

**United Nations Development Programme
Country: Lesotho
Project Document**

UNDAF Outcome(s) Outcome 4: Governance institutions able to promote and sustain gender equality, public service delivery and human rights for all

Expected Outputs :
A) Improved research capacity and up-to-date information on the situation of youth and their participation in the governance structures and recommendations on how youth could be better included in the decision-making processes and development of the country
B) Increased youth participation in the country's governance and development processes.

Implementing partner: Ministry of Gender and Youth, Sports and Recreation (MGSYR)

Responsible parties: UNDP and National University of Lesotho – Institute of Southern African Studies (NUL – ISAS)

Narrative

The planned project proposes to build national research capacity and empower youth, especially young women and the vulnerable groups, to facilitate their effective participation in governance processes and accelerate progress towards attainment of the Millennium Development Goals. The project outputs are: 1) Building national research capacity on youth issues and especially youth and governance related topics; 2) Fostering positive participation of the youth in the political and socio-economic development process.

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| Program Period: 2008–2012 Project Title: Empowering youth for development ATLAS Award ID: Duration: March 2011 – December 2012 PAC Meeting Date: | Estimated budget: \$324,000 Total resources required: \$324,000 Total allocated resources: • DCTF \$200,000 • Unfunded \$124,000 |
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Agreed by (Government):
 Mosito Khehisa, Principal Secretary for the Ministry of Finance and Development Planning
 Agreed by (Government):
 Ts'eliso Mokele, Principal Secretary for the Ministry of Gender and Youth, Sports and Recreation
 Agreed by (UNDP):
 Ahunna Eziakonwa-Onochie, UN Resident Coordinator and UNDP Resident Representative



Situation Analysis

Youth in Lesotho are an extremely important yet highly neglected group. In Lesotho, the youth population (ages between 15 and 35) represents approximately 40% of the total population but their voices are often not heard as they are not yet well represented in the governance processes. In line with the recent discussions at the UN and African Union, as well as in Lesotho, there is an increasing recognition that this group should be given greater focus as they have the potential to contribute significantly to political and socio-economic advancement. The Government of Lesotho demonstrates this recognition by ensuring that issues affecting the youth are integrated as a cross-cutting theme in the ongoing formulation of the National Development Plan (2012-2017). The UNDP CO is also engaging in the process of preparing a National Human Development Report² (NHDR) on the topic 'Harnessing youth power to promote human development in Lesotho'. This project on empowering the youth population to improve their inclusion at the national level and enhance their participation in institutions to promote good governance and effective implementation for achieving the MDGs, would be an important first step in developing the NHDR.

Lesotho's progress on the MDGs is mixed. The most recent update on the MDGs (Lesotho MDG Report, 2010) reveals that while there has been good progress on advancing universal primary education and gender equality, numerous challenges still exist in the areas of poverty, hunger and the health sector. With just five years remaining until the target date of 2015, it has become clear that the country needs a new approach to development; an approach that explores new avenues of enhancing economic growth and advancing human development. UNDP is applying a Human Rights Based Approach to programming, that in addition to supporting the development of state capacities to deliver on its commitments as duty bearers, also underscores the need to empower citizens to be able to actively play their role as rights holders. The latter is done by sensitizing the public on their role as well as by providing the necessary vehicles or avenues for interaction with the state and participation in the development discussions. With youth representing a major segment of the country's population and having a 39.4% share in the country's labour force, it is an extremely important driver of growth and development. It is also that segment of society that bears the brunt of poverty, unemployment and the HIV/AIDS pandemic. Hence, it will be imperative to ensure that this important segment of the population is given the right tools to interact with and participate in governance processes.

Over 30% of the youth population was unemployed in 2009³. Youth, being in reproductive age, are severely impacted by maternal mortality, which is off track in terms of MDG achievements and has been on the increase since 1990. Lesotho has the third highest HIV prevalence rate in the world and young people in the youth bracket are the most vulnerable to contracting the disease. As a result of the pandemic, Lesotho has high numbers of orphans and often the young people, especially young women, carry the burden of care for their siblings and relatives. There are now many orphan-headed households in

¹ 2006 Lesotho Population and Household Census, Bureau of Statistics

² Lesotho has so far produced only two human development reports:

- 1998 General Human Development Report

- 2006 Challenges of Poverty, HIV/AIDS and Food Insecurity

³ 2009 Continuous Multipurpose Survey, Bureau of Statistics, preliminary results

With the impending national elections in 2012 the time is ripe for formulating strategies of youth participation and strengthening youth-responsive government institutions. By bringing up the issues that affect youth, we have an opportunity to improve human development and achieve MDGs in Lesotho. In 2011, the Independent Electoral Commission needs assistance to hold free, fair, and peaceful local elections that further

instead of job seekers has been emphasized. providing life skills to enable the young people to become employed job creators needed skills, training in entrepreneurial skills, technical and vocational training, and leaving youth and brain drain attracts the best young people to work abroad. Building estimated at over 30%. This lost potential is also reflected in the high number of school. Despite the literate population, youth unemployment is still unacceptably high, Lesotho enjoys a high literacy rate of about 71%, which is one of the highest in Africa. 50% of the working age population. The young people are relatively well educated and potential of youth needs to be harnessed to the full extent. Youth represent approximately available for migrant mine workers in South Africa, the country's leadership realizes that the revenue is diminishing, textile sector scaling down and less employment is important group that influences the country's economic growth potential. As the SACU National Development Plan preparation process the Government recognizes youth as an potentially play in the country's development. As also has come up increasingly during the stakeholders were united in realizing the contributory and positive role the youth can opposition as well as ruling, came together to pass the Bill, giving a clear indication that all and the subsequent approval of the Youth Council Regulations in 2009 was a collective effort processes that affect the youth in particular. The passage of the National Youth Act in 2008 needs of the youth, thus offering guarantee of youth involvement in the decision making Youth Council Act, 2008. The Act allows for the design of youth programmes to address the development of the country, the Parliament of Lesotho unanimously passed the National In recognition of the strategic importance of youth involvement in governance and

economic and political governance. the support which can be rendered by the youth through their active involvement in Government and its partners' efforts towards attaining the goals would benefit greatly from poverty reduction and fostering stronger governance institutions and mechanisms. The The MDGs provide a good platform for their engagement on working towards

towards constructive activities to supporting development. that erupted. It is therefore imperative that their energy and enthusiasm are channelled aftermaths of several elections in Lesotho where they have played a key role in the violence public policy towards these concerns. Yet the youth have been very active in the destructive youth to voice their concerns and aspirations and to ultimately influence the direction of day. Moreover, a general lack of participation in governance matters limits the ability of been noted that the voter registration for this group is low as is the actual turn out on polling Participation of the youth, in the political arena has been limited. To illustrate this, it has Lesotho is a young democracy which faces enormous challenges in its development.

the country. Lesotho ranks among the low human development countries in the Human Development Report 2010⁴ holding a ranking of 141 out of 169 countries ranked.

Youth as a group has been given more attention recently with the Government showing commitment in selecting 'youth' as a cross-cutting theme in National Priorities in the process of drafting the National Development Plan (NDP) for the period of 2012-2017. The UN and in particular the UNDP is considered as a key partner in this process. In addition, the country is in the process of establishing a National Youth Council (NYC), a representative body that will coordinate all youth related programmes and increase the visibility of youth in decision making. The project would assist in adopting an inclusive process in the establishment and functioning of the National Youth Council. It is expected that the NYC would be in place by the end of February 2011. Given that this is a new body, it is important that it is supported to discharge its functions in a manner that corresponds with the intention and spirit that drove Parliament to endorse this initiative unanimously.

This project is part of an overall UN programmatic approach to help Lesotho achieve the MDGs and, as such, should be seen as complementary to these efforts. The strategy of the project is not intended to address a particular MDG or National Development Policy in specific terms. Rather, it adopts a socio-political approach that advocates for increased participation of the youth, especially young women and the vulnerable youth, in the area of governance and development, thereby creating a platform to voice their concerns and increase the opportunity to influence policy debates. As stated in the previous section, the research and evidence gathered on youth issues in the course of the present project would be an important input in the drafting of the next NHDR and contribute to building the national research capacity on youth and governance related areas.

II. Strategy

UN in Lesotho embarked on the Delivering as One initiative in 2008, which enables better coordination and collaboration between different agencies. All the UN agencies recognise the importance of youth and there are already a few joint programmes between different agencies, including one on youth employment and promoting youth inclusion in social dialogue structures. Furthermore, other Development Partners have expressed increasing commitment to youth as a group, for example through Young Leaders Forum organized by the United States Embassy as a follow up to President Obama's Young African Leaders Forum. As 2010/2011 is the International Year of Youth and years 2009-2018 are declared as the Decade of Youth Development in Africa, this is an especially appropriate time to bring more attention to the issues concerning youth and increase their participation in national dialogue.

The timing of the project is opportune in providing the necessary evidence based analysis and support for the effective functioning of the, National Youth Council (NYC) which will be established early this year. It will also ensure that the principle on which the NYC was founded i.e. a collective desire to include all Basotho youth and their concerns in the national agenda, is upheld.

Lesotho also need assistance in promoting a stable participatory democracy and consolidate democracy and increase gender equality among elected representatives; foster youth participation in politics and successfully implement a broad, participatory, and inclusive process to finalize plans for the national elections. Governance institutions in Lesotho also need assistance in promoting a stable participatory democracy and effective governance.

- Building national capacity in research on governance issues at the national and local levels.
1. In-depth research on the situation of youth and providing evidence-based information on the situation of youth and how youth, young women and disadvantaged groups could be included and supported more to engage in decision making processes through constructive engagement in political and decision making processes by:

Specific Outputs and activities

Given the diversity of this group as well as the varying literacy levels, the project would undertake advocacy and capacity development on socio-economic issues, such as youth unemployment, HIV and AIDS, maternal health and gender equality, to enable meaningful broad-based participation.

This project would look into the current challenges and risks and identify ways of improving the situation for the youth in the country. There have already been discussions with the Government and other development partners to collaborate on this initiative. There is potential for receiving support from Government and other partners for follow up on the activities initiated under this project.

This initiative will be linked to other ongoing initiatives, such as development of National Action Plan for Youth Employment, improving social dialogue in the country and integrating youth into the social dialogue structures and other MDC related projects, such as DCTTF Funded 'Engaging with Political Parties, Media and Youth for Achievement of the MDCs' project. Greater coordination among different UN programmes and projects as well as other development partners' interventions, will ensure a greater impact.

Lesotho has taken some rapid strides in donor coordination through for example the Development Partners Consultative Forum (DPCF). This structure can be effectively leveraged in this initiative in an effort to mobilize resources and commitment from other partners.

The project seeks to increase information and trigger youth participation in meaningful and substantive activities that improve national human development and achievement of MDCs and the country's National Vision 2020. In addition, the aim is to mobilize other partners, such as the private sector, to support youth inclusion and creation of new opportunities for gainful employment of youth. A special focus would be given to young women and disadvantaged groups. Objective evidence-based information of the current situation would provide a better basis for constructive dialogue, active participation and national planning, which is especially relevant as Lesotho is in the process of preparing the National Development Plan.

Strategies for youth development can be an effective tool to build the necessary skills for enhancing the employability of the youth as well as increasing their capacity to participate and take affirmative action in the political process. The project would thus aim to promote youth participation in the country's governance and socio-economic processes including civic and voter education programmes and playing an active and constructive role in national decision making.

- Using the research in advocacy and awareness raising as well as developing capacity amongst youth groups to engage in informed participation in electoral and development processes.
- The research part is divided into three phases:
- Phase I Data Collection: The data collection will involve desk research (collection and review of published and unpublished material on youth and governance issues, including review of international best practices on youth and governance issues, as well as other discipline areas such as women's empowerment and political participation efforts to keep focus on quality of transformation), a quantitative socio-economic survey to generate data that will contribute to the development of the Lesotho National Human Development Report on the youth, a series of qualitative methodologies, participatory methods, etc. Also aligned to the National Vision 2020, covering topics such as youth as drivers of change, advocates for social transformation, economic agents, and youth as technologically savvy and well networked would be included as part of the study. Deeper analysis of youth identity, national consciousness, violence and constructive engagement would be done.
- Phase II Mobilisation: The mobilization tasks will involve a series of scoping activities meant to solicit buy-in by youth and youth groups; to familiarize lead researchers with the proposed study areas and sensitize local leadership on the research.
- Phase III Report Writing & Dissemination of Results: Lead researchers will be responsible for the production of reports for the validation workshops at local and national levels. Workshop participants will consist of selected respondents and youth representatives from different youth categories, groups and organizations, as well as individuals. Final reports will thereafter be prepared and submitted.
2. Engagement through the National Youth Council and other entities with youth organisations, and youth at the community level through:
- Sessions to create awareness about the roles and responsibilities of youth as active and responsible citizens participating in governance processes.
 - Organized public debates on MDCs in order to foster stronger and responsive governance institutions and mechanisms including advocacy on MDCs through information sharing on the objective of the MDCs, the country's MDC status, the need for acceleration of progress on the MDCs and the role of the youth in achieving the MDCs.
 - Support the National Youth Council to position itself as a truly non-partisan interface with the youth on youth issues and youth participation in democratic processes e.g.:
 - i. Educating the youth especially at the community and district level and particularly the disadvantaged groups on the need to engage in productive activities to reduce poverty and improve human development outcomes.
 - ii. Advocacy to enhance community support to facilitate coping mechanisms to discourage deviant and anti-social behaviour amongst impoverished youth.
 - iii. Exploring the possibilities and avenues of participation in the national development processes including civic and voter education targeting the youth.

- Develop evidence based information identifying strategies for inclusion of youth, especially young women and disadvantaged groups, in decision making and development processes

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| | 2011 Focus group and public discussions | 1.6 A series of qualitative methodologies including some of the following strategies: expert survey interviews; focus group discussions; youth-focused public hearings; participatory methods involving Radio and TV discussions; Internet chat forums, etc. | UNDP/NUJL-ISAS | 20,000 |
| | 2012 Dissemination workshop | 1.7 Dissemination of Results. | UNDP/NUJL-ISAS | 15,000 |
| Output 2 Increased youth participation in the country's governance and development processes. | 2011 10 road shows (one in each district) and consultation with youth groups across the country | Total costs output 1 2.1 Coordination of component on youth engagement and participation 2.2 Sensitization of youth groups on governance issues. 2.3 Civic and voter education focused on youth. 2.4 Organized public debates by the youth on MDGs in order to foster stronger and responsive governance institutions and mechanisms. 2.5 Support to newly formed NYC to position itself as a truly non-partisan entity for interface on youth matters. 2.6 Consultant engagement using evidence based information to develop strategies for inclusion of youth, especially young women and disadvantaged groups, in decision making and development processes. | UNDP/MGYSR National Youth Council/UNDP National Youth Council/UNDP National Youth Council/UNDP | \$ 126,000 23,000 15,000 35,000 25,000 |
| | Total Cost output 2 | | | \$ 198,000 |
| | Total Cost Project | | | \$ 324,000 |

The project at present is only funded up to \$ 200,000 through the UNDP DGTTF – remaining funds will be sought through partnerships and activities will have to be prioritised based on available budget

IV. ANNUAL WORK PLAN BUDGET SHEET

YEAR: 2011

| Expected outputs And baseline, associated indicators and annual targets | Planned Activities <i>List actively results and associated actions</i> | Timeframe | | | | Responsible Party | Funding Source | Planned Budget | |
|---|---|-----------|----|----|----|----------------------|-------------------|-----------------------------|--------|
| | | Q1 | Q2 | Q3 | Q4 | | | Budget Description | Amount |
| Output 1 Improved research capacity and up-to-date information on the situation of youth and their participation in the governance structures and recommendations on how youth could be better included in the decision-making processes and development of the country. | 1.1 Preparation, planning and coordination including formal project launch stakeholders' workshop to communicate the objectives and aims of the study and identify additional issues that might be investigated. 1.2 Scoping activities meant to solicit buy- in by youth and youth groups; to familiarize lead researchers with the proposed study areas and sensitize local leadership on the research. 1.3 Methodology workshop for the purpose of further refining the scope of work and developing common understanding and methodologies. 1.4 Desk research on youth and governance issues, including review of international best practices on youth and governance issues. 1.5 Socio-economic (quantitative) survey geared towards generating data that will contribute to the development of the Lesotho National Human Development Report on the youth. 1.6 A series of qualitative methodologies including some of the following strategies: expert survey interviews; focus group discussions; youth- focused public hearings; participatory methods involving Radio and TV discussions; Internet chat forums, etc. 1.7 Draft document preparation | | X | | | NUL ISAS/UNDP | DGTTF | | 11,500 |
| | | | X | | | NUL ISAS/UNDP | DGTTF | | 9,500 |
| | | | X | | | NUL ISAS/UNDP | DGTTF | | 5,000 |
| | | | | X | | NUL ISAS/UNDP | DGTTF | | 15,000 |
| | | | | | X | NUL ISAS/UNDP | DGTTF | | 10,000 |
| | | | | | | NUL ISAS/UNDP | DGTTF | | 10,000 |
| | | | | | X | NUL ISAS/UNDP | DGTTF | | 5,000 |
| Output 2 Increased youth participation in the | 2.1 Coordination of component on youth engagement and participation | | X | X | X | MGYSR/UNDP | DGTTF | Coordination consultancy | 10,000 |

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|---|--|--|---|---|---|---|--------|---|--------|
| country's governance and development processes. Baseline: Indicators: Targets: | 2.2 Sensitization of youth groups on governance issues, together with dissemination of the National Youth Council Act and Regulations. | | X | X | | Consultant or NGO/UNDP/National Youth Council | DG/TTF | Road shows and consultation with youth | 15,000 |
| | 2.3 Civic and voter education focussed on youth. | | X | | X | Consultant or NGO/UNDP | DG/TTF | Road shows and consultation with youth | 15,000 |
| | 2.4 Organized public debates by the youth on MDGs in order to foster stronger and responsive governance institutions and mechanisms. | | | X | X | Consultant or NGO/National Youth Council/UNDP | DG/TTF | Media (airtime radio, TV, print) | 10,000 |
| | 2.5 Support to newly formed NYC to position itself as a truly non-partisan entity for interface on youth matters | | | X | X | Consultant or NGO/National Youth Council/UNDP | DG/TTF | Capacity development, support dialogue sessions | 30,000 |
| | Total for 2011 | | | | | | | | |

Management Arrangements

Article III of the 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 (NIMI) modality will be used for programme execution in accordance with the approved Country programme Action Plan (CPAP).

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 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).

Given the scope of the project, the Ministry of Gender and Youth, Sports and Recreation will be the overall **Implementing Partner**, and Annual Work Plans (AWP) will be signed with this partner as they will have responsibility for the management and delivery of project activities to produce the specified output(s) as agreed in the project document. The UNDP office will provide extensive CO support to National Implementation to support the Implementing Partner and ensuring that the outputs of the project are relevant and of high quality for the ongoing UN work on youth including, but not limited to the National Human Development Report (refer to section below on support services).

In line with the Harmonised Approach to Cash Transfers (HACT) to disbursements of project funds, agreements will be made with the implementing partner for UNDP to make direct payments to service providers when and where such direct payments are relevant.

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 will provide support to the Implementing Partner 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.

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.

2. 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 a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances have been exceeded.

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 public 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 to 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.

On the programming side, UNDP Lesotho will provide local support to the project through the Strategy and Policy as well as the Governance teams. The office also has access to a

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

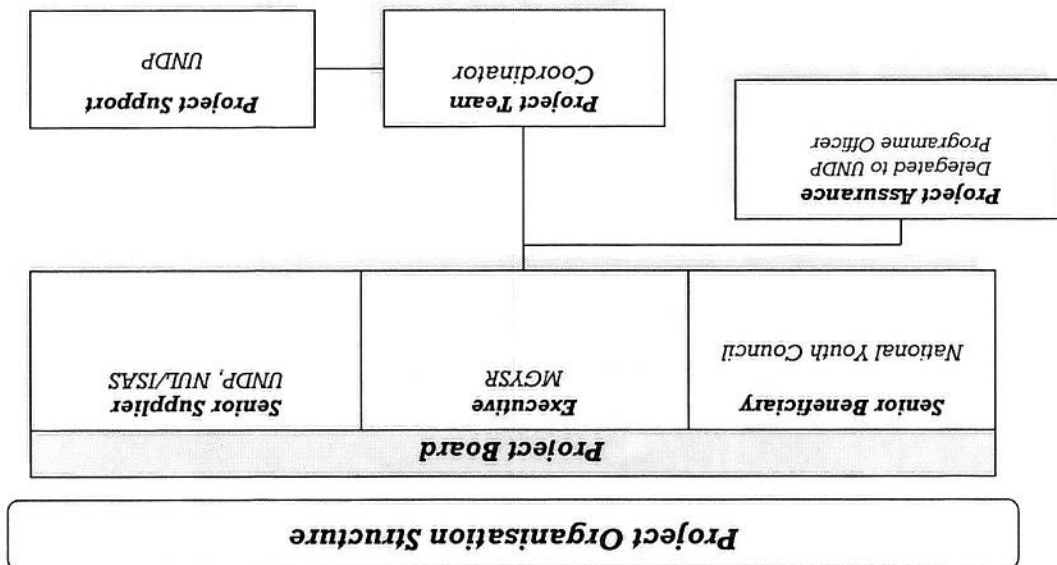
Capacity of UNDP:

Project Assurance is the responsibility of each Project Board member. In addition, representatives from the various responsible parties as well as a UNDP staff member will also, carry out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are managed and completed. **Project Assurance** Delegated to UNDP Programme Officer

The **Project Support** role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager.

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

3. Project staff



Financing arrangements
The UNDP-managed programme will be funded by UNDP through its Democratic Governance Thematic Trust Fund to the tune of US\$ 200,000. Additional resources will be mobilized by strengthening existing partnerships as well as identifying new ones.

Intellectual property Rights and Use of logo
In all communication, the project will bear the logos of the Implementing Partners and the UNDP. This arrangement may change based on requirements from additional partners that join the project at a later stage.

Audit arrangements
In line with UNDP auditing procedures, the project will be subject to audit on an annual basis – subject to the level of annual expenditures, but at least once during the project lifetime. The costs for the audit will be borne by the project.

global network of experts as well as a Africa Sub-Regional Office (ASRO) based in Johannesburg, South Africa. Further, all Programme Officers have been trained on PRINCE2 as well as UNDP Results-based project management standards. UNDP will ensure proper project management in Atlas through the project duration.

Monitoring Framework and Evaluation

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- Based on the above information recorded in Atlas, a 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 ongoing 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 Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

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

Final Project Evaluation

- Towards the end of 2012, an evaluation will be conducted funded through the project. An international 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.

Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBA [Standard Basic Assistance Agreement between the Government of the Kingdom of Lesotho and UNDP of 31 December 1974] and all CPAP provisions apply to this document.

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

The implementing partner shall:

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

ANNEX 1 : RISK ANALYSIS

Project Title: Empowering youth to reduce poverty, advance good governance and achieve the MDGs

Award ID:

Date: 18 January 2011

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
|---|---|-----------------|----------------|---|---|-------|-----------------------|-------------|--------|
| 1 | Sensitivity of direct involvement with youth | 15/01/2011 | Political | Critical. There will always be need to tread with caution as any sloppiness could fuel divisiveness among youth and jeopardize the project. | Well thought through inclusive approach, wide engagement and a clear communication to dispel doubts and possible misapprehension among youth. | UNDP | UNDP | | |
| 2 | Possible delays in the process of establishing a legitimate National Youth Council and organising them to take on the work. | 15/01/2011 | Organisational | Critical. Any delays in establishing the NYC would hold back the activities in the output 2. | The elections have been planned for early February but in case there are delays, it is necessary to plan for alternative solutions to engage the youth through thorough orientation and strong support especially in the beginning of the process would support the NYC | UNDP | UNDP | | |

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
|---|--|-----------------|----------------|--|---|-------|-----------------------|-------------|--------|
| 3 | Potential gaps in the national research capacity | 15/01/2011 | Organisational | Critical. Any compromises in the quality of research would impact the end product and timely implementation. | to take on the work quickly. Strong support and oversight enables early identification of any challenges and helps in finding solutions. | UNDP | UNDP | | |