000	UNESCO reports MoET Reports	M&E TWG, Management & Coordination TWG	

1.4.3 Health facilities have the capacity to provide PMTCT services to pregnant women who are HIV positive	WHO	Provide TA, guidelines and funding for the development of PMTCT policy, strategic plan and standard operating procedures	MOHSW, CHAL, LPPA, PSI, Clinton,PIH, PEPFAR, Mother-to-Mother	40,000	8,067	26,933	5,000	Review, PMTCT TWG and stakeholder report	TWG and stakeholder forum
		Capacity development of health workers to provide safe PMTCT services through TA, guidelines, training	MOHSW, CHAL, LPPA, PSI, Clinton,PIH, PEPFAR, Mother-to-Mother	560,000	10,000	521,277	28,723	Training and Supervision reports	Supervision visits
		Develop National and District capacity through, guidelines and training to Conduct assessments for quality assurance of PMTCT services	MOHSW, CHAL, LPPA, PSI, Clinton,PIH, PEPFAR, Mother-to-Mother	449,366		388,940	60,426	Review, Facility Performance reports	PMTCT TWG and facility assessments
	UNFPA	Support revision of PMTCT Guidelines	MoH	10,000	10,000			Reviews reports	Program and sectoral Review meetings
		Support training of health workers on ANC service delivery	MoH	50,000	50,000				

1.4.4 The public and private sectors have in place comprehensive and accessible HIV workplace services	ILO	Public sector-Provide TA to the ministry of public service to Liaise with all relevant stakeholders to establish accessible workplace service  Private sector- Provide TA to the Business and labour coalition with the help of MOLE to establish accessible workplace services  Strengthen the capacity of both public and private sectors through the provision of TA to have effective M&E in place to monitor the accessibility of HIV workplace services	UNAIDS, NAC, MOLE, Business & Labour coalition, Ministry of public service	200,000			200,000	Quarterly meetings and reports from the focal points	M&E TWG, Business/Labour Coalition on AIDS
	UNAIDS	Support capacity development through the provision of TA and financial resources to carry out formative assessment of HIV and AIDS responses in the work place to inform policy formulation	UN, LCN, NAC, MoLE,	8,400		8,400		Quarterly/annual project reports	M&E TWG, Business/labour coalition on AIDS, Prevention TWG
		Support capacity development through the provision of TA to private sector to develop business/labour coalition on HIV and AIDS and access funding from LCN as PR for GF R8.	Lesotho Business/labour Coalition on AIDS, ALAFA	6,200		6,200		Quarterly/annual project reports	M&E TWG, Business/labour coalition on AIDS, Prevention TWG
	WHO	Support capacity development through the provision of for the development of health sector guidelines for HIV work place services	MOHSW, CHAL, LPPA, PSI, Clinton,PIH, PEPFAR	5,000		5,000		Review and evaluation	PEP TWG

		TA provided for the development of health sector guidelines for HIV work place services	MOHSW, CHAL, LPPA, PSI, Clinton,PIH, PEPFAR	5,000		5,000			
		Support procurement of condoms, PEP kits and GBV Kits	MoH NAC	250,000	10,000	190,000	50,000	Quarterly/ annual project reports	Program and sectoral Review meetings
		Support development and review of condom guidelines and strategies	MoH	10,000	10,000				
1.4.5 PLWHA have capacity and appropriate guidelines for actively participating in positive prevention programmes	UNAIDS	Build capacity of LENEPWHA, through the mobilization and coordination of stakeholders to establish a partnership forum to develop and implement positive prevention plans and interventions	UN, NAC, LCN, Irish Aid, PEPFAR, Skillshare, PACT	3,000		3,000		Partnership forum report	Coordination TWG, Partnership forum on PLWHA
	UNDP	Build capacity of PLWHA through training on GIEPA and participatory methodologies for meaningful involvement	NAC, UN, Skillshare	10,000			10,000	Training and supervision Reports	Coordination TWG, Partnership forum on PLWHA
	UNFPA	Support capacity development through the provision of technical assistance for development of positive prevention guidelines	NAC MoH	10,000	10,000			Quarterly/ annual project reports	Program and sectoral Review meetings
	UNESCO	Strengthen the capacities of PLHIV groups to engage in strategic and meaningful partnerships with schools and implement positive prevention programmes for young people.	MoET, LENEPWHA, NAC, LAT, UN	16,075		6,075	10,000	Health Sector Reviews;	Health Sector Reviews;
1.4.6 HIV prevention measures in place for injecting drug users	UNODC	Determine the prevalence of HIV among Injecting Drug Users in prison settings and among the communities outside prisons  HIV prevention interventions strengthened in programmes for vulnerable and most at risk	MoJHRCS, CSO	1,200,000			1,200,000	Quarterly/ Annual Report  Country crime statistics	Project Steering Committee  BoS

		populations Support strategies and interventions to address HIV among Injecting Drug Users in prisons setting and in the communities							
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**Agency Outcome 1.5: Men, women, boys and girls able to access and use knowledge, information, skills and services on safe sex and the prevention of HIV infection**

Outputs	Agency	Key action	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
1.5.1 Teachers and Non formal Educators capable of delivering effective life skills education in schools and NFE centres	WHO	TA for the development of policy and guidelines and training of trainers for scaling up of HIV services within the context of adolescent and youth friendly health services	MOHSW, DHMT and CHAL	40,000	11,000	22,974	6,026	Review, Evaluation, supervision reports	TWG, Stakeholders forum
	UNFPA	Build the capacity of teachers through the Life Skills Curricula	NCDC	50,000	50,000			Reviews reports	Program and sectoral Review meetings
	UNICEF	Support capacity development through the provision of TA and financial assistance to MOET and LDTC for training of teachers and NFE providers on life skills education.	UNICEF	360,000	60,000		300,000	Partner training workshop reports	Education Sector Reviews, Mid year reviews;
	UNESCO	Strengthen the capacity of education institutions to integrate HIV and AIDS, guidance and counselling, life skills education, sexual and reproductive health as a stand-alone and examinable course in the curriculum of teacher training institutions	MoET, LCE, NUL, NAC, LAT, UN	138,615	10,000	128,615		UNESCO reports MoET Reports	M&E TWG, Management & Coordination TWG
1.5.2 All young people aged 11 to 24 in and	WHO	Provide capacity building to health facilities to offer HIV and TB services in the context of adolescent and	MOHSW, DHMT	50,000	20,000	20,000	10,000	review, training reports, Supervision	Facility assessment visits TWG

out of school understand HIV prevention measures and risk reduction strategies through effective life skills education		youth friendly health services the development of guidelines TA for training of trainers						report	
	UNFPA	Support capacity building through the provision of financial and technical support for Life Skills education for out of school young people	LDTG, MoGYR	200,000	200,000			Reviews reports	Program and sectoral Review meetings
	UNICEF	Support capacity development through the provision of TA to MOHSW to develop the operational framework for young people's part of national behavioural change communication  Develop communication and training materials incl. HIV risk reduction and avoidance skills package, subsequent to the operational framework  Capacitated Government and non – government civil society organisations to implement the framework using communication and training materials developed with and for young people	UNICEF, UNFPA, PEPFAR, MGYSR, MOHSW, NAC LPPA, CRS, LGGA, K4L	3,698,000	346,000	3,352,000		Partner reports, NAC annual report, Reviews & Evaluations	NAC Communication s group,
	UNESCO	Support the capacity development and integration of age specific learning materials for extra-curricular activities and programmes in schools	MoET,NAC, UN	40,000		40,000		UNESCO reports  MoET Reports	M&E TWG, Management & Coordination TWG, Prevention TWG
	WFP	Advocate and conduct HIV awareness and prevention, and nutrition education in WFP in schools	MoET	20,000	10,000		10,000	WFP reports  MoET Reports	TWG, Stakeholders forum

1.5.3 All HIV and AIDS Focal Persons able to coordinate social and behaviour change on HIV prevention in workplaces across the public and private sectors	ILO	Strengthen the capacity of both public and private sectors' focal points to monitor BCC on HIV prevention across the sectors through effective M&E strategies	UNAIDS, MOLE, Ministry of public service, Business and Labour Coalition on AIDS & TB	2,500			2,500	Reports and quarterly meetings with focal points	Prevention TWG, M&E TWG, Business/labour coalition
	UNAIDS	Support capacity development through the provision of TA to MOHSW to develop a coordination framework for HIV and AIDS focal persons to coordinate social and behaviour change on HIV prevention in workplaces across the public and private sectors	UN, MOHSW, NAC	126,000		50,000	76,000	Reviews & Evaluations	Prevention TWG, Coordination TWG
	WHO	Support capacity development through the provision of TA for the development of guidelines and capacity building of health workers to offer TA to work places for scaling up health sector HIV prevention intervention	MOHSW, DHMT	32,500	10,000	10,000	12,500	review, training reports, Supervision report	Facility assessment visits TWG
	UNESCO	Strengthen the capacity of the MoET / HIV and AIDS focal points to coordinate social and behaviour change on HIV prevention in the workplace	MOET	30,000		30,000		UNESCO reports MoET Reports	M&E TWG, Management & Coordination TWG, Prevention TWG

**Agency Outcome 1.6: Leaders at all levels have the capacity and addressing socio-cultural issues that surround and drive Multiple Concurrent partnerships (MCP)**

Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
1.6.1 Advocacy and communication strategy developed	UNAIDS	Support capacity development through TA and financial support to NAC and MOHSW to develop an advocacy and communication	UN, NAC, MoHSW, National Parliament,	15,000			15,000	Partnership forum report, reviews & evaluations	Prevention TWG, Coordination TWG, M&E

and used to train leaders on MCP		strategy for national leaders on MCP	MoLGC						TWG
	UNDP	Build capacity of communities through Community Conversations to address cultural and social drivers of MCP	NAC, MoLG, UN	250,000	100,000		150,000	Training reports; Community Conversations' reports	TWG, Stakeholders forum
	UNFPA	Support the development of an advocacy strategy for MCP	NAC MOH	20,000	20,000			Reviews reports	Program and sectoral Review meetings
	UNESCO	Support capacity development through TA to MOET to strengthen advocacy and communication skills and efforts on MCP	MOET, NAC, UN	15,000		15,000		UNESCO reports MoET Reports	M&E TWG, Management & Coordination TWG
1.6.2 Leaders at all levels, including faith community, government and politicians have the skills to communicate and advocate for partner reduction in the context of MCP	UNAIDS	Support capacity development through TA, training and financial support to leadership forums to equip its leadership with advocacy and communication skills for MCP reduction	UN, NAC, MOHSW, National Parliament, MOLGC	14,000			14,000	Partnership forum report,	Leaders forum on AIDS, Prevention TWG
	UNFPA	Support the capacity development of leadership communication skills on MCP	NAC MOH	50,000	50,000			Reviews reports	Program and sectoral Review meetings
1.6.3 Leaders conduct advocacy campaigns for partner reduction at the central and local levels.	UNDP	Build the capacity of community leaders through training in Community Capacity Enhancement methodology	NAC, LENEPWHA	60,000			60,000	Training reports, Community Conversations' reports	TWG, Stakeholders forum
	UNFPA	Advocate for MCP, through multi-media campaigns	MoH	80,000	30,000		50,000	Quarterly / annual project reports	Program and sectoral Review meetings

**Agency outcome 1.7: Women, men, young persons and vulnerable groups utilise comprehensive health care including nutritional support and sexual and reproductive health services and information**

Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
1.7.1 Government and CSOs institutions have the capacity to scale up HIV and TB treatment, care and support services	WHO	Build capacity through the provision of TA, guidelines and funding for the development of HIV and TB Treatment, care and support policy, strategic plan and standard operating procedures	MOHSW, Medical councils and associations, CHAL, PLWHA, PEPFAR, DHMT, RED Cross, PIH, TH	15,000	5,000	10,000		Quarterly / annual project reports	TWG, Stakeholders forum
		Develop health facility capacity through, guidelines and training to Conduct assessments for quality assurance of HIV and TB Treatment, care and support services	MOHSW, Medical councils and associations, CHAL, PLWHA, PEPFAR, DHMT, RED Cross, PIH, TH	39,000	7,000	12,000	20,000	Quarterly / annual project reports	Facility assessment visits TWG
1.7.2 Doctors, nurses in all health facilities capable of providing improved and accessible treatment, care and support to PLHIV with chronic illnesses	WHO	Provide TA, guidelines and funding for the development of HIV and TB Treatment, care and support training materials	MOHSW, Medical councils and associations, CHAL, PLWHA, PEPFAR, DHMT, RED Cross, PIH, TH	15,000	5,000	10,000		Quarterly / annual project reports	TWG, Stakeholders forum
		Develop the capacity of health workers to provide safe HIV and TB Treatment, care and support services through TA, guidelines, training	MOHSW, Medical councils and associations, CHAL, PLWHA,	49,036	9,176	10,860	29,000	Quarterly / annual project reports	Facility assessment visits TWG

			PEPFAR, DHMT, RED Cross, PIH, TH						
		Develop capacity of National and District level medical staff through the provision guidelines and training to Conduct assessments for quality assurance of HIV and TB Treatment, care and support services	MOHSW, Medical councils and associations, CHAL, PLWHA, PEPFAR, DHMT, RED Cross, PIH, TH	43,036	7,000	22,860	13,176	Quarterly / annual project reports	Facility assessment visits TWG
1.7.3 Food insecure PLHIV on antiretroviral therapy have their daily minimal nutritional intake and support	WHO	Develop the capacity of health workers to provide nutrition care services to PLWHA/TB through TA, guidelines, training	MOHSW, Medical councils and associations, CHAL, PLWHA, PEPFAR, DHMT. Red Cross, MOAgric, Nutrition Council, PIH, TH	30,000	5,000	5,000	20,000	Quarterly / annual project reports	Facility assessment visits TWG
	WFP	Supply a monthly food ration to beneficiaries under ART/TB/PMTCT treatment programmes and their families	MoHSW World Vision International Lesotho RedCross CHAL	9,165,806	2,896,586		6,269,220	WFP Reports  MoHSW Reports	TWG, Stakeholders forum
1.7.4 Women and girls living with HIV and AIDS have access to sexual and reproductive health rights and services that are necessary for them	WHO	Support capacity development of XXX through the provision of TA for the development of RH guidelines for PLWHA	MOHSW, Medical councils and associations, CHAL, PLWHA, PEPFAR, DHMT. Red Cross, LPPA, RH TWG and stakeholders, PIH,TH	15,000	5,000	10,000		Quarterly / annual project reports	TWG, Stakeholders forum

	UNFPA	Support the capacity of government to review Reproductive Health Guidelines including FP to integrate HIV AIDS issues	MoH	100,000	50,000		50,000	Quarterly / annual project reports	Program and sectoral Review meetings
<b>Agency Outcome 1.8: Vulnerable groups that include orphans, children, youth and women have their social and welfare needs met</b>									
Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
1.8.1 Government and relevant parliamentary structures able to develop and adopt social welfare and protection legislation, policies and structures for OVC, youth and women	UNESCO	Strengthen policies and programmatic responses to OVCs in the education sector through TA to MoET	MoET, UN, MoHSW	30,000		30,000		UNESCO reports MoET Reports	M&E TWG, Management & Coordination TWG
	UNICEF	Support the operationalization of the Child Protection and Welfare Act	Parliament, MoJHR	1,000,000			1,000,000	MoJHR MoHSW Reports	Mid-year and Annual Reviews
		Support establishment and strengthening of Child Friendly Courts	MoJHR	200,000		100,000	100,000	MoJHR Report Mid Year Annual Reviews & Reports	Mid-year and Annual Reviews
		Support the strengthening of Restorative Justice	MoJHR	300,000		300,000		Mid Year Annual Reviews & Reports	
1.8.2 Women, youth and OVC in target communities able to access and utilise	UNICEF	Strengthening and effectiveness of Child and Gender Protection Units of Lesotho Mounted Police Service	Lesotho Mounted Service Police	450,000			450,000	Partners Mid-year and Annual Report	Mid-year and Annual Reviews

protection packages		Support the scaling up and effectiveness of Child helpline	MoHSW MoGYR	500,000		500,000		Partners Mid-year and Annual Report	Mid-year and Annual reviews
1.8.3 The relevant Ministries and Local Government have the capacity to support vulnerable households improve and sustain their livelihoods	UNICEF	Scale up the Lesotho child grants programme to 5 districts.	MOHSW	7,000,000		7,000,000		Quarterly Report  OVE M&E system payment	Mid-year and Annual reviews
	WFP	Supply a monthly food ration to OVCs	MoHSW MoET World Vision International Lesotho RedCross CHAL	15,143,505	4,785,663		10,357,842	WFP reports  MoHSW	TWG, Stakeholders forum

**National Priority Goals: Human Development; 2) Protecting and enabling the disadvantaged and vulnerable**

**UNDAF Outcome 2: District institutions able to provide quality and sustained health, education and social welfare services**

**Agency Outcome 2.1: Increased Enrolment, attendance rate and completion rates of Early Childhood Care and Development (ECCD) and primary School going children, including those with special learning needs**

Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/Assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
2.1.1: National institutions have capacity to provide effective delivery of Integrated Early Childhood Care and Development (IECCD) program	UNICEF	Develop the capacity of the reception class teachers, caregivers, parents, principals, education officers, school committees and learners	MOET, NGOs and Churches	600,000	167,000		433,000	Yearly education statistical report Annual Health Sector Joint Report Demographic Health Survey Facility Based Survey Education Statistical Bulletin Training and supervision reports Annual Education Statistical Bulletin	MOET/UNICEF/UNESCO Joint review Joint review of reports and surveys by Project Steering Committee

	UNESCO	Develop training programme for all ECCE providers	Lesotho college of ED, NUL, MOET	50,000	50,000			Education Statistical Bulletin	MOET/UNICEF/UNESCO Joint review  Joint review of reports and surveys by Project Steering Committee
2.1.2: Improved quality of teaching and learning programs at all levels	UNICEF	Provide technical assistance for finalisation and implementation of Education Sector Mid-Term Plan. Support the advocacy efforts for the enactment of the Education Bill	MOET, Parliament	267,000	167,000.00		100,000	Education Statistical Bulletin  Training and supervision reports	MOET/UNICEF/UNESCO Joint review  Joint review of reports and surveys by Project Steering Committee
	UNESCO	Review of existing teacher training programmes	Lesotho college of ED, NUL, MOET	800,000	800,000			Training and supervision reports  Yearly education statistical report	MOET/UNICEF/UNESCO Joint review.  Joint review of reports and surveys by Project Steering Committee

2.1.3: Increased Child friendly facilities and services	UNICEF	Provide resources, technical assistance & infrastructure for child friendly and gender-responsive water and sanitation facilities in selected schools	MOET, Lesotho College of Education Commonwealth of Learning	667,000	167,000		500,000	Yearly education statistical report	MOET/UNICEF joint review Joint review of reports and surveys by Project Steering Committee
2.1.4 School feeding Programme for increased enrolment and attendance rate of school –age children especially Orphans and Vulnerable Children (OVC) strengthened	WFP	Support the government school feeding scheme by procuring and supplying food to primary school children and seeds and garden tools, in schools located in highland areas of Lesotho	FMU & MoET	5,076,030	3,540,598		1,535,432	Monthly & Annual reports	MoET and WFP review meetings Joint review of reports and surveys by Project Steering Committee

**Agency Outcome 2.2 Access to quality non-formal education especially for herd boys, domestic workers and other OVC increased**

Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
2.2.1 Non-Formal Education (NFE) services scaled up in all districts.	UNICEF	Develop the capacity of the Learning Post Administrators, tutors, other NFE providers and learners in all districts through training	LANFE, GROW Lesotho Distance Teaching Centre	1,161,000	167,000		994,000	Education Statistical Bulletin LDTC annual report Juvenile Training Centre reports	MoET and WFP review meetings Review of reports by Project Steering Committee
	UNFPA	Support life skills education program for out of school youth	LANFE, GROW Lesotho Distance Teaching Centre	350,000	200,000		150,000	Education Statistical Bulletin LDTC annual report	MoET and WFP review meetings Review of reports by Project Steering Committee
		Support printing and distribution of learning materials for out of school youth	NCDC MGYSR	100,000	50,000		50,000	Juvenile Training Centre reports	Review of reports by Project Steering Committee
	UNICEF	Procure and develop teaching and learning materials for NFE centres	Lesotho Distance Teaching Centre	567,000	167,000		400,000	Education Statistical Bulletin LDTC Annual report	MoET and WFP review meetings Review of reports by

									Project Steering Committee
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**Agency Outcome 2.3: Access to and utilization of comprehensive quality reproductive and child health services increased.**

Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
2.3.1 District Health Management Teams (DHMTs) able to manage the essential health package at district level.	UNICEF	Provide technical and financial support to the implementing partners (MOHSW, CHAL and NGOs)  Procure essential supplies at facility level	MOHSW, CHAL and other NGOS	2132000	202000		1930000	DHS 2009, 2014  HMIS (Routine Facility Report)  Health Sector Quarterly & Annual Joint Review Report  EPI Quarterly Bulletin  Annual Health Sector Report	Health sector cluster meetings  Review of reports by Project Steering Committee
	WHO	Develop National & DHMT management capacity through training	MOHSW & CHAL	1,157,304	89,000	891,920	176,384	Training report  Evaluation of training impact on DHMT management	Health sector cluster meetings  Review of reports by Project Steering Committee
		Procure vehicle to support supervision to districts	MOH/WHO	25,000			25,000	Supervision reports	Project Steering Committee
2.3.2 Operational guidelines for health	WHO	Provide technical support to develop policy and operational manuals for health programs	MOHSW & CHAL	1,138,944	80,640	793,728	264,576	DHS 2009, 2014 Facility based	Health sector cluster meetings

interventions (programs) available at all health facilities, and health workers able to use these guidelines								survey HMIS (Routine Facility Report) Health Sector Quarterly & Annual Joint Review Reports Annual Health Sector reports	Project Steering Committee
	UNFPA	Support the development, printing & dissemination of SRH policies, strategies, plan & protocols & orientation of service providers.	MOHSW & CHAL	200,000	200,000			Health Sector Quarterly & Annual Joint Review Reports	Health sector cluster meetings Project Steering Committee
	UNICEF	Ensure availability of essential supplies at facility level through advocacy & or emergency provision	MOHSW , CHAL, LPPA & NGOS	120,000	40,000		80,000	Health Sector Quarterly & Annual Joint Review Reports	Health sector cluster meetings Project Steering Committee
2.3.3. Facilities for Primary Health Care, SRH/STI and HIV services are youth friendly and accessible to vulnerable young people and other users	UNFPA	Support Youth friendly health services	MOHSW , CHAL & NGOS	200,000	100,000		100,000	Health Sector Quarterly & Annual Joint Review Reports	Health sector cluster meetings  Project Steering Committee
	UNICEF	Ensure availability of essential supplies at facility level through advocacy, fund-raising & or emergency provision	MOHSW , MOGYSR, LPPA, and supplies CHAL & NGOS	200,000	50,000		150,000	Facility based survey HMIS Routine facility report Health Sector	Health sector cluster meetings  Project Steering

								Quarterly & Annual Joint Review Reports ) Annual Health Sector Reports	Committee
	WHO	Provide technical support to develop policy and operational manuals for SRH	MOHSW, CHAL & NGOS	40,000	40,000			Health Sector Quarterly & Annual Joint Review Reports	Health sector cluster meetings  Project Steering Committee
		Capacity development for facility assessment	MOHSW, CHAL & NGOS	32,000	10,000		22,000	Health Sector Quarterly & Annual Joint Review Reports	Health sector cluster meetings  Project Steering Committee
2.3.4. Essential health commodities (Condoms, vaccines, HIV supplies) available	UNFPA	Procure family planning commodities.	MOHSW, CHAL & NGOS	2,000,000	200,000	600,000	1,200,000	HMIS (Routine Facility Report)  Health Sector Quarterly & Annual Joint Review Reports  DHMTs Quarterly & Annual Reports  Joint WHO/UNICEF/UNFPA review	Health sector cluster meetings  Project Steering Committee
	WHO	Provide technical support for the development of guidelines for use of the supplied health commodities	MOHSW, CHAL & NGOS	365,561			365,561	DHMTs Quarterly & Annual Reports	Health sector cluster meetings

								Joint WHO/UNICEF/ UNFPA review	Project Steering Committee
	UNICEF	Ensure availability of vaccines at facility level through advocacy/fund-raising & or emergency provision	MOHW, CHAL & NGOS	2,132,000	202,000		1,930,000	DHMTs Quarterly & Annual Reports Joint WHO/UNICEF/ UNFPA review	Health sector cluster meetings Project Steering Committee
2.3.5. Health facilities and public places delivering an integrated package of health promotion for prevention and care.	UNFPA	Support the development of tools & orientation of health workers on an integrated package of health promotion & care	MOHW, CHAL & NGOS	200,000	200,000			DHS 2009, 2014 HMIS (Routine Facility Report) Health Sector Quarterly & Annual Joint Review Reports	Health sector cluster meetings Project Steering Committee Health sector cluster meetings Project Steering Committee
		Support multimedia activities on SRH promotion		400,000	300,000		100,000	DHMTs Quarterly & Annual Reports	Project Steering Committee
	WHO	Develop operational tools for integrated service delivery at health facilities	MOHW, CHAL & NGOS	118,000	71,000		47,000	Joint Review Reports DHMTs Quarterly & Annual Reports	Health sector cluster meetings Project Steering Committee

	UNICEF	Strengthen the capacity of MOHSW and CHAL health facilities to provide integrated package of health promotion for prevention & care.	MOHSW, CHAL, MOLG, NAC	300,000	100,000		200,000.00	Joint Review Reports DHMTs Quarterly & Annual Reports	Health sector cluster meetings  Project Steering Committee
2.3.6. Trained skilled staff and full complement of equipment & materials for normal & EmOC services available in all government & non-government health facilities	UNFPA	Procure SRH equipment and supplies.	MOHSW , CHAL & NGOS	500,000	400,000		100,000	HMIS (Routine Facility Report)	Health sector cluster meetings
		Support training of health workers on SRH		600,000	400,000		200,000	Health Sector Quarterly & Annual Joint Review Reports  DHMTs Quarterly & Annual Reports  Agency specific reports	Project Steering Committee
	WHO	Strengthen the capacity of the EmOC through the provision of technical support for the development of training courses, and materials	MOHSW , CHAL & NGOS	40,000	40,000			HMIS (Routine Facility Report)  Health Sector Quarterly & Annual Joint Review Reports  DHMTs Quarterly & Annual Reports  Agency specific	Health sector cluster meetings  Project Steering Committee

	UNICEF	Ensure availability of essential EmOC equipment and supplies through fund raising or emergency provision	MOHSW , CHAL & NGOS	300,000	50,000		250,000	reports HMIS (Routine Facility Report)  Health Sector Quarterly & Annual Joint Review Reports  DHMTs Quarterly & Annual Reports  Agency specific reports	Health sector cluster meetings  Project Steering Committee
2.3.7. Increased evidence based strategic planning and innovative interventions for SRH through operational research.	UNFPA	Support formative and operational research on SRH	MOHSW	100,000	100,000			DHMTs Quarterly & Annual Reports  Research reports	Health sector cluster meetings
	WHO	Provide technical support for the development and implementation of SRH research proposals	MOHSW , CHAL & NGOS	20,000			20,000	Health Sector Quarterly & Annual Joint Review	Health sector cluster meetings  Project Steering Committee
	UNICEF	Strengthen the capacity of MOHSW and NAC through TA and training in strategic planning & operational research	NAC, MOHSW,CHAL, LPPA & NUL	200,000	100,000		100,000	Health Sector Quarterly & Annual Joint Review	Health sector cluster meetings  Project Steering Committee

**Agency Outcome 2.4: Orphans, children, youth (adolescents, young men and young women) & other vulnerable groups (boys, girls, men, women, old and young) have access to social welfare & protection services [Vulnerable groups would include: sex workers, OVCs, Herd boys, Domestinc workers, people with disabilities, female-headed and child-headed households etc]**

Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
2.4.1. Government institutions, CSOs & other service providers able to design, implement and monitor social welfare and protection services for OVCs women and children	UNICEF	Strengthen the capacity of GOL institutions, CSOs & other services to design, implement and monitor social welfare and protection services for OVCs and women through training & supportive supervision.  Provide home garden kits	MAFS, MOHSW, World Vision, LRCS	60,000	20,000		40,000	Directory of active service providers  Registration records  Training reports  Agency specific review reports  Payment records for Child Grants Programme  Agency specific progress reports	Health sector cluster meetings  Project Steering Committee
		Strengthen the capacity of MOHSW through provision of IEC materials and supplies		60,000	10,000		50,000	Special reports from DSW  Supervision reports	Health sector cluster meetings  Project Steering Committee

	WFP	Procure and supply food for malnourished children through MCH activities.	MAFS, MOHSW, World Vision, LRCS	4,782,160	1,511,262		3,270,898	Agency specific progress reports Special reports from DSW	Health sector cluster meetings Project Steering Committee
2.4.2. Increased awareness among communities on social welfare & protection services (including where & how to access them.)	WHO	Support capacity development for social welfare & protection services, through the provision of technical support for the development of appropriate IEC materials	MOHSW, CHAL	10,000			10,000	Agency specific progress reports. Copy of guidelines and dissemination plans. Workshops, sessions, meetings, gatherings and dissemination reports	Project Steering Committee Health sector cluster meetings
	UNFPA	Support multi-media activities on SRH needs and vulnerabilities of young people	MOHSW MGYSR	300,000	200,000		100,000	Directory of active service providers; Registration records; Training reports; Agency specific review reports; Payment records for Child Grants Programme; Agency specific progress reports;	Health sector cluster meetings Project Steering Committee

								Special reports from DSW	
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**National Priority Goals: Accelerating shared and sustainable economic growth**

**UNDAF Outcome 3: National Institutions able to implement sustainable pro poor economic development, environmental management and household food security policies and strategies with special focus on vulnerable groups including women, young men and women and the disabled**

**Agency Outcome 3.1: National institutions able to promote and foster increased production and trade (CEB Inter Agency cluster on trade and productive capacity, UNIDO, UNDP, UNCTAD, ITC)**

Outputs	Agency	Key action	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
3.1.1 Increased Government capacity to design, develop and implement industrial policies and strategies on the development of the national and regional value chain	UNIDO ITC UNCTAD	Design of a new Industrial Policy and capacity building of Ministry of Trade on economic assessment of regional and international markets	ITC, UNCTAD, UNDP, MoTiCM, MoFDP	650,000	100,000		550,000	Reviews, evaluations, and surveys	Project Steering Committee  Joint UNDAF review meetings
		Integrated diagnostic studies on value chain in selected sectors, identification of export potential and preparation of development plans	ITC, UNCTAD, MoTiCM	1,185,000	25,000		1,160,000	Reviews, evaluations, and surveys	Project Steering Committee  Joint UNDAF review meetings
	UNCTAD	Technical Assistance for developing a legislative and institutional framework for SMEs	MoTiCM, MoFDP	100,000			100,000	Reviews, evaluations, and surveys	Project Steering Committee  Joint UNDAF review meetings

3.1.2. National institutions have capacity to develop and implement trade and business policies, strategies and plans that are aligned to the national growth strategy and related regional integration plans	ITC	Provide TA to the Government, Trade organisations and business associations for the development of the national export and sector strategies and action plans to increase value added	MAFS/MTICM Private sector Cooperatives	450 000	16,000		434,000	Reviews, evaluations	Joint UNDAF review meetings
	UNDP	Capacity development of the Government for the implementation of investment/trade related strategies for Agri-business, Horticulture and Tourism, and Textiles sector expansion and export market linkages	MoTICM	559,457		559,457		Reviews, evaluations, and surveys	Project Steering Committee Joint UNDAF review meetings
3.1.3 Increased institutional capacities of the public and private technical support institutions to utilize trade preferences, enhance market access opportunities and improve competitiveness of manufacturing enterprises	UNIDO	TA and capacity building for technical support institutions, Business Development Service providers and Investment Promotion Agencies	ITC, UNCTAD, MoTICM, MOFDP	651,000	200,000		451,000	Reviews, evaluations, and surveys	Project Steering Committee Joint UNDAF review meetings
		Strengthen capacities and institutional frameworks for certification and management of standards	MoTICM	666,000			666,000	Reviews, evaluations, and surveys	Project Steering Committee Joint UNDAF review meetings

		Strengthening of technical and professional training institutions; promotion of entrepreneurial education	ITC, UNCTAD	408,000			408,000	Reviews, evaluations, and surveys	Project Steering Committee Joint UNDAF review meetings
		Creation of export consortia and links with regional centres of excellence	ITC, MoTICM	496,000			496,000	Reviews, evaluations, and surveys	Project Steering Committee Joint UNDAF review meetings
		Assessment, technical support and upgrading of companies in selected sectors	UNCTAD, ITC, MoTICM	1,250,000		40,000	1,210,000	Reviews, evaluations, and surveys	Project Steering Committee Joint UNDAF review meetings
	ITC	Building capacity of trade institutions and chambers of commerce to design national and sector export strategies and implement competitive supply/value chains in selected sub-sectors	MoTICM	650,000	16,000	25,000	609,000	Reviews, evaluations, and surveys	Project Steering Committee Joint UNDAF review meetings
	UNCTAD	Build capacity of public and private technical support institutions to better administer and utilize trade preferences	MoTICM	200,000		200,000		Reviews, evaluations, and surveys	Project Steering Committee Joint UNDAF review meetings

**Agency Outcome 3.2: Government institutions, private sector institutions and NGO's able to create decent employment opportunities for women, men, children and youth, including orphaned and vulnerable youth (UNDP, ILO, UNHABITAT, UNV, UNICEF, UNCDF, UNIDO, UNESCO)**

Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
3.2.1 Government, local authorities and communities have the capacity to implement a National Action Plan on Youth Employment for decent employment with particular focus on women, orphaned and vulnerable youth	UNDP	Support policy formulation, through technical assistance and advisory support for implementation of the National Action Plan on Youth Employment	MGYSR	264,000	58,000	135,000	71,000	Project Review  Review of government policy documents Review of quarterly/annual project reports	Project Steering Committee  Joint UNDAF review meetings
	ILO	Provide TA and financial support for the roll-out of the Know About Business (KAB) in TVET centres, aligned to the second phase of the Youth Employment Promotion project	MGYSR, MLE, MOE, Association of Lesotho Employers & Business (ALE).and Workers Organisations	250,000			250,000		Joint UNDAF review meetings Project Steering Committee
3.2.2 Government institutions, private sector institutions and NGO's have capacity to facilitate creation of decent employment	UNDP	Strengthen the capacity of local institutions, through training, to create an environment conducive to the creation of youth employment	MGYSR	1,219,000	358,000	143,000	718,000	Sectoral and project Reviews  Review of government database	Project Steering Committee  Joint UNDAF review meetings

opportunities for both young men and women	ILO	Provide technical support on competitiveness of the manufacturing industry in by promoting economic efficiency, socially responsible production, and compliance with national labour code	MoLE Trade Lesotho Textiles Exporters Association, LTEA, ALE, and Workers Organisations	4,800,000		1,960,000	2,840,000	Project Advisory Committee;  Evaluation Review	Joint UNDAF review
		Create an enabling environment that supports the creation and growth of women's enterprises which generate quality jobs.	MoLE Trade Lesotho Textiles Exporters Association, LTEA, ALE, and Workers Organisations	650,000		328,000	322,000	Project Advisory Committee;  Evaluation Review	Joint UNDAF review
		Assess and develop/strengthen the capacity of relevant institutions through TA and training to develop labour market information system	BoS, MLE, MITCM (ALE).and Workers Organisations	150,000	30,000		120,000	Project Advisory Committee;  Evaluation Review	Joint UNDAF review
	UN HABITAT	Strengthen the capacity of government, through technical assistance, training and knowledge networks to develop healthy, effective and efficient youth in development	MGYSR	600,000		100,000	500,000	Project Reviews Review of quarterly and annual project reports	Project Steering Committee  Joint UNDAF review

									meetings
	UNV	Support the capacity development of Government and young unemployed Basotho professionals, through advisory services and financial support in order to develop a National Volunteer Scheme modality to support Lesotho's developments effort	MGYSR	1,010,000	160,000	720,000	130,000	Evaluations reviews	Project Steering Committee Joint UNDAF review meetings
3.2.3 Government- and financial services- institutions have the capacity to create an enabling environment for a vibrant micro-finance industry	UNCDF	Strengthen the capacity of government and micro finance institutions and consumers to create / implement a viable micro finance industry strengthened through provision of technical and financial assistance	UNCDF MFDP MTICM (Dept of Coops) CBL	1,400,000	800,000		600,000	Project review	National Micro Finance Forum
	UNDP			750,000	450,000		300,000	Review of government policy documents	Project Steering Committee
	IFAD	Strengthen the legislative and regulatory framework for non-bank financial institutions and supervision capacity by the Central Bank of Lesotho  Promote policy dialogue for developing conducive environment  Strengthen capacity of Dept of Coops to provide support and guidance to financial coops  Technical assistance and training of financial service providers (formal, semi-formal, informal) to enhance capacity and outreach		9,060,000 <sup>2</sup>	8,700,000	360,000		RUFIP progress report	RUFIP M&E systems

<sup>2</sup> Over seven years

3.2.4 Government, NGOs and research institutions have capacity to carry out applied research that focuses on Lesotho's cultural heritage thus shaping the country's future as a traditional society to support sustainable development	UNDP	Provide research and assessment support and strengthen the capacity of the Government, NGOs and research institutions- through training and personnel recruitment, in order to manage and preserve Lesotho's cultural heritage	Office of the Royal Palace	200,000	100,000		100,000	Reviews, evaluations, and surveys	Project Steering Committee  Joint UNDAF review meetings
	UNESCO	<b>Provide research and assessment support and strengthen the capacity of the Government, NGOs and research institutions- through technical support, in order to manage and preserve Lesotho's cultural heritage</b>	Office of the Royal Palace	<b>12,200</b>	<b>12,200</b>			<b>Reviews, evaluations, and surveys</b>	<b>Project Steering Committee</b>  <b>Joint UNDAF review meetings</b>

Agency Outcome 3.3: National institutions able to increase agricultural productivity and household food security									
Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
3.3.1 National institutions have capacity to develop and implement policies, strategies and plans	FAO	Provide leadership, advocacy and policy formulation to the Government, through technical assistance for the development of the national fisheries policy, strategy and action plan	MAFS private sector	59,000				Quarterly/annual project reports	Project Steering Committee  Joint UNDAF review meetings
		Support capacity development of the Government, through financial support, for the implementation of aspects of the food security action plan	MAFS NGOs	6,000,000	59,000	2,749,000	3,251,000	Quarterly/annual project reports	Project Steering Committee  Joint UNDAF review meetings
	WFP	Support the policy formulation process, through training and advisory services to the Ministry of Food Security and Agriculture in the implementation of the food security action plan	MAFS	50,000	16,000		34,000	Quarterly/annual project reports  Progress reports from the Food Security Policy Taskforce	Project Steering Committee  Food Security Policy Taskforce  Joint UNDAF review meetings
	ITC	Capacity building of cooperatives and producers groups to participate in the supply chains serving local/regional hotels and supermarkets with locally produced	MAFS, MTICM	800,000	32,000		768,000	Quarterly/annual project reports	Project Steering Committee  Joint UNDAF

		FFC							review meetings
3.3.2 Skills for extension services developed and adoption of innovative/appropriate agriculture technologies promoted for increased and sustained agricultural production	FAO	Support the capacity development of technical staff and farmers in conservation agriculture through training and technical assistance	MAFS NGOs	800,000	80,000	500,000	220,000	Quarterly/ annual project reports  Statistical Surveys  Joint Field visits	Project Steering Committee  Joint UNDAF review meetings
		Support the capacity development of technical staff and farmers, through training and technical assistance in on-farm seed production	MAFS NGOs	600,000	312,000	76,000	212,000	Quarterly/ annual project reports  Statistical Surveys  Joint Field visits	Project Steering Committee  Joint UNDAF review meetings
	IFAD	Training of extension staff, farmers Support to agricultural research	MAFS (under SANReMP)	<sup>3</sup>				SANReMP progress report	SANReMP M&E systems
3.3.3 MAFS and NGO's capacitated to expand area under irrigation	FAO	Strengthen the capacity of technical staff of MAFS and NGOs, through training and technical support in irrigation development  Supply farmers with inputs and	MAFS NGOs	500,000			500,000	Government and NGO reports  Farmer surveys	Project Steering Committee  Government, NGOs

<sup>3</sup> IFAD resources - the total programme cost of SANReMP is approximately USD 12 million over 6 years (2005-2011). The Programme has three components: (a) Agricultural Diversification and Intensification; (b) Land and Water management; and (c) Local Capacity Building. It is not possible to break down the programme cost by years and by sub-components to fit into the UNDAF outputs – therefore, no indication of resources in the table.

		training for irrigated agriculture production						Quarterly/ annual project reports  Joint Field visits	Joint UNDAF review meetings
	IFAD	Support to Tsitsong irrigation scheme and other micro/small-scale irrigation schemes together with farmer training	MAFS (under SANReMP)	<sup>4</sup>				SANReMP progress report	SANReMP M&E systems
3.3.4 Capacities of MAFS and NGOs developed to promote and upscale homestead agricultural production and increased access to micro- nutrient rich foods for vulnerable groups	FAO	Support the capacity development of technical staff of MAFS and NGOs, through technical support and training in improved homestead agricultural production  Supply farmers with inputs and training for improved homestead agricultural production	MAFS NGOs	300,000		50,000	250,000	Quarterly/ annual project reports  Joint Field visits	Project Steering Committee  Joint UNDAF review meetings
	WFP	Provide food assistance to vulnerable households engaged in food for work/assets and training activities	MAFS MNR	<b>9,975,360</b>	3,192,115		6,783,245	Quarterly/ annual project reports  Joint Field visits  Progress reports from the Food Security Policy Taskforce  Statistical	Project Steering Committee  Joint UNDAF review meetings;  DMA Food and Logistics coordination meetings  Food and

<sup>4</sup> IFAD resources - the total programme cost of SANReMP is approximately USD 12 million over 6 years (2005-2011). The Programme has three components: (a) Agricultural Diversification and Intensification; (b) Land and Water management; and (c) Local Capacity Building. It is not possible to break down the programme cost by years and by sub-components to fit into the UNDAF outputs – therefore, no indication of resources in the table.

								surveys	Security Policy task Force
	IFAD	Training of farmers/extension staff (both crop (incl homestead/community gardens) and small stock production)	MAFS (under SANReMP)	5				SANReMP progress report	SANReMP M&E systems
3.3.5 National institutions have capacity for livestock disease control and surveillance.	FAO	Strengthen the capacity of national institutions, through technical and financial support in developing and managing an effective disease surveillance system	MAFS	600,000			600,000	MAFS reports  Quarterly/annual project reports  Joint field visits	Project Steering Committee  MAFS  Joint UNDAF review meetings
<b>Agency Outcome 3.4: Government institutions, private sector institutions and NGO's are able to plan, utilize and manage Natural Resources including human settlements in a sustainable manner.</b>									
Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
3.4.1 Government institutions, private sector institutions and NGO's have the capacity to promote viable housing and	UNDP	Strengthen the capacity of Maseru Municipal Council and the private sector, through training and financial assistance, to develop innovative public private partnerships for basic service delivery	MCC	550,000		300,000	250,000	Quarterly/annual project reports  Field visits	Project Steering Committee  Joint UNDAF review meetings

<sup>5</sup> IFAD resources - the total programme cost of SANReMP is approximately USD 12 million over 6 years (2005-2011). The Programme has three components: (a) Agricultural Diversification and Intensification; (b) Land and Water management; and (c) Local Capacity Building. It is not possible to break down the programme cost by years and by sub-components to fit into the UNDAF outputs – therefore, no indication of resources in the table.

sustainable urban infrastructure services for all	UN HABITAT	Support capacity development of Maseru Municipal Council and the private sector, through knowledge networks and technical assistance, to develop innovative public private partnerships for basic service delivery	MCC	85,000		60,000	25,000	Quarterly/ annual project reports  Field visits	Project Steering Committee  Joint UNDAF review meetings
		Provide advocacy and policy formulation support to the Government and local authorities, through advisory services, technical support, and campaigns to develop and implement upgrading and new housing schemes	MLG	950,000		450,000	500,000	Quarterly/ annual project reports  Field visits	Project Steering Committee  Joint UNDAF review meetings
3.4.2 Government and local authorities have capacity to develop sustainable land management (SLM) policies, and to upscale proven SLM techniques that are sensitive to gender roles	UNDP	Strengthen the capacity of Government and local authorities, through advisory services, implementation support and training, in order to upscale successful Sustainable Land Management models	MFLR	3,379,000	300,000	2,079,000	1,000,000	Quarterly/ annual project reports  Field visits	Joint UNDAF review meetings  Consultative forum

	IFAD	- Training of govt staff - Support to the devt of land degradation monitoring system	MFLR (under SANReMP)	<sup>6</sup>				SANReMP progress report	SANReMP M&E systems
3.4.3 CBOs and NGOs have the capacity to implement small-scale initiatives to enhance natural resources and environmental management and that generate livelihood support benefits for men and women	UNDP	Support the capacity development of local NGOs and CBOs, through financial support and advisory services, to manage the environment and generate livelihood support	Govt. Institutions CBOs/NGOs Business Sector Academic Institutions	1,500,000		1,000,000	500,000	Quarterly/ annual project reports  Reports from academic institutions and CBOs/NBOs  Field visits	Project Steering Committee  Joint UNDAF review meetings
	ITC	Capacity building of agro-industry traders and related businesses operators through support , advisory services and advocacy for managing environmentally sustainable trade linking MDG (1,7)	Govt. Institutions CBOs/NGOs Business Sector Academic Institutions	500,000		25,000	475,000	Quarterly/ annual project reports  Reports from academic institutions and CBOs/NBOs  Field visits	Project Steering Committee  Joint UNDAF review meetings

<sup>6</sup> IFAD resources - the total programme cost of SANReMP is approximately USD 12 million over 6 years (2005-2011). The Programme has three components: (a) Agricultural Diversification and Intensification; (b) Land and Water management; and (c) Local Capacity Building. It is not possible to break down the programme cost by years and by sub-components to fit into the UNDAF outputs – therefore, no indication of resources in the table.

	IFAD	Capacity building of rangeland users / grazing associations for sustainable rangeland management	MFLR (under SANReMP)	7				SANReMP progress report	SANReMP M&E systems
3.4.4 Government institutions, private sector institutions and NGO's have capacity to implement legal frameworks for environmental management	UNDP	Support policy formulation efforts of Government, through implementation support and provision of financial assistance, to implement environmental legislative frameworks	MTEC	510,000		10,000	500,000	Quarterly/ annual project reports	Project Steering Committee  Joint UNDAF review meetings
	UNEP	Support policy formulation of Government, through technical assistance, to implement environmental legislative frameworks	MTEC	5,000		5,000		Quarterly/ annual project reports  MTEC reports /legislation	Project Steering Committee  Joint UNDAF review meetings

**Agency Outcome 3.5: Government institutions, private sector institutions and NGO's are able to implement effective and sustainable disaster risk reduction strategies**

Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/ regular/ assessed	Non-core/ other/ Extra budgetary	To be mobilised (funding gap)		

<sup>7</sup> IFAD resources - the total programme cost of SANReMP is approximately USD 12 million over 6 years (2005-2011). The Programme has three components: (a) Agricultural Diversification and Intensification; (b) Land and Water management; and (c) Local Capacity Building. It is not possible to break down the programme cost by years and by sub-components to fit into the UNDAF outputs – therefore, no indication of resources in the table.

3.5.1 Government institutions, private sector institutions and NGO's have the capacity to develop legal and institutional systems for disaster risk reduction	UNDP	Support capacity development ,advocacy efforts and policy formulation of the Disaster Management Authority, through advisory and implementation support, as well as workshops and training conducted in Disaster Risk Reduction	DMA	504,000	177,000	27,000	300,000	Review of DMA reports  Quarterly/ annual project reports	Project Steering Committee  Joint UNDAF review meetings  National Platform meetings
3.5.2 Government institutions, private sector institutions and NGO's have the capacity to develop and manage emergency response and preparedness mechanisms	UNDP	Strengthen the capacity of Government and local authorities, through implementation support, tools, and training on preparedness and emergency response	DMA	713,000	143,000	70,000	500,000	Quarterly/ annual project reports  Field visits	Project Steering Committee  Joint UNDAF review meetings  DRR National Platform and cluster meetings
	FAO	Supply inputs and technical support to vulnerable farming households in response to emergencies	MAFS	9,000,000	500,000	7,500,000	1,000,000	Quarterly/ annual project reports  Field visits	Joint UNDAF review meetings; DRR National Platform and cluster meetings

	WFP	Strengthen the capacity of Government, DMA, and local institutions, through technical support in vulnerability assessments, early warning and food and nutrition security monitoring	DMA MAFS	600,000	192,000		408,000	Quarterly/ annual project reports  Progress reports of the Food Security Policy Taskforce  Field visits  Statistical surveys	Joint UNDAF review meetings  Food Security Policy Taskforce  DRR National Platform and cluster meetings;
3.5.3 Government institutions, private sector institutions and NGO's have the capacity to mainstream disaster risk reduction in key national and local development plans	UNDP	Support the capacity development of government departments, NGOs and policy/decision makers, through workshops and training, in order to mainstream DRR into development plans	DMA	89,000	59,000	20,000	10,000	Quarterly/ annual project reports	Project Steering Committee  Joint UNDAF review meetings  DRR National Platform and cluster meetings
	FAO	Provide capacity development to the Government , through training and technical support to mainstream DRR into agricultural policies, plans and strategies	MAFS MFLR	100,000	60,000		40,000	Quarterly/ annual project reports	
3.5.4 Government institutions, private sector institutions and NGO's have the capacity to manage	UNDP	Support capacity development of Government, private sector and NGOs, through workshops and trainings, to provide quality early warning information and conduct early warning vulnerability	DMA	121,000	81,000	30,000	10,000	Quarterly/ annual project reports  Field visits	Joint UNDAF review meetings  DRR National Platform and

information and knowledge for disaster risk reduction		assessments							cluster meetings
	FAO	Capacity development of Government, through training in information management for early warning	MAFS BOS	74,000	60,000		14,000	Reviews, evaluations, and field visits	

**Agency Outcome 3.6: Government, local institutions and communities are able to develop and implement climate change adaptation and mitigation strategies**

Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
3.6.1 Government, local authorities, and private sector have the capacity to increase access to sustainable renewable energy technologies and services to rural areas in Lesotho, including green electricity and cleaner fuels	UNDP	Strengthen the capacity of Government, local authorities and private sector, through training, workshops, financial assistance and implementation support, for the widespread adoption of renewable energy	MNR, DOE Private Sector	2,100,000		2,000,000	100,000	Quarterly/ annual project reports  MNR, DOE policies and reports  Field visits	Project Steering Committee  Joint UNDAF review meetings
		Support policy formulation and advocacy efforts of Government, through implementation support and workshops, for the widespread adoption of renewable energy	MNR, DOE	500,000		500,000		Quarterly/ annual project reports  MNR, DOE policies and reports  Field visits	Project Steering Committee  Joint UNDAF review meetings

3.6.2: Government, local authorities and communities have the capacity to integrate climate change risks and opportunities into national and sectoral development plans and budgets	UNDP	Strengthen the capacity of Government and local communities, through implementation and technical support, including workshops, to develop and implement climate change adaptation strategies and policies	MFLR MNR	10,760,000	250,000	2,510,000	5,000,000	LMS reports; Ministry of Agriculture reports  Quarterly/ annual project reports  Field visits	Project Steering Committee  Joint UNDAF review meetings
		Provide advocacy support to the Government, through campaigns , in order to provide human security in light of climate change	MNR	180,000	50,000	130,000		Quarterly/ annual project reports	Project Steering Committee  Joint UNDAF review meetings
	UNEP	Support policy formulation through advisory services and technical assistance, to integrate climate change adaptation into national and sectoral development plans	MNR	1,500,000		1,500,000		Quarterly/ annual project reports	Project Steering Committee  Joint UNDAF review meetings
	FAO	Strengthen the capacity of technical staff, through training and technical support, for the establishment of information and knowledge based on climate change adaptation for agriculture based livelihoods  Supply inputs and technical support for climate change adaptation to	MFLR MAFS Community members	1,000,000	372,000	200,000	428,000	Quarterly/ annual project reports  Field visits	Joint UNDAF review meetings

	farming households							
WFP	Support the policy development process and build the capacity of government institutions, through technical and advisory support in evidence policy and legislative framework and implementation for climate change adaptation and mitigation strategies	LMS MNR	134,498	10,000		124,498	Quarterly/ annual project reports  Field visits  Progress reports for the Food Security Policy Taskforce;	Joint UNDAF review meetings; LMMS taskforce on climate change issues DMA Food and Logistics cluster meetings
IFAD	Cap blg of extension staff and farmers to adapt agricultural production systems to climate change risks	MAFS (under SANReMP)	<sup>8</sup>				SANReMP progress report	SANReMP M&E systems report

<sup>8</sup> IFAD resources - the total programme cost of SANReMP is approximately USD 12 million over 6 years (2005-2011). The Programme has three components: (a) Agricultural Diversification and Intensification; (b) Land and Water management; and (c) Local Capacity Building. It is not possible to break down the programme cost by years and by sub-components to fit into the UNDAF outputs – therefore, no indication of resources in the table.

National Priority Goals: Good Governance									
UNDAF Outcome 4: Governance institutions able to promote and sustain gender equality, public service delivery and human rights for all									
Agency Outcome 4.1: Governance institutions promoting a stable participatory democracy and effective economic governance.									
Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
4.1.1 Relevant governance institutions have the capacity to support, organise and monitor election processes	UNDP	<p>Strengthen the capacity of the IEC through technical assistance, training, staff attachments and study tours to support election administration</p> <p>Support advocacy programmes for voter education and registration</p> <p>Provide technical assistance in policy formulation to harmonise and streamline the electoral legislation</p> <p>Organize capacity building programmes and exposure visits for MPs to sensitize them on their legislative and oversight role in support of electoral processes</p> <p>Support training programmes for Law Enforcement Officers to sensitize them on their role in support of civilian democracy in general and the electoral process in particular</p> <p>Strengthen the capacity of relevant civil society organizations, the media and faith-based organizations through technical assistance and</p>	Parliament, IEC, CSOs	4,200,000	600,000	1,260,000	2,340,000	<p>Consultation with government and civil society</p> <p>Annual Report</p>	Project Steering Committee

		training programmes to support civic education and dissemination of electoral information							
4.1.2 Capacity of watchdog institutions strengthened to ensure a stable and participatory democracy.	UNDP	Strengthen the capacity of watchdog institutions through training, study tours, workshops and re-engineering of work processes for improved performance on their mandate  Support advocacy programmes of these institutions to enhance public awareness  Provide technical assistance for the formulation of policies, strategic plans and roadmaps supporting the establishment or strengthening of these institutions	Parliament, Ombudsman, Police Complaints Authority, Anti corruption Unit (HR Commission*)	1,575,000	200,000	455,000	920,000	Quarterly / Annual Reports	Project Steering Committee
4.1.3 Collaborative capacity for consensus based solutions strengthened to address national challenges	UNDP	Strengthen the capacity of civil society and governance institutions through technical assistance, training and advocacy for collaborative and consensus based approaches to national challenges	Parliament, LCN, TRC, CSOs	400,000		150,000	250,000	Quarterly/ Annual Reports	Project Steering Committee
	UNESCO	Strengthen the capacity of civil society and governance institutions through community media for collaborative and consensus based approaches to national challenges	Parliament, LCN, TRC, CSOs	7,700	7,700			Quarterly/ Annual Reports	Project Steering Committee
	ILO	Strengthen the capacity of ILO tripartite constituents to engage in national social dialogue through technical assistance, training and advocacy for collaborative and consensus based approaches to	MLE, ALE & Workers' Organisations	60,000		60,000		ILO Quarterly Progress Reports	Decent Work Country Programme Implementation committees

		labour and socio-economic national polices/programmes							
<b>Agency Outcome 4.2: Government and civil society institutional mechanisms promote and protect the rights of women, children, girls and people living with HIV (vulnerable groups), and advance gender equality</b>									
Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
4.2.1 Mechanisms for the protection and promotion of human rights, children's rights, rights of people living with HIV, and gender equality in place	UNFPA	Support technical and institutional capacity building of government and civil society organizations to formulate, design, implement, monitor and evaluate gender responsive policies, plans and programme	MGYSR	500,000	450,000		50,000	Sectoral Review reports  Program Review Reports	Project Steering Committee
		Support the establishment and strengthen strategic gender-related mechanisms including a Gender Commission	MGYSR	400,000	350,000		50,000	Sectoral Review reports  Program Review Reports	Project Steering Committee
	UNDP	Strengthen the capacity of the Ministry of Justice and the Office of the Ombudsman through training, TA and financial support to promote recognition of and respect for human rights  Support advocacy programmes on Human rights to enhance public awareness	MOJHR, Ombudsman	1,310,000	135,000	355,000	820,000	Annual Report	Project Steering Committee

		Provide technical assistance for the formulation of policies, strategic plans and roadmaps supporting the establishment or strengthening of HR institutions							
	UNICEF	Support the costing and implementation of Children's Protection and Welfare Bill	MJHR and MLG	650,000	100,000	157,000	393,000	Annual Report	Project Steering Committee
4.2.2 Government and civil society organisations have capacity for prevention of gender-based violence and management and care of survivors of this violence.	UNFPA	Support training Government and CSO staff on prevention of gender-based violence and management and care of survivors.	MOHSW MGYSR CHAL	300,000	100,000	100,000	100,000	Annual Report	Project Steering Committee
		Support multi-media campaigns against GBV	MGYSR	600,000	400,000	100,000	100,000	Annual Report	Project Steering Committee
		Support the establishment of a one-stop centre against GBV	MGYSR	200,000	100,000		100,000	Annual Report	Project Steering Committee
		Support development of policies, plans and legislation, as well as formulation of country reports	MGYSR	300,000	100,000		200,000	Annual Report	Project Steering Committee
	UNDP	Strengthen the capacity of Government and CSOs in the prevention of GBV management and care of survivors  Support advocacy and training programmes on GBV to enhance public awareness  Support the training of judiciary and law enforcements in management of GBV  Support the operationalization of the one stop centre for survivors of GBV	MGYSR	265,000	65,000	100,000	100,000	Annual Report	Project Steering Committee
<b>Agency Outcome 4.3: Government institutions able to deliver public goods and services through a decentralised system of governance</b>									

Outputs	Agency	Key actions (Activities)	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
4.3.1 National level mechanism, systems and capacity for effective decentralisation of public service delivery in place	UNDP	Strengthen the capacity of the MoLG through provision of TA to formalize a decentralization policy for improved public service delivery at the district level	UNCDF MoLG	1,000,000	850,000		150,000	Quarterly/ Annual Report	Project Steering Committee
	UNCDF	Provide technical assistance for the formulation and implementation of pilot systems for improved public financial management at the district level  Provide technical and financial assistance to establish an earmarked, performance-based local development basket fund to finance prioritized district plans/projects	UNCDF MoLG	400,000	200,000		200,000	Quarterly/ Annual Report	Project Steering Committee
4.3.2 Local government institutions have capacity to deliver decentralised public services based on claim holder aspirations and participation on efficient service delivery	UNDP	Strengthen the capacity of the MoLG and local government through provision of TA in capacity building operating at the local as well as at the central level	UNCDF MoLG	1,350,000	350,000		1,000,000	Quarterly/ Annual Report	Project Steering Committee
	UNCDF	Build capacity of community councils for efficient financial management	UNCDF MoLG	3,545,000	1,000,000		2,545,000	Quarterly/ Annual Report	Project Steering Committee
4.3.3 Ministry of Public Service has the capacity to support line ministries in increasing service delivery effectiveness and efficiency	UNDP	Strengthen the capacity of the Ministry of Public service through training and TA to establish internal change management advisory capacity  Provide technical assistance for policy	MoPS	500,000	300,000		200,000	Quarterly/ Annual Report	Project Steering Committee

		formulation in relation to public sector reform processes							
4.3.4 National and district institutions have capacity to use ICT for enhancement of service delivery.	UNDP	Develop capacity of the Government to through provision of technical assistance support institutions with necessary ICT infrastructure.	MoCST	250,000	100,000		150,000	Quarterly/ Annual Report	Project Steering Committee
	UNESCO	Provide capacity building training for ICT staff	NUL	350,000	150,000		200,000	Quarterly/ Annual Report	Project Steering Committee

Agency Outcome 4.4: National Development Frameworks take into account population and development linkages.									
Outputs	Agency	Key actions	Implementing partners	Indicative Resources				Monitoring process	Monitoring mechanism
				Total	Core/regular/assessed	Non-core/other/Extra budgetary	To be mobilised (funding gap)		
4.4.1 National and district institutions have the capacity to integrate population issues in poverty reduction strategies, sectoral plans, policies and programmes.	UNFPA	Support short term and medium term training of government, and civil society on integration of population variables	MOFDP	300,000	200,000		100,000	Sectoral Review reports  Program Review Reports	Project steering committee
		Support the revision of the National Population Policy and its implementation plan	MOFDP, BoS	200,000	150,000		50,000		
		Support Advocacy events on population and development inter-linkages		300,000	200,000		100,000		
4.4.2 Institutions at national and district levels have capacity to collect, analyze and utilize data for planning and policy making.	UNDP	Assess and strengthen the capacity of relevant institutions through TA and training to develop sustainable M & E mechanisms for programmes, projects and evidence based policies	MoFDP	2,116,000	762,000		1,354,000	Statistical reports  Annual project reports	Project Steering Committee
		Develop capacity of relevant institutions to monitor MDGs and development indicators through technical and financial support							
		Develop capacity of Bureau of Statistics to coordinate and enhance the statistical system through the provision of financial and technical assistance	BoS	730,000	290,500		439,500	Statistical reports  Annual report	
		Provide technical and financial							

		assistance to collect statistical information on development indicators							
		Provide technical and financial assistance to design, develop and run a socio-economic database for Lesotho							
	UNFPA	Support short term training on data collection, analysis and dissemination	BoS	300,000	200,000		100,000	Sectoral Review reports; Project evaluation	Project Steering Committee
		Provide financial and technical assistance for the 2006 Population and Housing Census, Inter-censal Demographic Survey and Lesotho Demographic and Health Survey	BoS	1,300,000	400,000	200,000	700,000	Sectoral Review reports; Project evaluation	Project Steering Committee
		Support the development of user friendly tools for programme implementation, monitoring and evaluation of the PRS, and MDGs	BoS	200,000	150,000		50,000	Sectoral Review reports; Project evaluation	Project Steering Committee
	UNICEF	Support the operationalisation of OVC Registration System in all the districts	MLG	500,000			500,000	Sectoral Review reports; Project evaluation	Project Steering Committee
		Support technical assistance and capacity building of National Institutions to undertake child poverty study	MFDP	200,000		200,000		Sectoral Review reports; Project evaluation	Project Steering Committee
		Support the design, establishment of MIS for Lesotho Child Grants Programme.	MHSW	1,000,000		1,000,000		Sectoral Review reports; Project evaluation	Project Steering Committee

## XI. ANNEX 2: Terms of Reference

### *Terms of Reference - UN Country Programme Steering Committee in Lesotho*

#### **Mandate and purpose**

The UN Country Programme Steering Committee (CPSC) provides effective overall guidance and leadership for all UN activities and ensures that the UN's interventions are closely aligned to the National priorities in the Kingdom of Lesotho.

#### **Role and Responsibilities**

##### *Policy guidance*

- Agree on strategic priorities and ensure alignment between national priorities and UN activities

##### *Programme design and delivery*

- Oversee the development and implementation roadmap for the Delivering as One (DaO) process in Lesotho
- Assess the programme delivery progress; identify key challenges and make decisions on the way forward based on recommendations from the PMT.

##### *Resource Mobilization and Allocation*

- Provide guidance on the resource mobilization strategy for the One Fund
- Allocate resources at the component level in accordance with the strategic development framework and priorities agreed allocation procedures within the One Fund

##### *Monitoring and Evaluation*

- Review the progress of the implementation of the UNDAF Action Plan and propose corrective measures, where appropriate
- Oversee an annual evaluation of the priorities, activities and processes of the UNDAF Action Plan and One Fund
- Identify critical issues; review reports on lessons learnt through the Delivering as One process and advocate the implementation of recommendations by the relevant bodies at UN Headquarter level

##### *Strategic partnership*

- Engage in high level discussions on progress towards Delivering as One at the country level
- Ensure effective consultation between the UN, Government and Development Partners

#### **Role of the RC as Co-Chair of the Steering Committee**

- Convene meetings of the Steering Committee, according to the stipulated working arrangements
- Make sure that the decisions taken by the Steering Committee are in accordance with the regulatory requirements and frameworks and agreements of the Participating Agencies and agreements with government and additional development partners
- Ensure that the decisions taken by the Steering Committee are duly recorded and promptly communicated to the members of the Steering Committee, including Participating Agencies, government, and development partners and Non-Resident Agencies.
- Monitor the implementation of the decisions of the Steering Committee

#### **Decision making**

The Steering Committee makes decisions by consensus. Decisions of the Steering Committee shall be duly recorded. Prior to presenting their position on a significant issue to the CPSC, its UN members have to make sure that it is endorsed internally by their Agencies and is in line with their Agencies' regulatory requirements.

### **Composition**

All UN Heads of Agency are members of the Steering Committee. The Minister of Finance and Development Planning, as well as a Member of Parliament (nominated by parliament) will hold permanent membership in the Steering Committee. Additional Ministers may be invited to join the Committee and/or take part in discussions of specific relevance to their Ministry. The UN Country Programme Steering Committee is co-chaired by the Resident Coordinator (RC) and the Minister of Finance and Development Planning. The Resident Coordinator is the representative of all non-resident Agencies (NRAs). The Administrative Agent, as well as the Chairs of the Programme Management Team and Operations Management Team, will be ex-officio members of the Steering Committee.

Additional Development Partners will have a maximum of two observer seats in the steering committee based upon a representation sent by the Development Partner's Consultative Forum (DPCF) in Lesotho. The UN Resident Coordinator's office provides secretarial support for the functioning of the Steering Committee.

### **Working arrangements**

The Steering Committee will gather twice a year – in the first quarter to define strategic priorities and resource allocation, and will make decisions based on consensus. The RC can make a final decision in the exceptional case where a consensus cannot be reached. The UN Resident Coordinator's office provides secretarial support and will assist in the organization, preparation and follow up of meetings.

### **Review of the Terms of Reference**

The Terms of Reference can be reviewed as part of the annual evaluation process and may be amended should the Committee deem it necessary.

## ***Terms of Reference - Programme Management Team in Lesotho***

### **Mandate and purpose**

The Programme Management Team (PMT) provides advisory support to the UN Country Team (UNCT) on inter-agency programmatic issues, and provides guidance to the UNDAF Outcome Working Groups and Cross-Sectoral Task Forces. It is responsible for developing recommendations on the development and operationalization of the UNDAF Action Plan.

### **Role and Responsibilities**

*With regards to the 'UNDAF Action Plan' for Lesotho, the PMT is responsible for:*

- Providing overall programme coordination and technical support for the development, implementation and review of the UNDAF Action Plan
- Compiling programme progress reports, identifying key challenges and developing recommendations for delivering activities, to be submitted and presented at UNCT meetings, based on inputs from the Working Groups and Cross-Sectoral Task Forces
- Reviewing critical programme documents to ensure that the UN adopts, presents and communicates a holistic approach to programming
- Providing guidance and support for the effective monitoring of overall progress towards achieving results of the UNDAF Action Plan, working closely with the Outcome Working Groups and Planning and Monitoring and Evaluation Task Force
- Conducting an annual performance review of the Outcome Working Groups
- Reviewing the evaluation reports provided by the Outcome Working Groups and Planning and M&E Task Force and submit to the UNCT for approval

*With regards to the 'UN One Fund in Lesotho' the PMT is responsible for:*

- Reviewing proposals and providing recommendations to the Country Programme Steering Committee regarding resource allocation at project level in accordance with agreed allocation procedures within the One Fund

#### **Role of the PMT Chair**

- Convene meetings of the PMT
- Coordinate inputs from team members, and ensure follow up on actions where required
- Liaise with the RCO to receive strategic input from Non-Resident Agencies
- Present reports and recommendations on programmatic activities to the UNCT on a monthly basis
- Coordinate regular meetings with the Working Group conveners

#### **Composition**

The PMT is composed of the Deputies (or equivalent representatives) from the Resident Agencies in Lesotho. The Resident Coordination Office is the representative of the Non-Resident Agencies.

#### **Working arrangements**

The PMT meets at least once a quarter, or as required, to carry out its duties. The Chair may call a special meeting if required. The Resident Coordinator's Office acts as a Secretariat for the PMT.

### ***Terms of Reference - Operations Management Team***

#### **Mandate and purpose**

The Delivering as One initiative presents the optimal opportunity to pursue the harmonization and simplification of management practices, both among participating UN agencies, as well as between the UN and the Government. The Operations Management Team (OMT) provides guidance, recommendations and management support to the UN Country Team (UNCT) on operational matters.

#### **Role and Responsibilities**

- Identify, assess and plan the activities of the OMT on an annual basis. The work planning process will include the identification of relevant operational activities, submission of recommendations to the UNCT and implementation of interventions, such as those related to common premises and common services.
- Manage the implementation of the approved Work Plan throughout the year. These activities will be undertaken in an open and transparent manner with broad Agency participation.
- Establish Technical Task Forces, where required, to accomplish activities/tasks relating to the Work Plan. The membership will be decided by the OMT and should be based on relevant skills and competencies.
- Submit to the UNCT on a quarterly basis an updated progress report on the status of the annual work plan.

#### **Role of the OMT Chair**

- Convene meetings of the OMT

- Coordinate inputs from team members, and ensure follow up on actions where required
- Liaise with the RCO to receive strategic input from Non-Resident Agencies
- Monitor implementation of the workplan
- Attend UNCT meetings and present progress reports on operational matters

#### **Composition**

The OMT consists of key operations technical staff from resident UN agencies. The OMT may co-opt other staff members from the participating Agencies to serve as members of the OMT or as members of specific technical task forces. The Chairperson of the OMT shall be appointed by the Resident Coordinator, and shall attend UNCT meetings.

#### **Working arrangements**

The OMT will meet on a monthly basis, and may hold additional special purpose meetings as and when needed.

### ***Terms of Reference - UN Communications Group Lesotho***

#### **Mandate and purpose**

The UN Communications Group (UNCG) is responsible for ensuring a cohesive and integrated approach to communications in the context of UN Reform. It aims to strengthen cooperation and coordination of the United Nations in Lesotho through improved communication. It seeks to strengthen inter-Agency cooperation in the field of communication and to increase the media profile of UN at a country level. Members of the group meet on a regular basis to share information on agency-specific initiatives, discuss UN-wide strategies and coordinate the implementation of joint activities.

#### **Role and Responsibilities**

- Promote a coherent image of the UN; advocating for the concept of 'One UN', collectively or individually, on behalf of the Resident Coordinator's Office (RCO)
- Develop a common UN Communication Strategy working in close collaboration with the Resident Coordinator's Office and UN Country Team (UNCT). The strategy should be reviewed by the UNCG and UNCT on an annual basis
- Establish a work plan on the basis of the communication strategy, including activities such as regular meetings, press releases, calendar of media & public events, field missions for media, radio & TV programmes, electronic newsletter, UN System Information kit, website, common observances of important dates and special occasions & reporting
- Identify and implement new and creative mechanisms to communicate to staff and external stakeholders the ways in which the UN in Lesotho is Delivering as One
- Facilitate communication and exposure of the UN in Lesotho by organizing joint field missions for members of the local media to showcase coordinated UN system activities in specific areas; producing joint press releases and circulating progress reports to key stakeholders
- Inform the Resident Coordinator and UN Country Team of significant national/international media events
- Provide advice and recommendations to the UNCT on strategic policy and operational issues with regard to communication

- Report to the Resident Coordinator on all UNCG activities on an annual basis. The report should be forwarded to the UNCG secretariat at UN Headquarters for sharing with all UNCG members and for posting on the UNCG website.

### **Composition**

The UNCG will comprise of UN Communication Focal Points from UN Agencies, as appointed by the Resident Coordinator's Office (RCO). The Chair of the UNCG will be the RCO. The RCO will provide secretarial support to the UNCG, and will monitor the implementation of its workplan.

### **Working arrangements**

The UNCG will meet on a monthly basis, and may hold additional special purpose meetings as and when needed.

## ***Terms of Reference - Planning, Monitoring and Evaluation Task Force***

### **Mandate and purpose**

The Planning, Monitoring and Evaluation Task Force is responsible for providing oversight and support for planning, monitoring and evaluation. The Task Force will provide technical advice to the UN Country Programme Steering Committee, Programme Management Team (PMT) and Outcome Working Groups (OWG) to monitor and report on results, and to carry out targeted process evaluations.

### **Role and Responsibilities of the Task Force members**

- Provide oversight and technical support for planning the monitoring and evaluation the UNDAF including guidance on indicator selection and revision; and sharing best practices and tools
- Develop and conduct M&E activities, including quality assurance, situation monitoring and analysis, performance monitoring and development of online tools for tracking and knowledge management
- Support the Outcome Working Groups to monitor, track and report on activities, progress and contributions to outcomes and outputs
- Modify the UNDAF M&E Calendar on a regular basis
- Support the Country Programme Steering Committee in the evaluation of projects / programmes for the allocation of resources within the One Fund
- Work with other M&E Task Forces for Delivering as One pilot countries to share experiences and lessons learned

### **Role of the Chair of the Task Force**

- Convene meetings of the Task Force
- Coordinate inputs from team members, and ensure follow up on actions where required
- Liaise with the RCO to receive strategic input from Non-Resident Agencies
- Monitor implementation of the workplan

### **Composition**

The Task Force is composed of M&E focal points from the Outcome Working Groups, and specific agencies. The Chair is nominated by the RCO.

### **Working arrangements**

The Task Force may meet as often as necessary to carry out their responsibilities (minimum on a monthly basis). The Chair of the Task Force sits in UNCT meetings, when required, and develops recommendations on individual agency and UN system M&E issues, and reports to the UNCT and Heads of their respective Agencies.

## ***Terms of Reference - Gender and Human Rights Task Force in Lesotho***

### **Mandate and purpose**

The Gender and Human Rights Task Force is responsible for promoting application of gender friendly and human rights-based approaches in the work of the UN in Lesotho. It provides feedback and advises the UN Country Team (UNCT) and Outcome Working Groups to ensure that gender and human rights are mainstreamed in the planning and implementation of UN activities.

### **Role and Responsibilities**

- Coordinate, intervene and support all activities on the policy and programmatic levels related to gender mainstreaming and promotion of human rights
- Support the mainstreaming of these cross-sectoral issues throughout the programming in all outcome areas, and through the development of new project proposals
- Promote dialogue and cooperation on general or specific human rights and gender issues and mobilize agencies around particular advocacy events related to key gender and human rights issues
- Provide education and training of gender and human rights focal points at all levels to ensure efficient mainstreaming in programmes.

### **Role of the Chair of the Task Force**

- Convene meetings of the Task Force
- Coordinate inputs from team members, and ensure follow up on actions where required
- Liaise with the RCO to receive strategic input from Non-Resident Agencies
- Monitor implementation of the work plan

### **Composition**

Each Task Force will be co-chaired by two designated UN Agencies and will be composed of at least one representative from each Outcome Working Group. The Chair of the Task Force will be appointed by its members.

### **Working arrangements**

The Task Force may meet as often as necessary to carry out their responsibilities (minimum on a monthly basis). The Chair of the Task Force sits in UNCT meetings, when required, and provides reports to the UNCT and Heads of their respective Agencies.

Note: While the Gender and Human Rights Task Force is a Task Force focused on particular cross-cutting themes, additional Task Forces may be created as needed within the UN Lesotho. These Task Forces will hold similar roles and responsibilities, with the major differences occurring along thematic lines.

## *Terms of Reference - Outcome Working Groups in Lesotho*

### **Mandate and purpose**

The four Outcome Working Groups (OWGs) serve as the coordination mechanisms to enable the development, implementation, quality, coherence and consistency of programme activities as specified in the UNDAF Action Plan.

### **Role and Responsibilities of the OWG members**

- Develop and implement programme activities as outlined in the UNDAF Action Plan, and ensure alignment of timeframes for implementation of activities across Agencies
- Develop reports on programmatic activities to be submitted to the PMT on a monthly basis
- Support UN participation in policy dialogue, where required, through the development of policy briefs in specific thematic areas
- Develop project proposals for approval and budgetary support to the Country Programme Steering Committee
- Prepare consolidated planning documents for their associated outcome areas
- Liaise with the cross-sectoral task forces as required
- Collaborate with the Planning, Monitoring and Evaluation Task Force to review and design the UNDAF Monitoring and Evaluation indicators; monitor the progress of programmes and provide reports and recommendations to the PMT on updates to the UNDAF and UNDAF Action Plan
- Advise and support the UNCT to create a unified strategic planning framework by assisting in the identification of potential areas of issues for joint programming and / or joint programmes
- Recommend to the UN Country Team (UNCT) the creation of task force/s to support programme implementation

### **Role of the conveners of the OWGs**

Each Outcome Working Group has a designated convener, selected by the RCO. The convener is responsible for:

- Organizing meetings of the OWGs
- Coordinating inputs from team members, and ensuring follow up on actions where required
- Liaising with the RCO to receive strategic input from Non-Resident Agencies
- Meeting with the PMT on a monthly basis to present and discuss progress reports

### **Composition**

The OWGs are co-chaired by two designated UN Agencies, at least one of which is acting as a lead agency for the relevant outcome area. The OWG should be composed of a minimum of one representative from each Agency involved in the programme delivery within the outcome area. The OWGs are free to invite donor or government counterparts to their meetings.

### **Working arrangements**

The Working Groups meet on a quarterly basis and whenever necessary.

## XII. ANNEX 3: Code of Conduct for UNCT in Lesotho

The United Nations Country Team in Lesotho (UNCT) is committed to working together closely in order to 'Deliver as One', to improve the efficiency and effectiveness of the UN system in meeting internationally agreed development goals.

This Code of Conduct sets out the principles of interaction and Roles and Responsibilities of the Resident Coordinator (RC) and UNCT in taking forward Delivering As One based on DOCO guidance<sup>9</sup>.

### Vision

The overall vision is that the Resident Coordinator has an equal relationship with, and responsibility to, all UNCT member agencies, empowered by clear recognition by each Agency of his / her role in strategically positioning the UN in Lesotho and is supported by access to technical resources as agreed with by the UNCT.

### Principles of Interaction

Each member of the UNCT commits to the following:

- All UNCT members will demonstrate the highest degree of compliance with the UN Charter and Standards of Conduct of the International Civil Service<sup>10</sup> and act as an example for all UN employees.
- All UNCT members have direct-line accountability to their own organization, as well as collegial accountability to the RC and rest of the UNCT for producing results under the UNDAF, recognizing that a well-functioning UNCT allows each organization to be more effective than acting alone. The UNCT will assign various leadership roles to its members on programmatic and management issues.
- UNCT members will work to enhance transparency and accountability at all levels of decision-making with the Government of Lesotho and other partners.
- UNCT members will pro-actively seek opportunities for enhancing the UN system coherence and to ensure that the expertise and resources of his/her agency contribute to address the development challenges which the UNCT have prioritized. Heads of Agencies will exercise their agency's mandate in a way that does not undermine the overall priorities set by the UNCT and the work of other members of the team.
- UNCT members will champion Delivering as One in order to improve the efficiency and effectiveness of the UN system in Lesotho. They will strive for greater harmonization with other UN agencies in the spirit of Delivering As One.
- UNCT members will develop a Joint Resource Mobilization Strategy<sup>11</sup> for the optimal financing of UNDAF and eliminating competition for resources and reducing transaction costs on partners. UNCT members agree to only raise funds for any project or programme activities within the framework of the Joint Resource Mobilization Strategy.
- UNCT members agree to Develop an UNDAF Strategy and Action Plan<sup>12</sup> based upon the development of a single budgetary framework and, in order to increase the transparency and predictability of resources

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<sup>9</sup> Guidance Note on Resident Coordinator and Un Country team Working Relations approved by UNDG 29<sup>th</sup> Jan 2009

<sup>10</sup> ST/SGB/2002/13, "Status, basic rights and duties of United Nations staff members"

<sup>11</sup> Guidance Note : Joint Resource Mobilization UNDG Sept 2008

<sup>12</sup> As set out in Expanded Delivering As One Funding Window Guidance Note UNDG April 2009

though the UN in Lesotho, work for an increasing proportion of resources to be channelled through the UN Lesotho One Fund.

- Within the context of agency mandates will work to identify opportunities for joint work and representation where it increases efficiency and effectiveness and will agree on lead roles within the UN system with regard to sectoral or thematic issues in accordance with decisions on Division of Labour.
- UNCT members commit themselves to using the UNDAF Results framework as a basis for the assessment of collective UN development efforts in Lesotho and to ensure that their own agency results frameworks are derived from and are consistent with the UNDAF results framework.
- UNCT members commit themselves to promoting shared learning within and between agencies and a commitment to change management for Delivering As One.
- UNCT members commit to implement the recognition system as a way of providing incentives for staff participation and high-level performance in the DaO process.
- In support of the RC, the UNCT members will act as spokespersons for the UN on dialogue and public communications in agreed areas of responsibility. When the RC or other UNCT members are representing other agencies the spokesperson will receive adequate briefing beforehand, speak only agreed messages, and report back.
- Heads of Agencies, as members of UNCT, will make decisions by consensus. Discussions within the team should be open, collegial and constructive showing due respect for colleagues.

#### **The Role of the Resident Coordinator**

- The RC has an equal relationship with, and responsibility to, all UNCT members. The RC on behalf of the UN System, and in consultation with country representatives of the UN System in Lesotho has overall responsibility for, and coordination of, the operational activities for development of the UN System carried out at the country level.<sup>13</sup>
- The RC is responsible for coordination of the UNCT in strategy, planning, implementation and monitoring and evaluation of development programmes at the country level, contained in the UNDAF.
- The RC will provide overall leadership to programme oversight, advocacy, resource mobilization and allocations for UNDAF, and lead the UNCT in monitoring, evaluation and reporting of UNCT progress on the UNDAF. The RC leads the UNCT in developing increased coherence including implementation of Paris aid-effectiveness measures.
- The RC, in partnership with the UNCT, advocates the goals, norms and standards of the UN system.
- The RC, on behalf of the UNCT, promotes the development of a wide range of partnerships to advance all programmes of the United Nations, including mobilizing resources for the programmes of the UNCT to complement agencies' own fundraising efforts in accordance with the Joint Resource Mobilization Strategy.

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<sup>13</sup> ACC Guidelines (1999), para 9, RC Job Description and Principles of Accountability

- The RC is the primary interlocutor for the UNCT with the Head of State or Government in support of the UNCT, its members and its UNDAF results, accompanied by agency representatives when agency specific matters are discussed.<sup>14</sup>

### **Roles and Responsibilities of the UNCT**

- The UNCT ensures interagency coordination and decision making at the country level. The main purpose of the Country Team is for individual agencies to plan and work together, as part of the Resident Coordinator system, to ensure the delivery of tangible results in support of the development agenda of the Government and advocacy activities in support of UN mandates.
- UN Country Team includes all representatives of the UN funds and programmes, specialized agencies and other UN entities resident in Lesotho including the Bretton Woods institutions. The UNCT will meet on at least a monthly basis and hold an annual retreat.
- Agencies will be represented by their Head of Agency. Heads of Agency commit to prioritize their attendance at UNCT meetings. Where the head of agency is not able to attend they will be represented by senior staff members empowered with decision making authority.
- UNCT members will lead on their agency specific representation in country keeping the RC and the UNCT informed as necessary.
- All UNCT members are accountable for their role in the team in helping support national and international priorities, particularly those members that take on leadership roles.
- The UNCT will provide guidance and support to the Operations Management Team, Programme Management Team, Monitoring and Evaluation group and UN Communications Group including receiving regular reports on their activities.
- The UNCT will actively support and participate in devising a clearer division of labour in the Development Assistance Group. Where possible a lead UN agency will represent the UN system. When representing the UN, UNCT members will refer to the common positions agreed by the UNCT, as set out in the UNDAF and agreed advocacy positions and report back.
- UNCT members are accountable for their role in the team. Thus, UNCT members agree to be appraised<sup>15</sup>, inter alia, on their contribution to the team and implementation of the UNCT work plan through their individual agency's processes as well as in RDT Appraisal Meetings. As part of this appraisal process contributions to UNCT collective working, commitment to Delivering As One and responsibility for the delivery of UNDAF commitments will be assessed using the 180-degree assessment mechanism. UNCT members will input into the RC's appraisal.

### **Role of Non Resident Agencies**

In Lesotho, NRAs are significant players in the development context. They bring expertise and resources to bear sometimes in areas where the resources and competences of resident agencies are limited. The revision of the 2008 UNDAF provided a unique opportunity for full integration of the activities of NRAs in Lesotho. NRAs commit to conduct their programmes and activities within the framework of the UNDAF and to the extent possible, ensure participation in the various coordination mechanisms for implementation of the One

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<sup>14</sup> A/55/950 (1997), Action 10(b); ACC Guidelines (1999), para 17

<sup>15</sup> See RR and UNCT Performance Appraisal Format 2009

Programme.

Coordination of programmatic interventions, field visits etc of NRAs will be conducted through the RC Office so as to ensure that the resident agencies are informed and can potentially contribute to these activities. The RC Office or alternatively a resident agency will serve as the in-country anchor point for NRA interventions.

In the following table the roles and responsibilities of the RC and members of the UNCT are identified for key functions when UNCT members are acting as members of the UNCT and as Agency representatives acting on behalf of their agency.

<b>Responsible for</b>	<b>Resident Coordinator</b>	<b>Heads of Agency representing UNCT</b>	<b>Heads of Agency representing his/her Agency</b>
<b>Representation</b>	At highest level, joined by Head of relevant Agency if needed. The RC is the primary contact with the Head of State, MOFDP and MOFA	Usually up to ministerial level. Spokesman for UNCT in lead areas agreed by UNCT.	Usually up to ministerial level in agency areas of mandate. Will keep UNCT informed of key interactions
<b>Leadership</b>	Lead UNCT. Assume responsibility for UN system in Lesotho.	Support RC. Provide overall corporate leadership on UN goals. Encourage agency cooperation.	Provide leadership and management of staff in their agency to meet mandate.
<b>Advocacy/ Communication</b>	Highest-level, overall/general UN themes, joined by Head of Agency if needed. Messages agreed by UNCT	Sectoral on behalf of all agencies in sector and on behalf of UNCT in lead areas as agreed.	Agency-mandated, in coherence with other agencies in the UNCT.  Coordinate key messages with RC and UNCT
<b>UNDAF and Programme Design</b>	Oversee and coordinate with MOFDP on overall strategy. Approve Joint Programmes.	Reach UNCT consensus on priorities and programmes	Contribute and carry out in areas of mandate consulting others as required
<b>Programme Implementation and M and E</b>	Overall responsibility to oversee UNDAF implementation and Joint Programmes	Lead and contribute to Joint Programmes as agreed. Take overall responsibility for UNDAF M and E	Assume responsibility and Accountability in areas of mandate.
<b>Accountability</b>	Oversight of all financial resources. Consolidation of reports as required.  Specific responsibility for One Fund resources and	Responsible for accuracy and completeness of one budgetary frame work and for consolidated financial reporting	Agency-specific reporting on core and programmes resources. Provide quality and timely inputs to RC/UNCT

	reporting to UN Country Programme Steering Committee and donors.		
<b>Resource Mobilization</b>	Lead resource Mobilization on behalf of the UNCT and for Joint Programmes	Only raise funds for any programme or advocacy activities within the framework of an agreed Joint Resource Mobilization Strategy funding through the One Fund whenever possible.	Ensure availability of global core resources through agency-specific channels
Resource Allocation	Overall responsibility for One Fund after Consultation with Steering Committee and UNCT.	Determine priorities for Joint Programmes in line with UNDAF priorities.	Allocate Core resources and vertical funds in accordance with UNDAF priorities.
Common Services	Oversee and advocate for Development of Common Services	Give clear direction to OMT on priorities for the Development of Common Services.	Use and collaborate in the development of Common Services wherever possible.

### **Dispute Resolution Mechanism**

Every effort will be made to resolve disputes between two or more members of the UNCT in an amicable manner.

In accordance with DOCO guidance<sup>16</sup> in the event that a resolution cannot be reached between the parties a two-stage process will be used:

#### *a) Country level Process*

- In the absence of a solution among the disputing parties, either one can ask for assistance from the UNCT to seek resolution. On request, a “neutral” member of the UNCT agreed upon by the disputing parties will convene and chair a meeting to review the issue and establish the facts. Each party to the dispute may bring one other member of the UNCT of its choice as an advisor.
- In the meeting, each party has the opportunity to set out his/her position. Parties to the dispute are free to seek guidance from their Regional and/or Headquarters offices. Negotiation among the parties should focus on substantive issues, seeking a fair and equitable resolution, and mutually satisfactory outcomes. A note of the meeting, including any agreements reached, will be agreed upon by the participants and will be shared with the UNCT and sent to DOCO for archiving.

<sup>16</sup> Dispute Resolution mechanism for UN Country Teams approved by UNDG 29 Jan 2009

*b) Regional / Headquarters Process:*

- In the exceptional cases where a dispute cannot be managed or resolved at country level, either party to the dispute can request a review by the Regional Directors Team or senior manager from headquarters of the concerned agencies, where agencies do not have a Regional Director.
- This regional/HQ level management process will resemble the local level mechanism, including representation from the disputing parties as well as a neutral third party and/or advisors if necessary to facilitate the resolution of the dispute.
- The Regional Directors or senior HQ managers will be responsible for making an objective assessment of the dispute, including an examination of the facts of the case. Negotiations can take place in one or more sessions, in person or by other means of communication, as necessary. As at the country level, negotiation among the parties should focus on substantive issues, seeking a fair and equitable resolution, and mutually satisfactory outcome. This outcome will conclude the dispute resolution process, and be notified in writing to the concerned parties, to the whole UNCT and sent to DOCO for archiving.