

**Kingdom of Lesotho  
United Nations Development Programme**

**Project Document**

Project Title	Strengthening Capacity for Research on Lesotho's Royal History
UNDAF Outcome	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
Expected Outputs	<p>Selected NGOs, researchers and related professionals able to sustainably manage an archives and information center, using local and international best practices</p> <p>Through community conversations and proven traditional consensus building approaches research results on Lesotho's Lesotho's royal history and cultural heritage begin to influence good governance and national sustainable development policy formulation and application</p> <p>Capacity of the Archives to grow strengthened and promoted through establishment of local and global partnerships with international and regional libraries, archives, funds and donors for twinning arrangements and mobilization of additional resources</p> <p>Capacity of Matsieng Community, with special focus on poor women, to participate in income generating small and micro enterprises ancillary to the archives strengthened</p>

**Implementing Partner:**

Office of the Royal Palace

**Responsible parties**

Board of trustees, UNESCO

**Brief Description**

This project seeks to strengthen national capacity for research and analysis of all information, documents and archival material on the legacy of Mosheosho 1, Founder of the Basotho nation and successive generations of chiefs with a view to carving Lesotho's own brand of good governance and national sustainable development. An archives will be established at Matsieng that will become the nerve center and hub for systematic research, debate and consensus building on how Moshoeshoe's legacy can influence the direction of contemporary and future Lesothos and her efforts towards good governance and sustainable development.

Programme Period:	2009 - 2011
Key Result Area (Strategic Plan):	Strengthening accountable and responsive governing institutions
Atlas Award ID:	TBD
Start date:	1 <sup>st</sup> December 2009
PAC Meeting Date	_____
Management Arrangements	National

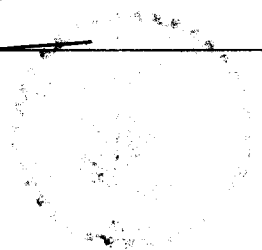
2009 AWP budget:	\$ 100,000
Total resources required	\$200,000 (est)
Total allocated resources:	200,000
•	Regular \$100 000
•	Donor
•	Government
•	

Agreed by the Office of the Royal Palace -

*[Handwritten signature]* 19.02.2010

Agreed by UNDP:

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## PROJECT DOCUMENT

### SITUATION ANALYSIS:

Among the Southern African Nations Lesotho continues to distinguish herself for her rich historical and cultural heritage. The Basotho emerged as a nation when Chief Moshoeshoe I gathered together remnants of various clans and ethnic groups fleeing the ravages of the tribal wars or "Lifaqane" waged by the "Amazulu" and "Amandebele" across the sub region in the early 19<sup>th</sup> Century, settling on the top of a small hill, Thaba Bosiu which is today a national shrine. From here Moshoeshoe continued to amalgamate remnants of tribal groups eventually building up a small but steadily growing nation. He ruled from 1824-1870. During his reign, the young Basotho nation fought a series of wars with, among others, the Boer Republic of the Orange Free State, losing substantial amount of productive land in the process of post war settlement in which the British colonial Government played a central role. The lost land, which remains a sore point for Basotho today, includes a large of part of the present Free State Province of neighboring South Africa.

Inarguably the Basotho owe tribute to Moshoeshoe I's visionary leadership and diplomacy, which clearly indicates that he was, in many respects, ahead of his time. Consequently, despite the formidable challenges of the time Lesotho remains a sovereign state albeit much reduced from her original size. While some of Moshoeshoe I's heroic deeds and philosophy, indicative of his impeccable value system and integrity have been recorded, much of this legacy especially its oral part is being lost through successive generations. There is need to further research and document these in a more systematic and deliberate manner so that they can positively influence and guide contemporary governance and democratization process.

King Moshoeshoe I died in 1870 and was succeeded by his son Letsie I who was the first to be styled Paramount Chief by the Colonial master. Letsie I ruled from 1870-1891 and was succeeded by several generations of Paramount Chiefs in the following order:

- Paramount Chief Lerotholi , 1891-1905
- Paramount Chief Letsie II, 1905- 1913
- Paramount Chief Griffith , 1913-1939
- Paramount Chief Seeiso Griffith 1939-1940
- Paramount Chieftainess 'M'antsebo Amelia Seeiso, 1940 -1960

Some accounts of how these traditional leaders employed deeply rooted cultural values and practices to ensure stable, functional communities. While some of this heritage has been recorded, a good part of it is in the form of oral tradition and is being progressively lost through attrition. It ~~is~~ would be worthwhile and useful to analyze record , document analyse and popularize those aspects of Lesotho's royal tradition and practice to draw out and modernize their important elements which are applicable to governance and administration of present day Lesotho. Particularly worthy of note is the period under which Lesotho was ruled by Chieftainess Mantsebo as the only female Paramount Chief ever, to determine gender implications of rule and governance in the country.

Paramount Chief Constantine Bereng Seeiso became his Majesty King Moshoeshoe II when Lesotho gained independence in 1966. He was an oxford graduate of philosophy, politics,

economics and law and a leader of international standing. His reign coincided with the apartheid era of South Africa during which he distinguished himself for heroic acts, emulating his Great Great Grandfather Moshoeshoe I by, among others, offering protection for refugees fleeing the apartheid regime. He was also a scholar and master of international development debate particularly for Lesotho and Africa. He died in 1996. The land mark statement he delivered in 1982 at the UN Security Council during the aftermath of the massacre of forty- two Basotho and South African refugees added a strong voice to the growing opposition to the apartheid regime that was ultimately dismantled in 1993. At the Royal Palace in Maseru are found various books, articles and other documents belonging to the late Moshoeshoe II. However, they are not properly kept and are in a state of disrepair and ruin through exposure to the elements, hence the urgent need to collect, rehabilitate and make them available to researchers and scholars from Lesotho and elsewhere.

King Letsie 111: He is the eighth generation Grandson of Moshoeshoe I. He and his brother Principal Chief Seeiso are young and learned and have witnessed their father's legacy of scholarship, well-read and informed leadership. Both have expressed concern over the erosion of Sesotho culture and heritage particularly the royal history which so greatly influenced Lesotho's development and can continue to play a role in contemporary national development directions. Among others, they initiated the project of setting up the Royal Archives and Museum at Matsieng.

In summary the chieftainship system and the royal family have had a big influence on Lesotho's development. The Royal Family has a rich trove of historical and archival material comprising records of chieftainship and succession to high office, court proceedings, judgments, boundary disputes and resolutions, traditional marriage systems, inheritance, official speeches, correspondence, books and a host of museum pieces which together constitute an icon and the very core of Basotho culture. This material is unique and hardly found in libraries, archives and museums in the region and beyond. In its present state the information is neither catalogued nor indexed to facilitate search, retrieval or use. Consequently there is no "one stop" access point to the information from the chieftainship system, the Royal Palace and its adjunct structures.

This is symptomatic of lack of capacity to collect, store and make accessible this information and at a second level analyze it to draw out important lessons applicable to Lesotho's development.

The theme for the 2004/5 UNDP Human Development Report was on the value of cultural diversity, advocating that the world's unique cultures should be preserved and promoted for sustainable development. Also Agenda 21 recognizes that unique culture and people's of small mountain ecosystems are at risk of being swallowed up and disappearing with increasing globalization.

The UNDAF and the Country Programme Document ( 2008-2011) both identify insufficient capacity in Lesotho at local as well as national levels to formulate and implement strategies to address Lesotho's development challenges taking into consideration her unique geophysical, ecological and cultural context.

## **11. STRATEGY:**

To address the above problems this two year project, funded to the tune of US100,000.00, seeks to build national and local capacity for a sustainable and systematic approach to the identification, documentation and analysis of all information, documents and archival material that portray Lesotho's royal history. This will, in turn, contribute to ongoing efforts towards Lesotho's own brand of good governance and self actualization of the Basotho as a nation whose future continues to be shaped by unique values and norms based on its unique history and culture.

Firstly, use will be made of purposely rehabilitated buildings at Matsieng to establish an archives and information center. This will become the hub from which existing and new data in the form of books, manuscripts, photographs as well as artifacts and other objects that tell the story of chieftainship and its relationship with the way of life and development of the Basotho people will be collected, stored, indexed and made available to the widest range of local, regional and international users.

The center will become the focal point for experts to analyze and systematically research the information and collectibles to identify specific applications to contemporary Lesotho. The results will be disseminated and debated through workshops and other conversations and discussions and subsequently documented and made available to influence national local policy development as well as day to day development practices at all levels. It will be the training venue for historians, sociologists, psychologists, librarians, archivists in "state of the art" in archives management technology.

A major effort will be made to ensure that the project also contributes to economic development of the local communities of Matsieng ward with special focus on women through strengthening their capacity to engage in sustainable income generating microenterprises for sale to tourists to the center and to the royal village of Matsieng.

This project will build on and consolidate UNDP's long standing and reputable support in the environment, cultural and tourism sectors including most recently the much acclaimed "Promotion of Lesotho's Cultural and Natural Heritage" project which was implemented through the Ministry of Tourism, Environment and Culture. It is also closely linked with other similar ongoing establishments and research institutions such as the National University of Lesotho (NUL) library and the Department of History also at NUL as well as the museum in the historical town of Morija. Collaboration will also be sought with similar interventions by other partners as well as emerging regional initiatives such as UNESCO's "Liberation Heritage" initiative. Experiences and relevant lessons will be drawn from a similar establishment in Swaziland which in addition to sharing similar geo physical conditions as a small land locked largely rural nation has positively manipulated her rich culture and as an entry point for economic growth.

Key to its success will be the establishment and maintenance of strategic partnerships with the widest range of local and international institutions and establishments interested in cultural research and development. UNDP will support the Project Team's, the Government's and the Board of Trustees' efforts to negotiate cost sharing arrangements with other interested partners where appropriate. As a spin-off, it is expected to contribute to poverty reduction by generating much needed employment for the local communities, especially women through income generating micro enterprises.

There is broad range of intended direct and indirect beneficiaries locally, regionally and globally. They include:

- The Basotho nation whose culture and history will be preserved for posterity
- Learners, , scholars, researchers educationists for various disciplines who will make reference to the rare items of collection that will in return accumulate from user's reports.
- The Royal Family in particular whose cultural and historical legacy will be preserved for future generations.
- Tourists and visitors from within and outside Lesotho who will be attracted to this unique center clearly on its own merit, but also as part of education on the history of the Basotho Monarchy, the Royal Village of Matsieng and some heritage sites in the vicinity
- Local communities through the creation of micro enterprises and reception centers

#### **SUSTAINABILITY:**

Several features about the project will ensure its success and sustainability. As already noted above, many Basotho from the Diaspora as well as other national groups from South Africa and the SADC Region take every opportunity of royal weddings, funerals and other events to visit Matsieng to pay homage and pledge their allegiance to the Royal family. The proposed Royal Archives will add to the list of places of interest and pilgrimage in Matsieng. The idea itself was initiated by Her Majesty The Queen with full backing of His Majesty The King and the rest of the Royal Family. A core group of volunteers comprising local historians, librarians, archivists, anthropologists, educationists, cultural experts and architects from the National University of Lesotho, civil society, and elsewhere in the country have been on the fore front in support of the project. They have already secured the support of, for example, the Prince Klaus of the Netherlands Fund and have implemented some initial related activities including salvaging books and other historical documents from a hither to unsafe location to a temporary home in the library of the National University of Lesotho pending their transfer to the Royal Archives once this is operational. The architectural drawings and related services have also been provided freely. This group of experts is now registered at the Law office and will serve as a legal Board of Trustees to execute some of the project activities on behalf of the authoritative Government entity namely the Office of the Palace as well as raise funds for the continued existence and eventual growth of the center into a fully fledged museum and art gallery. This spirit of volunteerism and patriotism demonstrated by this group provides an example that is worthy of emulation by the Basotho youth.

Even at this early stage of project definition substantial interest to support the proposed center has been expressed by the British Library, Prince Klaus of the Netherlands Fund, among others.

Other sustainability features are:

- Incorporation into the workplan and annual budget of the Royal Palace. UNDP will support key staff to get the Archives off to a good start. The second year of project implementation will be a transition year during which UNDP funded posts will overlap with Government created and filled posts to take over the running of the project. Any additional funds generated from the proceeds from sale of items entry, for example, will

be used to supplement the Government budget for long term operational costs of the project and its future growth

- The Office of the Royal Palace will provide a vehicle and be responsible for its maintenance. As already noted it will also provide the site and buildings to house the Archives and will be responsible for its upkeep and maintenance
- The National University of Lesotho Archives and Museum has been anchoring the project in its formative stages which among others included housing various archival materials which have been collected from various locations in the country for eventual transfer to the new Royal Archives in Matsieng
- Additional resources to sustain the operations of the archives after UNDP support has phased out will be ensured through entry fees to the archives and additional charges for specialized use of facilities, sales of collectibles such as cards, T shirts pictures, tours with differentiated fees for locals and non locals
- Morija Museum has already indicated their interest to cooperate with this project. Their experiences will greatly steer the archives on the road to sustainability
- It is important to link the success of this project to the longer term planned and sustainable growth of the Royal Village of Matsieng. Part of the architectural conceptualization includes ancillary activities to the Archives such as a snail mail post office, a crafts market, listing of St Luke's church and Moshoeshoe 2 High School in the vicinity as national historical monuments. Efforts will be made during the implementation of the project to attract other partners to fund the comprehensive development of the Royal Village

The project shares the objectives of Agenda 21, the national Vision 20/20, the Poverty Reduction Strategy UNDP corporate priorities as well as UNESCO's World Heritage Convention. It is an integral part of the Country Programme and Country Programme Action Plan (2008-2011). In addition women's participation in legislative processes and decision-making will be enhanced.

## 111. RESULTS AND RESOURCES FRAMEWORK

Intended Outputs	Indicative activities	Responsible Parties	Inputs
<p><b>Output 1:</b> Selected NGOs, researchers and related professionals able to sustainably manage an archives and information center, using local and international best practices strengthened</p>	<ul style="list-style-type: none"> <li>- Convene project inception meeting</li> <li>- Procure equipment</li> <li>- Conduct training needs assessment (in archives and project management)</li> <li>- Prepare and implement training programme</li> <li>- Train the trainers</li> <li>- Publish training manual and protocol</li> <li>- Organize exchange visits and look and learn tours for the Board of Trustee the staff of the Royal Palace and selected royal history "champions"</li> <li>- Collect index and catalogue materials</li> </ul>	<p>Project Manager Office of the Royal Palace UNESCO Board of Trustees</p>	<p>Project Manager 9,250.00 Project launch 1,000.00 Training expert 2,000.00 Training sessions 2,000.00 Regional travel 2,000.00 Equipment 37,000.00 Local travel 2,000.00</p>
<p><b>Output 2:</b> Through community conversations and proven traditional consensus building approaches research results on Lesotho's Lesotho's royal history and cultural heritage begin to influence good governance and national sustainable development policy formulation and</p>	<ul style="list-style-type: none"> <li>- Prepare and implement research strategy and methodology</li> <li>- Organize research sessions and expeditions in Lesotho and regionally</li> <li>- Organize seminars, community conversations and debates on Lesotho's royal history and its implications for national sustainable development</li> <li>- Organize stakeholders consensus building workshops</li> <li>- Finalize follow up implementation plan</li> </ul>	<p>Project Manager Office of the Royal Palace UNESCO Board of Trustees</p>	<p>Project Manager 9,250.00 Research dissemination and consensus building meetings / seminars 1,500.00 Local historians / change management experts 3,000.00 Local/regional travel 2,000.00</p>



application			
<b>Output 3:</b> Information and awareness packages developed and widely distributed to advocate for and facilitate growth of the archives through establishment of strategic partnerships and mobilization of additional resources	<ul style="list-style-type: none"> <li>- Organize and conduct promotional campaigns</li> <li>- Prepare and implement communications and information strategy</li> <li>- Procure and distribute promotional material</li> <li>- Establish and maintain website</li> <li>- Arrange briefing meetings and other consultations with donors, regional and global institutions</li> </ul>	Project Manager Office of the Royal Palace Board of Trustees	Project Manger 9,250.00 Local experts 2,000.00 Promotional materials 2,000.00 Resource mobilization campaigns 2,000.00
<b>Output 4:</b> Capacity of Matsieng Community, with special focus on poor women, to participate in income generating small and micro enterprises ancillary to and as a spinoff of the archives strengthened	Conduct training on small and micro enterprises  Mobilize partnerships with private sector and philanthropic organizations to support the small and micro enterprises	Project Manager Office of the Royal Palace Board of Trustees	Project Manger 9,250.00 Training costs 3,000.00 Training equipment 1,500.00
<b>TOTAL</b>			<b>100,000.00</b>

**ANNUAL WORKPLAN: 2009**

Expected Outputs	Key Activities	Quarters				Responsible Partner	Funding Source	Budget Description	Amount	
		I	II	III	IV					
<b>Output 1:</b> Selected NGOs, researchers and related professionals able to sustainably manage an archives and information center, using local and international best practices strengthened <b>Baseline</b> Lack of a one stop center on Lesotho's royal history, limited local capacity to manage an archives, limited project management capacity <b>Indicator</b> Office of the royal palace and selected NGOs have capacity to manage the Archives	<ul style="list-style-type: none"> <li>- Convene project inception meeting</li> <li>- Procure equipment</li> <li>- Conduct training needs assessment (in archives and project management)</li> <li>- Prepare and implement training programme</li> <li>- Train the trainers</li> <li>- Publish training manual and protocol</li> <li>- Organize exchange visits and look and learn tours for the Board of Trustee the staff of the Royal Palace and selected royal history "champions"</li> <li>- Collect index and catalogue materials</li> </ul>					UNDP Office of the Royal Palace	UNDP UNESCO	Project Manager	9,250.00	
						Project Manager Board of Trustees		Project launch	1,000.00	
								Training expert	Training expert	2,000.00
								Training sessions	Training sessions	2,000.00
								Regional travel	Regional travel	2,000.00
						Local travel	Local travel	2,000.00		
						Equipment	Equipment	37,000.00		

#### **IV. IMPLEMENTATION ARRANGEMENTS:**

The project will be nationally implemented. Whereas *execution* means overall ownership and responsibility for programme activities, to be undertaken by the Ministry of Finance and Development Planning, expressed via signature of the Country Programme Action Plan (CPAP), *implementation* means responsibility for management and delivery of programme activities to achieve specified results, and is expressed via signature of an Annual Work Plan (AWP).

**Implementing Partner:** The Office of the Palace will be the Implementing Partner (IP), fully responsible and accountable to UNDP for the judicious use of project resources. The IP will also be responsible for all output areas, and for the management and delivery of project activities to produce the specified output(s) through a signed Annual Work Plan (AWP). This office enjoys the same status as a Government Ministry, has a fully fledged Accounts Unit, and manages its own budgets and work plans. However, as with most Government Ministries skills shortages and other constraints limit its capacity to fully implement national implementation. Disbursements of funds for project implementation will be done according to the Harmonized Approach to Cash transfers (HACT) Direct Payment Modality, to ensure that capacity constraints do not hamper project implementation. A capacity assessment of the intended Implementing Partner will be conducted prior to project implementation.

In addition as already indicated under the foregoing section of this document titled “sustainability”, the Office of the Royal Palace will provide a vehicle and be responsible for its maintenance. As already noted it will also provide the site and buildings to house the Archives and will be responsible for its upkeep and maintenance. For sustainability of the catalytic support by UNDP the Office of the Royal Palace will take appropriate measures to ensure that there is a permanent post as well as running costs to manage the archives, either provided in the staffing structure or through other means.

#### **Capacity Assessment of Implementing Partners:**

As a standard procedure for all UNDP administered projects and programmes under the new Harmonised Approach to Cash Transfers to implementing partners (HACT), there is a requirement that a Macro and Micro Assessment be carried. A Macro Assessment is a key element of the HACT. It is basically a review of a country’s public financial management system. There are two reasons why a Macro Assessment has to be carried out. The first is to help UNDP, the government and development partners identify strengths and weaknesses in the financial management system that can be flagged for follow-up assistance, and the second is to help UNDP and its partners understand more fully the financial environment within which they are operating. It helps UNDP and partners decide, in conjunction with the Micro Assessment, on the most appropriate assurance methods and the best procedures to use for transferring financial resources. The Micro Assessment on the other hand, is a review of a partner’s financial management capacity. It is used to review the strengths and weaknesses of an implementing partner’s financial management system. The assessment includes recommendations to strengthen less robust areas. This information is then fed into the overall capacity development plan in the programme. It is also used identify the best procedures to use for transferring cash and the most appropriate assurance methods (the process of determining whether expenditures that took place were for the purpose intended). Assurance requires familiarity with the internal controls and financial management practices of all implementing

partners as they relate to cash transfers. Practically, assurance involves checking the accuracy of a partner's reporting on the use of funds to ensure that expenditure has been true and fair.

**The Board of Trustees** as a legally constituted body will implement specified key activities of the project including provision of technical advice in accordance with a stipulated agreement between the two parties. As the Implementing Partner the Office of the Palace may also contract other entities or UN Agencies in particular UNESCO to undertake specific project tasks through a complete bidding process and a Letter of Agreement. These entities or Agencies will be referred to as the **Responsible Parties**.

#### **Project Board:**

In line with PRINCE 2 project management standards, a Project Board will be established for making, on a consensus basis, management decisions for the project when guidance is required by the Project Manager, including recommendation for UNDP/ Implementing Partner approval of project revisions. Project reviews by this group will be made at designated decision points during the running of a project, or as necessary when raised by the Project Manager.

*This group contains three roles:*

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

For the purposes of this project The Board will ensure that mechanisms to guarantee transparency and accountability for the project are in place and will also oversee and assess project implementation progress. Each member of the Board will also play the role of project assurer, objectively and independently rendering advice and review to the project implementation process. It will be composed of among others, UNDP, The Ministry of Tourism Environment and Culture, UNESCO, the Implementing Partner and the Board of Trustees as well as other institutions and individuals noted for their interest or passion in issues pertaining to royal culture.

Once the project document is signed a Project Manager and other listed project personnel to be paid under the UNDP will be recruited. One of the Manager's first assignments will be to prepare an Inception report which will include an updated work plan and more detailed implementation framework as well as prepare a monitory plan. The Inception report will be discussed at the Inception meeting of the Project Steering Committee or Project Board

**Project Manager:** She/he will be a UNDP sponsored officer responsible for preparing, revising and implementing workplans on daily and reporting progress in implementation thereof.

**UNDP:** UNDP will be responsible to the Administrator for the provision of financial resources for project implementation including monitoring the project's life cycles for their cost effective use and overall progress towards expected results. Also, UNDP will provide agreed project support services in support of project implementation, the following project implementation structure is proposed. Upon approval of this Project Document, UNDP and Government will sign an agreement stipulating the services that UNDP will provide in project implementation and level of cost recovery by UNDP for the provision of such services in accordance with

corporate guidelines. In all administrative and operational aspects of the project implementation, the UNDP Country Office will provide support to and facilitate the implementation of activities in the form of **Implementation Support Services**. Procurement as well as recruitment of project staff and consultants will be done by UNDP in line with standard, published, UNDP procurement and recruiting rules and procedures. In addition, UNDP is able to provide support to the Implementing Partner(s) by processing procurement of goods and services, as well as accessing and adapting best practices from its global knowledge networks. As these services entail a cost to the UNDP office, these will be incorporated as direct costs to the project.

If required, training on the UNDP project management, procurement and financial practices and regulations will be given during the start-up of the project to the Implementing Partners.

The project will comply with UNDP's monitoring, evaluation and reporting requirements, as spelled out in the Results Management Section of the User Guide. At the outset of project implementation the Project Manager will prepare an Inception Report which will, among others, comprise a detailed workplan and budget in addition to identifying any emerging issues that may affect implementation for approval by the Project Board.

In line with the UNDP Harmonised Approach to Cash Transfers (HACT) approach to disbursements of project funds, agreements will be made with the implementing partner to either transfer funds on a quarterly basis to the implementing partner for activities set out in an approved Annual Work Plan or for UNDP to make direct payments to service providers. The decision whether to transfer funds to an implementing partner or make direct payments will also be informed by a capacity assessment of the implementing partner (see below on Capacity Assessments).

#### **Capacity of UNDP:**

UNDP Lesotho has an Operations Unit which services projects either through Implementation Support Services or as part of Direct Implementation. The Unit contains Human Resources, Procurement, ICT Advisory and Finance sections. The backbone of the Operations section for UNDP is the corporate Enterprise Resource Planning (ERP) system known as Atlas. Atlas is used for project management and reporting, all procurement, processing of payments and maintenance of staff, consultants and vendors. No transaction takes place outside of this system to ensure transparency at all times.

During project start up, a UNDP Programme Officer who is competent in project management and Atlas will ensure correct Atlas set-up and oversee the recruitment of the project manager and other project staff.

In accordance with its mandate the **Ministry of Tourism, Environment and Culture** will provide overall policy support to the project and also ensure that it is linked with other similar interventions and integrated into the national cultural strategy and other Intellectual property Rights and Use of logo

In all communication, the project will bear the logos of the Government of Lesotho and the UNDP. This arrangement may change based on requirements from additional partners that join the project at a later stage.

**Financing arrangements**

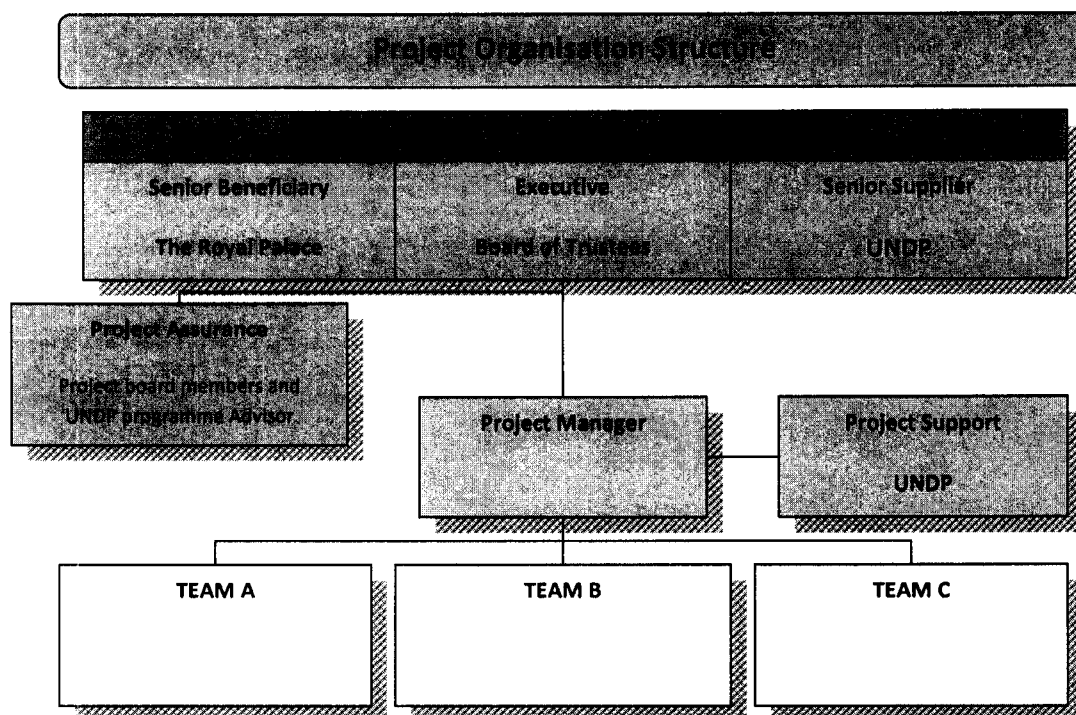
The project will be partly funded by UNDP with additional resources sought from additional partners to be identified during project implementation

## Audit Requirements

The Government will provide UNDP with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of project funds according to the established procedures set out in the UNDP Programming and Finance manuals. The Audit will be conducted by the legally recognized Government auditor, or by a commercial auditor engaged by the Government. At the end of each Audit, the Government, through the Implementing Agency, will provide UNDP with an Action Plan clearly stating the planned activities to implement the recommendations of the Audit and also provide UNDP with a progress thereof.

**Legal status:** The Project will be governed under the Standard Basic Agreement between UNDP and the Government of Lesotho signed on 31 December 1974

Article III of this Standard Basic Agreement between the Government of the Kingdom of Lesotho and UNDP of 31 December 1974 states that execution of UNDP-assisted projects shall remain the responsibility of the Government. This was also reaffirmed in United Nations General Assembly resolution 44/211, which categorically states that the recipient Governments have the sole responsibility for the co-ordination of external assistance and the principal responsibility for its design and management and that the exercise of those responsibilities is crucial to the optimal use of external assistance and to the strengthening and utilisation of national capacity. UNDP works to help develop and enhance the national capacities in the initiation, implementation and conclusion of the developmental undertakings in which it is involved as a partner. For this to work, it is essential that the Government assume the overall responsibility and direction for the execution of the UNDP-supported initiatives. To this end, the National Implementation (NIM) modality will be used for programme execution in accordance with the approved Country programme Action Plan (CPAP).



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## **Monitoring Framework And Evaluation**

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

### Within the annual cycle

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

### Annually

- **Annual Project Review.** The annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

### Final Project Evaluation

- Towards the end of 2011, an evaluation will be conducted funded through the project. A local consultant will be engaged to assess the impact of the project and draw up Lessons Learned. The evaluation should be specifically focused towards determining the extent to which the national capacity is sufficient to continue to carry out the foreseen activities. If gaps exist, the evaluation should serve to indicate the required activities to ensure sustainable national capacity. This evaluation is critical to ensure that the UNDP exit strategy is viable and that national capacity is indeed built as one of the key results.