



**United Nations Development Programme  
Project Document**

**Project Title:** Enhancing Capacity for Resilience Building project.

**UNDAF Outcome(s):** UNDAF Outcome 6: By 2017 Lesotho adopts environmental management practices that promote a low-carbon climate-resilient economy and society, sustainably manages natural resources and reduces vulnerability to disasters.

**Expected CP Outcome(s):** CPD Outcome 2: By 2017 Lesotho adopts environmental management practices that promote a low-carbon climate-resilient economy and society, sustainably manages natural resources and reduces vulnerability to disasters

*Output 1: Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented*

**Expected Output(s):** *Output 2: Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)*

*Output 3: Effective institutional, legislative and policy frameworks in place to enhance the implementation of climate risk management measures at national and sub-national levels*

**Executing Entity:** Ministry of Tourism, Environment and Culture (MTEC)

**Implementing Partners:** MTEC, Ministry of Energy and Meteorology, Ministry of Forestry, Range Soil Conservation, Ministry of Development Planning, Disaster Management Authority, National University of Lesotho

**Brief Description**

In response to the environmental degradation, climate change impacts and limited access to energy in Lesotho, UNDP seeks to support the Government of Lesotho (GOL) to fulfil its obligations towards international agreements related to the protection and conservation of the environment and generation of clean energy through Multilateral Environmental Agreements -National Coordinating Committee (MEAs-NCC) by addressing the three above-mentioned outputs.

Agreed by (UNDP):  
Name CHRISTY ALLEN KORA and Signature [Signature]

Agreed by Ministry of Tourism, Environment and Culture:  
Name LEFEO RAMONE and Signature [Signature]

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## I. SITUATION ANALYSIS

The fragile mountain ecosystems of Lesotho provide a range of benefits that support livelihoods of most of communities. However, degradation of ecosystems in Lesotho has been identified as a major constraint to socio-economic development as these ecosystems are characterised by widespread degradation as a result of unsustainable land use and over-exploitation of natural resources. The effects of this ecosystem degradation in Lesotho include loss of vegetative cover and extreme soil erosion. These effects reduce the capacity of these ecosystems to support livelihoods of communities and reduce their vulnerability from the increasing negative impacts of climate change. Lesotho does not possess any indigenous sources of oil, coal, or natural gas, as result it is totally dependent on imported fossil fuels (all petroleum products and gasoline) for its energy requirements. However, Lesotho has abundant renewable resources such as water, wind and solar that are not yet fully explored to provide energy for both household and industry use. Household electrification rate is 34%, with 36% of urban/peri-urban households and only 8.65% of rural households having access to electricity services. Therefore, most of the population rely on biomass as the main source of energy particularly in rural household sector, although limited in supply due to over harvesting.

Addressing the above-mentioned challenges, requires dealing with a number of barriers such as institutional arrangements, legislative, policy frameworks, poor coordination among key stakeholders, lack of awareness on impacts of current environment management practices, climate change and available environmentally friendly technologies and innovations just to mention a few.

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## II. STRATEGY

This project is aimed at supporting efforts towards addressing the above-mentioned challenges and it is in line with the UNDP's Country programme outcome of supporting Government of Lesotho to achieve its developmental goals as articulated in the National Strategic Development Plan namely: *reversal of environmental degradation and adaptation to climate change; increasing capacity for disaster risk management at household, community and national level; expanding electricity access to centres of economic activities, other sectors and households*. The project is aimed at advancing the ongoing interventions that Government of Lesotho (GoL) in partnership with its development partners and NGOs is already implementing and most importantly to support achievements of NSDP strategic objectives related to environment, energy and resilience building and will seek to achieve the following objectives:

Output 1: Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented

Output 2: Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)

Output 3: Effective institutional, legislative and policy frameworks in place to enhance the implementation of climate risk management measures at national and sub-national levels

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### III. ACHIEVEMENTS TO DATE AND WORK PLAN OUTLOOK

The GoL has responded to the challenges of ecosystem degradation, impacts of climate change and limited energy access through a number of interventions and investments including implementation of catchment-based rehabilitation programmes in participation with local communities, electrification of rural settlements and resilience building project and programmes. UNDP is also supporting GoL to implement projects that build on the ongoing investments by GoL. For example, UNDP in partnership with Ministry of Forestry, Range and Soil Conservation is implementing a GEF funded project titled *Reducing Vulnerability from Climate Change in Lowlands, Foothills and Senqu River Basin*, which is building on a previous similar initiative the *Sustainable Land Management* project both aimed at strengthening resilience of ecosystems and livelihoods. Again, there is also an energy project titled *Sustainable Energy for All (SE4ALL)* project also funded by GEF that is aimed at building on the previous *Lesotho Renewable Energy Based Rural Electrification* project, which provided electricity to more than 1500 households through PV solar systems. However, SE4ALL will be providing electricity through isolated mini-grids. Therefore, the project will focus on the following three outputs to effectively respond to the current challenges in environment and energy sectors, which will also support future resilience building:

#### IV Objectives and key Outputs:

The project will catalyze on the above-mentioned and other on-going environment and energy related initiatives to facilitate interventions aimed at enabling environment for effective management of environment, provision of clean energy and mainstreaming climate risks into development planning.

Output 1: Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented.

Through this output, the project will support resource mobilization activities for scaling up climate change interventions and, for promoting innovations and research in energy efficiency solutions and climate-smart technologies. This will include development of new projects and support ongoing environment and energy related research and innovations by academia.

Output 2: Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy).

This project output will support enabling environment activities that will support participation of private sector in generation of clean energy and promotion of energy efficiency technologies. Again, the project will support development of energy strategic that will facilitate implementation of national energy policy and also support and identification of appropriate financial schemes that can support clean energy interventions.

Output 3: Effective institutional, legislative and policy frameworks in place to enhance the implementation of climate risk management measures at national and sub-national levels.

The project through this output will provide support towards environmental assessments and mainstreaming of environmental issues and climate risks into sectoral and national development planning including NSDP II and implementation of SDGs.



**V ANNUAL WORK PLAN**

**Award ID:**

**Project ID and Title: Enhancing Capacity for Resilience Building.**

**Implementing Partners: MTEC, MEM, MFRSC, MDP, DMA, NUL**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	IRRF/CPD Output Indicator # (Reference)	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Funding Source/Donor	Budget Description	Amount (USD)
<p><b>Project Output 1:</b> Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented.</p> <p><b>Indicators: (CPD)</b></p> <p><b>Baseline:</b></p> <p><b>Targets:</b></p>	1.1 Piloting Energy Efficiency Solutions/Adaptive technologies	IRRF 5.2 & 5.4/ CPD indicator number 3		X	X		MTEC, MEM, MFRSC, NGOs, Private Sector	CO	Equipment	15,000
	1.2 Resource mobilisation~Consultations and coordination@\$10,000	IRRF 5.4/ CPD indicator number 3			X		MTEC, MEM, MFRSC, NGOs, Private Sector	CO	Travel Cost and DSA (4 visits)	8,000
	2.2 Support 2x Research and Innovation forums @\$2500	IRRF 5.3 & 5.4/ CPD indicator number 3			X	X	MTEC, MEM, MFRSC, NGOs, Private Sector	CO	Conference facilities	5,000
<b>SUB_TOTAL</b>										
<p><b>Project Output 2:</b> Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)</p> <p><b>Indicators:</b></p> <p><b>Baseline:</b></p> <p><b>Targets:</b></p>	2.1 Enabling Environment activities e.g. Financial Support Scheme for mini-grids developers and policy review- consultant @20,000 including workshop	IRRF 5.3 & 5.4/ CPD indicator number 3				X	MTEC, MEM, MFRSC, NGOs, Private Sector	CO	Consultancy including Travel expenses and DSA	20,000
	2.2 Private sector engagement 2x workshop \$500	IRRF 5.3 & 5.4/ CPD indicator number 3				X	MTEC, MEM, MFRSC, NGOs, Private Sector	CO	Conference facilities	1,000
	2.3 South-South cooperation	IRRF 5.3 & 5.4/ CPD indicator number 3				X	MTEC, MEM, MFRSC, NGOs, Private Sector	CO	Travel expenses and DSA (2 visits)	10,000
<b>Sub-total</b>										
<b>31,000</b>										

EXPECTED OUTPUTS	PLANNED ACTIVITIES	IRRF/CPD Output Indicator # (Reference)	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
			Q1	Q2	Q3	Q4		Funding Source/Donor	Budget Description
<b>Project Output 3:</b> <i>Effective institutional, legislative and policy frameworks in place to enhance the implementation of climate risk management measures at national and sub-national levels [CPD 1]</i>  <b>Indicators:</b> <b>Baseline:</b> <b>Targets:</b>	3.1 Consultations on effective mgt of Envir ~2 workshops @ \$3000, Consultant @10,000	IRRF 5.3 & 5.4/ CPD indicator number 3		x	x	MTEC	CO	Travel cost (air ticket) and DSA for 30 days	3,000
	3.2 Technical support to NCCC work programme~Consultation@\$7,000	IRRF 5.3 & 5.4/ CPD indicator number 3		x	x	MTEC	CO	Consultancy	10,000
	3.3 Technical support for mainstreaming environmental issues into national development and implementation of SDGs~ Consultancy @ \$7,000 and 2 workshop@\$500	IRRF 5.3 & 5.4/ CPD indicator number 3		x	x	MTEC, MDP	CO	Consultation workshop X 3	1,000
<b>Project Management:</b>	4.1 Monitoring and evaluation		x	x	UNDP	CO	CO	Consultancy	2,000
Miscellaneous expenses	4.2 Project Assistant Salary				UNDP	CO	CO	Salary	7,000
					UNDP	CO	CO		543
<b>Sub-total</b>									<b>38,543</b>
<b>Total</b>									<b>96,543</b>

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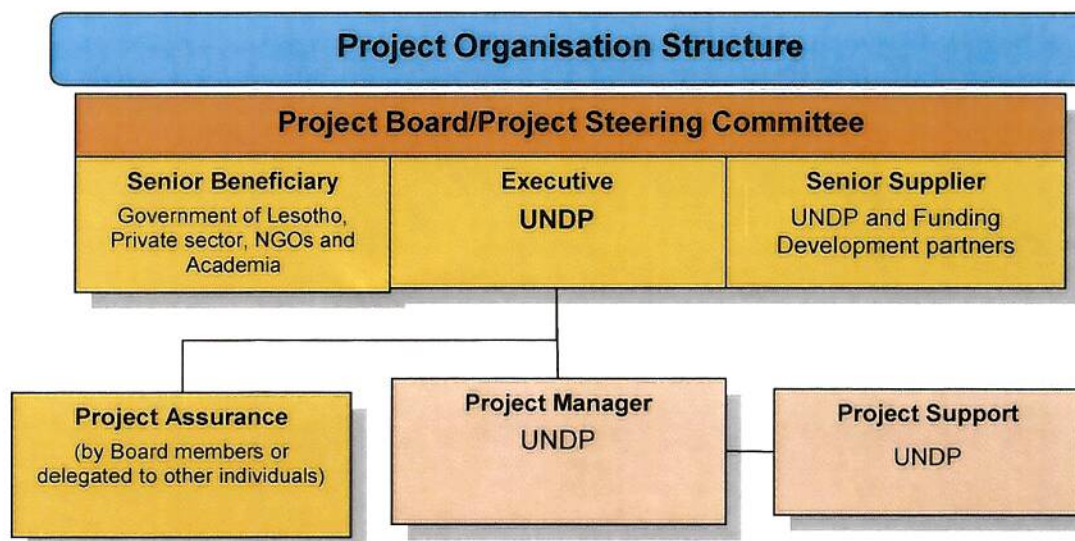
## VI MANAGEMENT ARRANGEMENTS

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### MANAGEMENT ARRANGEMENTS

1. This Programme represents an integrated multi-partner initiative managed by UNDP in support of the *strengthening institutional and policy frameworks in the areas of environment and energy with ultimate objective of building resilience against environmental shocks* – and significantly contributes towards the achievement of the LUNDAP Outcomes. The programme will be implemented by UNDP in the Direct Execution Modality given the nature and requirement of the available resources and involvement of various institutional stakeholders.
2. The Programme Steering Committee shall serve as the overall policy and decision-making mechanism, ensuring that the project is achieving its overall objectives and delivers results as intended. Specifically, the PSC approves the project team, the Annual Work Plans, and the direction of implementation of the project. The Steering Committee will be comprised of the Responsible Party Representatives, UNDP DRR, Team Leader UNDP Environment and Energy Cluster, and will meet quarterly or more frequently if need arises. Other stakeholders may be co-opted by the Project Board as appropriate.
3. The Programme Manager will be responsible for implementation of all programme activities established by this programme. Further, she/he will be responsible for day-to-day management and decision-making for the programme within the approved Annual Work Plan, as well as ensuring that the programme produces the outputs and results specified in this programme document, in compliance with the required standards of quality, within the specified limits of time and cost and in line with UNDP rules and regulations. The Programme Manager escalates to the project board major issues and risks.

4. The programme management structure is illustrated as follows:



5. The Project Steering Committee shall meet every quarter chaired by UNDP. It shall be responsible for general oversight of programme activities, including financial oversight and approval of funding allocations within the overall budget as recommended by the Programme Manager. It shall receive regular reports from the Responsible Parties through the Programme Manager, approve major activities and expenditures, reach consensus and take decisions in any change in the programme work plan, provide on-going risk analysis, and consider funding for emerging issues. Decisions of the Programme Steering Committee will be by consensus. Any matters in which consensus is not reached shall be referred to the Steering Committee for final determination. The Programme Steering Committee meetings shall be facilitated by the Programme Manager, who shall provide secretariat services. Specific functions of the Programme Steering Committee shall be:

- a. Approve Annual Work Plans, Quarterly Work Plans and Budgets and authorize any major deviations / amendment from the agreed work plans and budgets
- b. Review and approve progress reports
- c. Review the progress of the programme and make recommendations for any improvements
- d. Undertake programme implementation oversight and monitoring functions, ensuring that appropriate milestones are achieved
- e. Oversee internal and external evaluation of the programme

5. Programme Assurance will primarily be provided by UNDP Lesotho on behalf of the Programme Steering Committee. In addition, UNDP shall, as necessary, provide technical and advisory backstopping to the programme components.

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## VII MONITORING FRAMEWORK AND EVALUATION

1. In terms of monitoring and evaluation, the programme will be subject to UNDP's current monitoring and evaluation procedures. The Programme will be monitored throughout its duration, reviewed substantively on an annual basis and evaluated in accordance with the requirements of the Steering Committee. The focus of M&E will be at the level to determine the impact that the programme has had on the work of the peace and stability of Lesotho.
2. All programme activities will be closely monitored by UNDP. The programme shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP.
3. The Programme will be guided by the following documents, which will be produced within the first three months by the **Programme Manager** for endorsement and approval by the Steering Committee.
  - a. A Monitoring & Evaluation Framework, which finalises the baselines, impact, outcomes and outputs with associated indicators and means of verification as based on the Programme's Results and Resources Framework.
  - b. A Monitoring & Evaluation Plan, which schedules all major M&E activities
  - c. A Monitoring & Evaluation System that contains tools and templates (e.g. assets and inventory control, financial and narrative reports formats, risk logs and field monitoring forms, and a common system for generating feedback and lessons). The M&E System will also clarify the monitoring, review and evaluation roles and responsibilities at the different levels of the Programme for internal monitoring, monitoring and review committees for external monitoring, and detail the principles of joint monitoring and evaluation.
4. 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

- a. On a quarterly basis, a quality assessment shall record progress towards the completion of key results, and against budget, including a Narrative and Financial report.
- b. An Issue Log shall be activated in Atlas and updated by the UNDP Programme Manager to facilitate tracking and resolution of potential problems or requests for change.



- c. Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- d. Based on the above information recorded in Atlas, a Programme Progress Report (PPR) shall be submitted by the Programme Manager to the Programme Board through Project Assurance, using the standard report format available.
- e. A project lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- f. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

#### Annually

- g. An Annual Review Report shall be prepared by the Programme Manager and shared with the Programme Board and Project Partners. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
  - h. **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Programme 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.
6. A final evaluation of the programme will be undertaken at the end of its period to draw lessons and apply these to possible follow-on assistance activities.

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## VII LEGAL CONTEXT

1. This document together with the LUNDAP signed by the Government of Lesotho and UNDP which is incorporated by reference, constitute together a Programme Document as referred to in the Standard Basic Assistance Agreement (SBAA) signed between the Kingdom of Lesotho and UNDP<sup>1</sup> and all CPAP provisions apply to this document.

2. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency. The executing agency shall:

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

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

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

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