

**SECRETARY-GENERAL'S PEACEBUILDING FUND  
PROJECT DOCUMENT TEMPLATE**



**PBF PROJECT DOCUMENT**

<b>Country: Kingdom of Lesotho</b>	
<b>Project Title:</b> National Dialogue and Stabilization Project to Catalyse Comprehensive National Reforms in Lesotho (NDSP) <b>Project Number from MPTF-O Gateway (if existing project):</b>	
<b>PBF project modality:</b> <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	<b>If funding is disbursed into a national or regional trust fund:</b> <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund <b>Name of Recipient Fund:</b>
<b>Direct project recipient organizations:</b> <ul style="list-style-type: none"> <li>• UNDP Lesotho,</li> </ul> <b>Additional implementing partners, Governmental and non-Governmental:</b> <ul style="list-style-type: none"> <li>• Government of Lesotho,</li> <li>• Southern African Development Community (SADC),</li> <li>• Lesotho Council of Non-Governmental Organisations (LCN),</li> <li>• Christian Council of Lesotho (CCL)</li> <li>• UN-Women</li> <li>• OHCHR</li> </ul>	
<b>Expected project commencement date</b> <sup>1</sup> : 4 June 2018 <b>Project duration in months</b> <sup>2</sup> : 18 Months <b>Geographic zones for project implementation:</b> This project will cover the entire country with activities at the national level and in 76 locations in all the 10 districts of Lesotho.	
<b>Does the project fall under one of the specific PBF priority windows below:</b> <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	
<b>Total PBF approved project budget* (by recipient organization):</b>  <b>UNDP: \$ 2,000,000.00</b>  <b>Total: \$2,000,000.00</b> <i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account</i> Any other existing funding for the project (amount and source): <b>UNDPA: In-Kind</b> Project total budget: <b>\$2,000,000.00</b>	

<sup>1</sup> Note: actual commencement date will be the date of first funds transfer.

<sup>2</sup> Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

<b>PBF 1<sup>st</sup> tranche:</b>  <b>UNDP: \$1,400,000</b>  <b><u>Total: \$ 1,400,000</u></b>	<b>PBF 2<sup>nd</sup> tranche*:</b>  <b>UNDP: \$600,000</b>  <b><u>Total: \$ 600,000</u></b>	<b>PBF 3<sup>rd</sup> tranche*:</b> N/A:	<b>tranche</b> N/A:
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**Two-three sentences with a brief project description and succinct explanation of how the project is time sensitive, catalytic and risk-tolerant/ innovative:**

Under this project, the UN proposes to collaborate with the Government of Lesotho, SADC and other partners to respond to an on-going political and security crisis in Lesotho and create an enabling environment for fundamental national reforms which have long been recommended by SADC and other actors as necessary for the long-term stability and sustainable peace in Lesotho. SADC has provided a window of stability through its Preventive Mission in Lesotho, but the high cost cannot be sustained for long.

The project will support national consensus and trust-building through a multi-level dialogue on the proposed reforms; urgent stabilization measures in the security sector; women empowerment and gender mainstreaming throughout the dialogue and reforms process; and the development and implementation of a communication strategy on the reform processes.

**Summarize the in-country project consultation and endorsement process prior to submission to PBSO, including through any PBF Steering Committee where it exists:**

This project has evolved in a consultative manner over the last five months. The steps include:

- In September 2017, Prime Minister of Lesotho wrote formally to the UN requesting support 1) in the development of an overall vision and roadmap document for the reforms and 2) in the coordination and mobilisation of support for the reforms. The government also informed of the formation of an Inter-Ministerial Steering Committee (ISC) and a Technical Working Group of Principal Secretaries (TWG) to spearhead the reforms. The UN put together a team of experts which, in consultation with the ISC, TWG and other national stakeholders, finalised a draft Framework and Roadmap Document which was adopted by Cabinet in December 2017.
- Before the commencement of the preparation of this proposal in January 2018, meetings were held with the ISC and TWG to agree on the pressing priorities which, if addressed, could catalyse the national reforms. The overall project outcomes, outputs and interventions were critically reviewed.
- Meeting with head of the security sectors led to the development and adoption of the proposed security sector interventions.
- PBSO meeting with the Director, SADC's Organ on Politics, Defence and Security Cooperation held in New York on 13 February 2018 on partnership and PBF support to Lesotho's national dialogue.
- Meetings with SADC started in June 2017 when the UN Resident Coordinator (RC) and the SADC Executive Secretary held discussions in Maseru on coordinated support to Lesotho's stabilisation. These discussions were continued with the SADC Oversight Committee and the SADC Preventive Mission in the Kingdom of Lesotho (SAPMIL); followed by a second meeting between the RC and the SADC Executive Secretary in February 2018 and the signing of an MOU between UNDP and SADC in March 2018 to facilitate collaboration under this project.
- Meetings with Heads of Churches, the General Secretary of the Christian Council of Lesotho (CCL) and with senior management of the Lesotho Council of NGOs (LCN)) during which

detailed activities and roles and responsibilities were discussed with each.

- Iterative consultations with the partner UN organisations (UN-Women and OHCHR) during which the objectives of the project and respective roles have been discussed.
- The UN agencies, the government and SADC have reviewed iterative drafts of this document.
- Discussions have been held and drafts shared with UNDPA whose expertise in political dialogue processes and security sector reform is critical for the project. DPA have pledged in-kind technical support to the project as needed.
- The UN Resident Coordinator has kept the Diplomatic Corps/international development partners closely informed of this project and has set up a coordination forum on the reforms.

The UN therefore has the trust, goodwill and strong working relationship with national and international stakeholders including the government and political parties, SADC, Lesotho civil society and heads of churches.

**Project Gender Marker score: 2**

At least 30% of the overall project activity will be dedicated to the participation of women and youth between age 15 to 35.

**Project Risk Marker score: 2**

**Select PBF Focus Areas** which best summarizes the focus of the project (*select ONLY one*): 2.1

If applicable, **UNDAF outcome(s)** to which the project contributes: UNDAF Pillar I: Accountable Governance, Effective Institutions, Social Cohesion and Inclusion

If applicable, **Sustainable Development Goal** to which the project contributes: Goals 5, 16 and 17

**Type of submission:**

- New project**  
 **Project amendment**

**If it is a project amendment, select all changes that apply and provide a brief justification:**

**Extension of duration:**  Additional duration in months:

**Change of project outcome/ scope:**

**Change of budget allocation between outcomes or budget categories of more than 15%:**



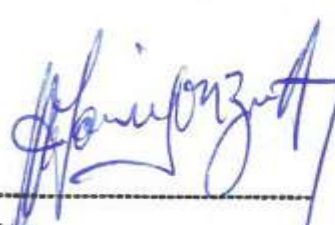
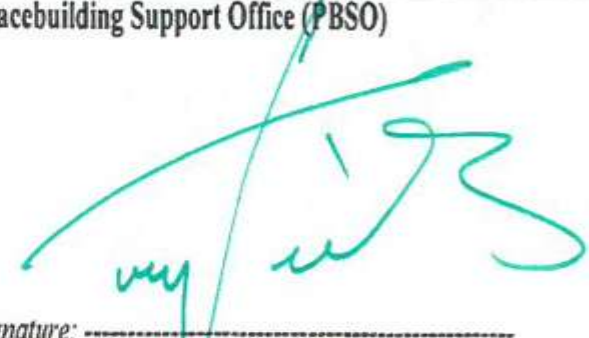
**Additional PBF budget:**  Additional amount by recipient organization: USD XXXXX

**Brief justification for amendment:**

*Note: If this is an amendment, show any changes to the project document in RED colour or TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.*

**PROJECT SIGNATURES:**

MINISTRY OF FOREIGN AFFAIRS  
THE MINISTER'S OFFICE

<p><b>Recipient Organization(s)</b></p> <p>Signature: ----- Christy Ahenkora Deputy Resident Representative UNDP Lesotho Date &amp; Seal: 4 June 2018</p>	<p><b>Representative of National Authorities</b></p> <p>Signature: ----- Hon. Lesego Makgoma Minister of Foreign Affairs and International Relations, Kingdom of Lesotho Date &amp; Seal: 4 June 2018</p>
<p><b>Head of UN Country Team</b></p> <p>Signature: ----- Salvator Niyonzima UN- Resident Coordinator (UN-RC) and UNDP Resident Representative (UNDP-RR) Date &amp; Seal: 4 June 2018</p>	<p><b>Peacebuilding Support Office (PBSO)</b></p> <p>Signature: ----- Oscar Fernandez-Taranco Assistant Secretary-General, Peacebuilding Support Office Date &amp; Seal: 4 June 2018</p>

## **I. Peacebuilding Context and Rationale for PBF support**

### **a) Project conflict analysis**

In the section on peace, politics and governance, the Lesotho UNCT Common Country Assessment of 2017 considers the country as “*searching for stability*”, and identifies the root causes of political instability and poor governance to include: i) struggle for power by individual politicians and groups; ii) lack of strong political parties; iii) corruption; iv) weak leadership; and v) unempowered voters and citizen in general. Actors in the instability include the country’s political elite and political parties, the security establishments especially the Lesotho Defence Force (LDF) and the Lesotho Mounted Police Service (LMPS), and a civil service that is viewed as politicised. The small size of Lesotho’s private sector leaves the state as the main employer and accentuates the struggle for the control of the state and opportunities among the political elite who have often enlisted sections of the security sector in this struggle.

Due to an interaction of these factors, Lesotho has had a long history of political instability and security challenges going back to the period immediately preceding and following independence in 1966. This history includes eight years of military rule and, while the military handed over to a civilian administration in 1993, its incursion into politics and government laid the ground for a symbiotic alliance between sections of the security forces and factions of the political elites over the years, leading to what has been described as the politicization of the military and the militarization of politics. There has been a tenuous relationship between the LDF and the LMPS due to perceptions of encroachment into each other’s mandates, a situation traced back to the ambiguous provisions in the 1993 transitional constitution which, even though amended since then, has retained those ambiguities.

At independence, Lesotho had two main political parties, the Basotho National Party (BNP) and the Busutoland Congress Party (BNP). A third party, the Marematlou Freedom Party (MFP) had a modest following and declined after independence. The BNP and the BCP forged strong rivalries along a ‘Nationalist’ versus ‘Congress’ divide in an otherwise ethnically and culturally homogeneous society. Harassment of rivals, inclusion and exclusion, reward and victimization, etc., which often characterize politics in ethnically polarized societies, were meted out along political party lines. While political parties have proliferated dramatically to stand at 30 in 2017, they all trace their parentage to the original ‘Nationalist’ and ‘Congress’ formations and, despite shifting alliances, the historical rivalries are fossilised and often invoked for political purposes. This cleavage has continued to pervade all aspects of government and led to what has been described as the politicisation of the public and security services.

In recent times, Lesotho has held three elections in the space of five years (2012, 2015 and 2017). These elections failed to produce a decisive winner and birthed a new trend of coalition governments, two of which collapsed within two years of taking office. The emergence of coalition governments is partly driven by the continued splintering of political parties which is attributed to unintended incentives built into the current Mixed Member Proportional (MMP) system of Parliamentary representation. The onset of shaky coalitions has further complicated Lesotho’s challenges and had a negative impact on institutional

effectiveness, government continuity, national stability, development planning, human rights and investments.

The collapse of the coalition government in 2014, for example, was preceded by protracted inter- and intra-party feuds, an attempted coup, an LDF attack on the LMPS headquarters and other forms of lawlessness, and the temporary flight of the Prime Minister to South Africa. The peaceful snap elections brokered by SADC in early 2015 were soon followed by allegations of a mutiny, arrest of soldiers and flight of others into exile; and the killing of the immediate former commander of the LDF, Lt. Gen Mahao. The affected soldiers were released or returned to Lesotho after the June 2017 election but are yet to be fully reintegrated into the LDF. At the same time, several serving LDF officers, including the Commander until December 2016 when he was retired under SADC pressure, have been apprehended since the new government came into power and are standing trial for various crimes including murders. The former heads of the LMPS and the National Security Service (NSS), respectively, fled the country in 2017. A 2017 audit of the LDF armouries revealed that a significant number of weapons were missing and unaccounted for. On 5 September 2017, Lt. Gen. Khoantle Motsomotso became the second LDF commander to be killed in two years, following that of Lt. Gen. Mahao in June 2015.

A new trend emerged in 2015 of opposition political party leaders fleeing the country after losing elections. After his defeat in the February 2015 snap elections, the Prime Minister and his erstwhile coalition partners fled the country, citing fear that elements within the LDF planned to kill them. They remained in exile until February 2017 when they returned – following assurances of security by the then government and SADC – in time to run for the June 2017 elections which they won and formed the country's third Coalition Government with the required 61-seat majority and comprised of the All Basotho Convention (ABC), Alliance of Democrats (AD), Basotho National Party (BNP) and the Reformed Congress of Lesotho (RCL). Soon after, the immediate former Deputy Prime Minister and three former ministers fled the country, citing threats to their lives.<sup>3</sup> In May 2018 it was reported that the government is concerned about alleged meetings between the exiled political leaders and the former heads of the LMPS and NSS views such meetings a security threat.

SADC first intervened militarily in Lesotho in 1998 following serious post-election violence including a mutiny by elements of the LDF. In the recent past, Lesotho has been under virtual SADC 'supervision' since the appointment of a SADC Facilitator for Lesotho from 2014 to-date. Other interventions include the deployment of the SADC Observer Mission in Lesotho (SOMILES) ahead of the 2015 elections; the appointment of a SADC Commission of Inquiry into insecurity in 2015; the deployment of the SADC Oversight Committee (OC) since 2016; and the SADC Preventive Mission in the Kingdom of Lesotho (SAPMIL) from December 2017. Over the years, SADC has made several Summit Decisions and recommendations for reforms in Lesotho which have remained unimplemented for various reasons including security fears, government instability and lack of political consensus, among others. SADC's presence in Lesotho is intended to support a conducive environment for the implementation of long-recommended reforms for long-term stability.

Attempts by the previous government to implement reforms in 2016 faltered due to the perception of government dominance and exclusion of other stakeholders. Now in opposition, politicians in the former government have given conditions for their participation

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<sup>3</sup> Two of the ministers have since returned after negotiations facilitated by SADC.

in the reforms process, including the return of the exiled former Deputy Prime Minister and his immunity from prosecution for alleged corruption. It is now widely appreciated that the successful implementation of the reforms would hinge on the ability of the process to be inclusive of all stakeholders. For this reason, SADC, the government, the opposition and other stakeholders have agreed that the reforms must be preceded by a multi-stakeholder national dialogue to build consensus on the processes and content of the reforms and seek ways of promoting long-term reconciliation and unity. It is also recognised that quick-win actions are needed to ensure the security agencies are fully co-operative.

The proposed reforms and national dialogue provide an opportunity for a fundamental re-engineering of Lesotho society, including its gender and age inclusivity. Despite the considerable gains made over the years towards gender equality, Lesotho remains a predominantly patriarchal and gerontocratic society. While circumstances (such as the effects of HIV/AIDS and migration of males in search of jobs) have placed women in household leadership, entrenched societal norms stand in the way of gender and youth equality in opportunities, representation and participation in public decision-making. The recent Lesotho Common Country Analysis (2017) notes that women's participation in political and economic leadership is still very low. In the 2017 elections women's representation rate dropped from 25% in 2015 to 23% in 2017. In October 2017, women constituted a mere 13.6% of the LDF with no woman occupying the rank of major-general. The same can be said for the LMPS. Lesotho is far from reaching the 50/50 target of women representation in the security sector.

According to Laurel Stone's 2014 "Qualitative Analysis of Women's Participation in peace Processes" quoted in the 2015 Global Study, on 15 years of implementing the United Nations Security Council Resolution 1325 (UNSCR 1325)<sup>4</sup>, women's involvement as mediators, signatories, witnesses or negotiators increases by 20% the probability of a peace agreement lasting two years. This probability increases over time, with a 35% increase in the probability of a peace agreement lasting 15 years. The patriarchal nature of Lesotho society means that women have been largely missing in the previous political dialogues and stabilization efforts. While political, religious and civil society leaders in Lesotho have been at the forefront of negotiations and dialogue facilitation efforts, there are very few women in top political, religious and civil society leadership.

The proposed national dialogue and reforms would provide a rare opportunity for mobilising for a robust Women, Peace and Security agenda in Lesotho in line with UNSCR 1325 and subsequent resolutions. UNSCR 1325 acknowledges the role of women and men in matters of peace and security and urges the use of a gender lens to consider the differentiated impact of conflict on all. The resolution acknowledges women's right to participate in all aspects of conflict prevention and resolution, peacekeeping and peacebuilding, and to be included in decision-making bodies at all levels of governance.

Similarly, the proposed reforms present an opportunity to focus on the fortunes of young people. Nearly 40% of Lesotho population is classified as youth between the age of 15 and 35 years by the 2015 Lesotho National Human Development Report<sup>5</sup>. The report also notes that youth development outcomes are low on political and civic participation compared to

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<sup>4</sup> *Preventing Conflict, Transforming Justice, Securing the Peace: A Global Study on the Implementation of UNSCR 1325*. UN Women, 2015

<sup>5</sup> Although the UN definition of youth is between the age of 15 and 25, Lesotho like many African countries categorizes youth to be between the ages of 15 and 35. This project document uses the Lesotho national definition of youth.

education and employment<sup>6</sup>. A 2012 youth survey by the Government of Lesotho and UNDP recommended that youth participation should be enhanced in all spheres of civil and political life<sup>7</sup>. Therefore, capturing the voices and aspirations of this key population in all aspects of Lesotho's national reforms is imperative. This project would provide an opportunity to work with the government and civil society to mobilise youth to be part of the national dialogue and the reforms in general.

Equally, human rights are an important element in Lesotho's current context and the proposed reforms. The enjoyment of economic, social and cultural rights is of major significance if the country is to see real change, given high poverty rates, weak social service delivery coverage and propensity of natural disasters affecting health, food security and standards of living. Lesotho's human rights violations over the years have been attributed to some members of the security services and many of them have remained unaddressed. Unaddressed violations have contributed to a general lack of trust in the administration of justice and a sense of insecurity on the part of affected individuals, their families, politicians, lawyers who have sought to work on the cases, media practitioners, and some civil society activists. There is a perception that members of the security services are above the law, with little or no accountability for murder, disappearances, torture and ill-treatment of citizens which leads to impunity for human rights violations. Victims do not always lodge complaints against members of the security services due to fear of reprisals, a case in point being an attack on university students in 2016 by members of the LDF. Following the change of government after the June 2017 election, some of the alleged perpetrators of past crimes both in the military and the police service have been arrested and charged and the cases are ongoing. Ensuring due process and justice for both the alleged perpetrators and the victims, survivors and their families would contribute towards strengthening national protection systems and contribute towards reconciliation and political stability. Finding appropriate ways of addressing past grievances will be a critical component of the national dialogue.

Finally, a 2017 Citizen's Participation Survey (CPS) showed that more than 70% of Lesotho's population lacks the knowledge and information on democratic and development processes that would enable them to participate in the Kingdom's governance and decision-making. The CPS showed that overall 67.5% of male and 73.5% of women respectively lacked the knowledge of democratic and development processes. In terms of location, 69.3% of urban and 71.1% of rural dwellers lacked the knowledge of democratic and development processes<sup>8</sup>. Except for voting, which was at 50.8%, knowledge of democratic processes and structures was uniformly low. This status of citizens' awareness would militate against informed participation in the proposed national dialogue and reforms unless deliberate steps are taken to counter it. The politically-sensitive nature of the national dialogue and reforms would demand that citizens have access to timely, coherent, targeted and unbiased information to ensure that all stakeholders, including women and youth in both rural and urban settings, adequately participate in the national dialogue and reform processes.

### **b) Alignment with existing Governmental and UN strategic frameworks and national ownership**

This project was developed in a consultative process involving the government of Lesotho, civil society organisations, SADC and UN agencies. The project enjoys the support of the

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<sup>6</sup> Lesotho National Human Development Report, 2015, Leveraging the Power of Youth to Promote Human Development

<sup>7</sup> Lesotho Youth Empowerment Survey of 2012

<sup>8</sup> UNDP, EU, & GIZ sponsored Lesotho Citizen's Participation Survey (CPS), 2017.



national government, political parties and civil society and is aligned to the following Government and UN frameworks.

***Government of Lesotho Frameworks:***

*Vision 2020:*

The Government of Lesotho's Vision 2020 vision states that, *by the year 2020 Lesotho shall be a stable democracy, a united and prosperous nation at peace with itself and its neighbours. It shall have a healthy and well-developed human resource base. Its economy will be strong; its environment well managed and its technology well established.* The document identifies seven pillars of development. These are democracy, unity, peace, education and training, economic growth, management of the environment, and advancement in technology. This project contributes to the attainment of Lesotho's Vision 2020 and specifically to the democracy, unity and peace pillar.

*National Strategic Development Plan (NSDP) 2013-2018:*

The Government of Lesotho's NSDP gives detailed expression to the Vision 2020. Goal 6 of the NSDP sets out to *promote peace, democratic governance and build effective institutions.* This project seeks to catalyse national reforms which will lead to the strengthening of national institutions and enhance peace and stability.

*Framework and Roadmap for Reforms (2017):*

The Government of Lesotho adopted the recommendations of the SADC Double Troika Summit of Heads of States and Government of 28 June 2016 to develop a comprehensive road map for political reforms. In 2017, with inter-agency UN support, the Government of Lesotho developed a reforms vision and action plan document titled, *The Lesotho We Want: Dialogue and Reforms for National Transformation - Vision, Overview and Roadmap.* The document was adopted by Cabinet in December 2017 and endorsed by the SADC Double Troika Summit in April 2018. The document outlines the actions, including the national dialogue and security sector reforms, to which this project is contributing.

***National Ownership:***

While Lesotho's two successive coalition governments promised but never implemented reforms to stabilize the country, the current government has presented a roadmap and committed to build societal and political consensus on the reforms. In this regard, this project stems directly from a request for UN support communicated to the UN Secretary General by Lesotho's Prime Minister. It follows earlier UN support in the development of the reforms roadmap document. The document itself outlines a process of multi-stakeholder national dialogue to further build national consensus and ownership on the reforms. In addition, during the development of this proposal document and the concept note before it, extensive consultations were held with the Inter-Ministerial Steering Committee (ISC) and a Technical Working Group of Principal Secretaries (TWG) to agree on the pressing priorities which, if addressed, could catalyse the national reforms. Consultations were also held with the heads of the security agencies, religious and civil society leaders. The project also seeks to facilitate the realisation of the Reforms Pledge signed by the majority of Lesotho's political parties committing themselves to prioritising dialogue and reforms.

***UN Frameworks:***

*Sustainable Development Goals:*

The project contributes to SDG 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) in its support for political dialogue as a precursor to national institutional reforms intended to ensure stability and sustainable peace and human rights. Through a partnership with UN Women and Lesotho civil society, the project will be guided to give due consideration to SDG 5 (Achieve gender equality and empower all women and girls) to ensure a robust Women, Peace and Security agenda in the country in line with UNSCR 1325 and subsequent resolutions. The intervention also builds on the value of strategic partnerships, thus contributing to SDG 17: (Strengthen the means of implementation and revitalize the global partnership for sustainable development) by building broad partnership between the UN System, international development partners, RECs such as SADC, and local civil society institutions for the long-term stability and development of Lesotho.

*Peacebuilding and Sustaining Peace Agenda:*

Sustaining peace, underpinned by people-centred approaches and national ownership, is the goal of the various Government of Lesotho efforts with UN and development partners' support, to achieve long-term conflict prevention and peacebuilding objectives. To this end, this project supports inclusive national political dialogue built on the notion of sustaining peace as a shared task and responsibility of the government, supported by national, regional and international stakeholders, including the marginalized segments of the Basotho population such as women and youth, and prioritizes proactive prevention of crisis through inclusive political dialogue, strengthening of security institutions and the promotion of reconciliation. The intervention advocates for a more strategic, integrated and coherent international engagement in support of country-led efforts on peace, security and human rights to build a peaceful and resilient Basotho society. The project strengthens and leverages partnerships beyond the Government and UN, to include civil society and local actors, regional and sub-regional organizations, bilateral and multilateral donors. The project partners with and recognises the lead role and comparative advantage of SADC in Lesotho's stabilisation; and, through partnering with the UN PBF, fosters UN interagency collaboration with DPA, OHCHR, UNDP and UN Women to deliver catalytic, coordinated and strategic support to Lesotho.

*Lesotho UNDAF:*

The new Lesotho UNDAF comes into effect in 2019. The new UNDAF has articulated three Strategic Pillars, namely: 1. Accountable Governance, Effective Institutions, Social Cohesion and Inclusion; 2. Sustainable Human Capital Development; and 3. Sustainable and Inclusive Economic Growth for Poverty Reduction. This project will directly contribute to Outcome 1 under Strategic Pillar 1: *By 2023, government and non-governmental institutions deliver their mandates and uphold good governance, rule of law and human rights, with all people having improved access to justice and participating in social and political decision-making processes in a peaceful environment.*

## II. Project content, strategic justification and implementation strategy

### a) Description of the project content

#### 1. *Strategic Justification in Relation to Conflict Analysis*

The need and the opportunity to consolidate stability and prevent future crises make Lesotho an ideal case for PBF support through the Immediate Response Facility. The stabilising presence of the SADC Oversight Committee and SAPMIL, and the Government's and other stakeholders' expressed commitments, provide an opportunity for the UN Peace Building Fund (PBF) to support a catalytic process of national dialogue and quick-win measures in the security sector which in order to forge a national consensus and create an enabling environment for the proposed comprehensive reforms. The government has articulated its vision and plans for the reforms through the Reforms Framework and Roadmap document (*The Lesotho We Want: Dialogue and Reforms for National Transformation - Vision, Overview and Roadmap*) which was formally endorsed by the SADC Double Troika Summit in April 2018. At the same time, civil society organizations have articulated their own views while opposition parties have aired their conditions for participation in the reforms. A structured and iterative national dialogue would help in forging consensus on the way forward for an inclusive and participatory process. It would also provide an opportunity for Basotho to agree on actions for ensuring long-term reconciliation and national unity. The current domestic demand for change and the regional attention on Lesotho provide an opportunity for the PBF to execute its mandate by catalysing a promising stabilisation and peacebuilding project.

Specifically, the responsive and flexible nature of PBF's Immediate Response Facility will allow the needed timely preventive action despite the risks and uncertainty. While the continued political tensions and disquiet in the security services increase the unpredictability of the situation in Lesotho, PBF support would allow the UN to go beyond its regular programming to support the Government and collaborate with SADC and civil society groups to tackle and mitigate risks by, foremost, initiating a national political dialogue. The frequent collapse of governments and repeat elections; and the June 2015 and the September 2017 assassinations of LDF commanders and the subsequent deployment of the SAPMIL in December 2017 are indicative of the unpredictable political and security environment in Lesotho. An inclusive, participatory and structured national dialogue would help generate political and societal consensus on the future stability of the country and the reform and reconciliation processes necessary for such a future.

The unresolved status of the soldiers formerly detained, court-martialled, suspended or exiled following allegations of a mutiny in 2015 remains a serious concern, compounded by the report of missing weapons of war following a SADC-led audit of the LDF armouries. Resolving the status of these soldiers including their rehabilitation and reintegration would help build trust and confidence in the political reforms processes and create a stable security environment for national dialogue and reforms. Encouraging internal dialogue and visioning within the security sector would also create ownership and reduce fear and uncertainty within the sector. Thus, to prepare the security sector for a constructive engagement in the national dialogue and reforms, the project will support the analysis and assessment of the security

sector that will lead to the development of a Security Sector Assessment Report and a Strategic Vision Document which would form the basis for the sector's engagement with the public during the dialogue and drive future reforms. As part of interim stabilisation and human rights mainstreaming measures, the security sector will also benefit from capacity building on inter-agency coordination and collaboration, Codes of Conduct and Standard Operating Procedures, civil-security agencies relations, human rights and UN Conventions, crises management and leadership. This will create increased understanding of rule of law and respect of human rights by personnel of the LDF, the LMPS, the National Security Service (NSS) and the Lesotho Correctional Services (LCS), all of whom have been implicated in unlawful acts including mistreatment and torture of suspects and inmates. These trainings would in turn enhance public trust in the security services and contribute to the future reform of the sector. The Office of the High Commission for Human Rights (OHCHR) will play a leading role in ensuring that capacity building for the security sector is human rights-centred. The project also presents an opportunity for the security sector to re-orientate itself and mainstream gender across its programme, processes and procedures. The participation of the UN-Women is critical in the achievement of this result.

A coherent and professional communication strategy would ensure that stakeholders have the correct information, enhance participation and reduce anxiety among those who may feel targeted by the reforms. Communication training will be provided to existing intra-government communication teams, key stakeholders involved in the national dialogue and reform process, and local media houses and outlet to ensure a comprehensive operationalisation and roll out of the communication strategy. It would also increase the understanding of the UN and PBF role in peacebuilding and national reconciliation efforts.

The project offers an opportunity to further solidify the partnerships and cooperation between SADC and the UN in support of Lesotho. SADC's presence provides a critical but time-bound window of stability. This window of stability could be expanded through a synergistic and risk-tolerant cooperation and catalytic PBF support. A Memorandum of Understanding (annexed) has been signed between the SADC Secretariat and UNDP. SADC will play a lead role in facilitating the political-level national dialogue through the National Leaders Forum, and provide a supportive presence in the other levels of the dialogue. The multiagency (UNDP, UN-DPA, UN-Women and OHCHR) approach of this project will further strengthen UN coordination and collaboration with a Regional Economic Community (REC) such as SADC for future strategic and sustainable engagement in the region beyond Lesotho. The engagement will also provide important lessons-learning for future collaboration with SADC and/or other RECs in Africa.

The proposed reforms present a unique opportunity for the entrenchment of gender equality in political processes. This PBF-funded project will catalyse gender equality and women empowerment by supporting the Government to ensure that at least 30% participation will be accorded to women across all project activities and interventions. UN-Women will provide capacity building to ensure women's strategic and robust participation in the dialogue and reform process. Recommendations from the National Women Conference will feed into the broader reform process. This will also contribute towards the implementation of a strong women, peace and security agenda and to advocate for the Government of Lesotho to commit to developing its National Action Plan (NAP) on Women, Peace and Security in line with UNSCR 1325.

At the same time, the National Dialogue will allow UN agencies to provide technical assistance towards strengthening youth participation in politics and all sectors. Youth groups will be mobilised through the local implementing partners. In particular, the Lesotho Council of NGOs will mobilise youth groups to participate in the district-level consultation as well as National Plenaries of the dialogue.

## ***2. Project Activities and Results***

**The overall objective** of this Project is to facilitate the process of consensus building and dialogue towards National Reforms in Lesotho. The Project **overall outcome** is a more united Lesotho with a commitment to implement political reforms aimed at addressing the causes of recurrent crises and building sustainable peace and stability in the country.

To achieve this, the project will be guided to by three specific and interrelated outcomes.

### **Outcome 1:**

By 2019, there is a national agreement on the content and processes of comprehensive political reforms and national reconciliation in Lesotho with increased public and donor support.

**Output 1.1: National Leaders Forum (NLF) established and convened:** To achieve the stated output, the project in collaboration with national implementing partners will facilitate the following actions:

- (i) Retreat for the Governing Coalition: This is intended as the starting point for agreement and consensus building among the governing parties.
- (ii) Shuttle Diplomacy between Governing Coalition and other Political Parties: This will include consultations around the conditions set by the opposition parties for their participation in the national dialogue and reform and to prepare the creation and participation by the opposition in the National Leaders Forum (NLF).
- (iii) Popularisation of the Roadmap: This will ensure as many stakeholders as possible understand the Roadmap ahead of the national dialogue.
- (iv) National Leaders Forum (NLF): The National Leaders Forum will bring together political leaders to seek a political-level consensus and a common front for the broader national dialogue. SADC and CCL will lead in facilitating of the NLF.
- (v) Launching of the national dialogue and convening of donor consultation on Lesotho reform process: As part of broader strategy for the Lesotho reform process, the project through the Office of the UN-RC/UNDP-RR and the Government of Lesotho will be officially launched. The launching of the project will also be used by UNDP support to convene a donor conference to mobilise resources for the broader reform agenda. Donors and development partners within Lesotho and South Africa will be mobilised to participate in the conference.

**Output 1.2: Two National Dialogue Plenaries held (separated by district-level consultations, see Output 1.3, below):**

- (i) National Dialogue Planning Committee (NDPC) formation, induction and planning Meetings: The NDPC will be responsible for formulating guidelines for and planning the National Dialogue Plenaries and the district-level consultations. The NDPC will also be responsible for the enforcement of the rule of 30% women and your representation in the dialogues.

- (ii) Capacity building for Women in Dialogue Process and National Women's Conference (NWC): This dual activity will ensure the preparation of women delegates to the National Dialogue Plenaries, and the convening of a National Women's Conference to articulate a women's position on the dialogue and reform process.
- (iii) National Youth Conference: To ensure the participation and integration of youth views and voices into the dialogue and reform process, a National Youth Conference will be convened to generate the position of the youth in the process.
- (iv) Two National Dialogue Plenaries (NDPs): The first NDP will define and explore the issues of contention in Lesotho and their implications for reconciliation; discuss the rationale for the proposed reforms; and form Task Groups. It will also review guidelines for the district-level consultations. The second NDP will receive Task Group reports and district-level submissions and draw recommendations and conclusions of the NDPs.
- (v) National Dialogue Follow-up and Reporting: At the end of the two plenaries, the NDCP will engage in follow up activities and meeting and will present a report to the government at a date which will be agreed by all parties.

**Output 1.3: District-level consultations undertaken with participation of Women & Youth:**

- (i) Training of 33 facilitators, 11 supervisors and 11 coordinators: The Lesotho Council of NGOs (LCN) with network across the entire 10 districts, supported by UN Women, will lead in the implementation of this aspect of the project.
- (ii) 76 Community consultations: These consultations are based on the Lesotho local government structure of 1 municipal council, 11 urban councils and 64 community councils. At least 30% of participants are the district consultation will consist of women and youth.
- (iii) Review and Consolidation of Community Resolutions: After the consultations, LCN and UN Women will consolidate the resolutions from the various communities for presentation in the second Plenary NDP.

**Outcome 2:**

By 2019, tensions and divisions within and amongst security services are reduced thereby enhancing the participation of the sector in the national dialogue and reform processes and enhancing public trust.

**Output 2.1: Members of the Security Services and their families reintegrated and rehabilitated:** This activity will help build trust and confidence within the security services by addressing unresolved issues surrounding soldiers formerly detained, court-martialled, suspended or exiled following allegations of a mutiny in 2015 in order to create a conducive environment for national dialogue and reforms.

- (i) Counselling, psychological support services aimed at rehabilitating and reintegrating affected security personnel: To be undertaken by SADC and CCL. The project is targeting 360 army personnel, 85 members of the LMPS and 60 NSS members.
- (ii) Formation and Capacity Strengthening of Uniformed Services Chaplaincy: To be led by CCL with SADC support

**Output 2.2: Internal dialogue held within the Security Sector and a strategic vision developed:** The project will create opportunity for engagement of the security sector to

ensure their constructive participating in the national dialogue and reform process. Internal dialogue between and among the Lesotho Defence Force (LDF), the Lesotho Mounted Police Service (LMPS), the Lesotho Correctional Services (LCS) and the National Security Service (NSS) will ensure informed contribution to the national dialogue; and lead to a strategic vision document for the sector; and contribute to collaborative coexistence of the agencies and better relations with the public. This aspect will be led by SADC and OHCHR and supported by UN Women.

- (i) Analysis and Assessment of the Security Sector: The product of which will be an assessment report. The OHCHR will support the analysis and assessment process to ensure that human rights principles and standards are adequately considered and the due diligence principles of do no harm underscores the analysis and assessment.
- (ii) Dialogue and development of a Vision Document: Internal dialogue will lead to a vision document articulating the kind of security agencies Lesotho wants, future relationships between the various agencies, the processes of internal reforms and an implementation plan. This will lay the ground for the security sector reforms which are outside of the scope of this project.

**Output 2.3: Gender Mainstreaming Strategy Developed for the Security Sector**: The project as indicated presents a unique opportunity for the Government, with PBF to support the entrenchment of gender equality in political processes. Therefore, in an effort towards a National Action Plan (NAP) on Women, Peace and Security in line with UNSCR 1325, the project will support the development of gender mainstreaming strategy for the security sector. The development of a gender mainstreaming strategy will help begin the process of ensuring that security sector participation in the national dialogue and reform process is gendered balanced. To achieve this output, the project will support one key action:

- (i) Development of Gender Mainstreaming Strategy: UN-Women will lead the development of a strategy that will guide all the security sector in Lesotho to move toward gender balance.

**Output 2.4: Understanding of the rule of law and respect for human rights strengthened through training**. As part of the national dialogue and reconciliation process, Basotho will be keen to see a willingness by their security agencies to increase their understanding of rule of law and respect for human rights. This will help imbue the dialogue with immediate corrective measures to ensure non-repetition of human rights violations for the sake of national healing and reconciliation past failures in respecting human rights and rule of law will enhance the preparation of the security sectors for their participation in the national dialogue and inform their visioning. OHCHR and SADC will lead in the implementation of this output and the following training will be delivered:

- (i) Training on inter-agency coordination and collaboration: This is intended to build the capacity of the security sector to understand how to engage, coordinate and collaborate with each other. This is informed by the historical precedents of individualised approach by the different sector sectors in times of political and democratic crisis. This is particularly important at this stage to ensure that all the security sector work together in presenting their positions on the dialogue and reform process.
- (ii) Training on Code of Conduct for Security in a democratic setting and on Standard Operating Procedures: Evidence indicates that the security sector has been involved political and democratic crisis in Lesotho in recent period. Their involved contravenes the code of conduct for security and the known international operating procedure for the security sector in a democracy. As Lesotho embarks on a National Dialogue and Reform process, it is important that the security sector is brought onboard to

participate but more critical that their participation is informed by their understanding of the remit of the security in a democratic engagement and discourse.

- (iii) *Training on civil-security relations*: Security sector participation in the dialogue and reform process will result to interacting and working closely with civil society. This training is therefore important in preparing the security sector to understand the different levels of expectation and possible leadership involved in civil affairs.
- (iv) *Training on human rights and UN Conventions*: understanding human rights principles and UN conventions especially those the Lesotho has signed and ratified is equally important in preparing the security sector to understand their responsibilities as institutions of the State, but also in resetting the mindset in terms of expectations in both the dialogue process and broader reform agenda.
- (v) *Training on leadership and crisis management*: This training is directly linked to the national dialogue and will focus on preparing the top leadership of the security sectors to understand the nexus between the security context civil contexts and the engagement with the public. The last two elections and political stalemates witnessed the active participation of the security sector in the political and democratic process including a near full scale fall out between the Lesotho Defence Force and the Lesotho Mounted Police Service. This training will provide a safe space for a dialogue and lessons-learning between the two services on how to collaboratively manage future crises.

### **Outcome 3:**

By 2019, a more informed Lesotho constituency is actively participating in political reforms and reconciliation efforts due to greater access to timely and accurate information on the national dialogue and reform processes.

The sensitive nature of the dialogue and reforms require that the public has accurate, unbiased and coherent information. This would also enhance informed stakeholder participation.

### **Output 3.1: Capacity for coherent, timely and accurate communication on national dialogue and reforms enhanced**

- (i) *Development of a comprehensive communication strategy for the national dialogue and reform process*: A consultant will be recruited at the initial stage of the project to develop a national communication strategy on the national dialogue and the reforms.
- (ii) *Development of Communication Strategy for the Security Sector*: The project will support the development of communication strategy for the security sector for increased public trust and confidence in the proposed reform.
- (iii) *Training of existing intra-government communication team and stakeholders in in National Dialogue*: This training will target both government officials and members of the NDPC to build their capacity to share correct information, enhance participation and reduce anxiety among those who may feel targeted by the reforms.

**Output 3.2: Communication Strategy Operationalized**: The development of the communication strategy will be supported by accompanied by the sensitisation and roll of the communication strategy.



- (i) Sensitization of media on the national dialogue: Media houses will be engaged and sensitised on the national dialogue to ensure that communication is coordinated and consistent.
- (ii) Development of information and public education materials and roll-out:
- (iii) Conduct perception surveys to assess public interest, knowledge and hope in achieving political stability in Lesotho. In this activity, the UN will partner with the Germany Agency for International Cooperation (GiZ) with whom UNDP carried out a Citizen Participation Survey in 2017.

#### b. Project result framework

A detailed project result framework outlining all project results, outputs, activities with indicators, baseline and target is contained in **Annex B**.

#### c. Theory of change

The overarching outcome is a united and secure Lesotho with a commitment to implement political reforms aimed at addressing the causes of recurrent crises and building sustainable peace and stability in the country.

The project theory of change: If a participatory and structured multi-stakeholder national dialogue is held with due attention to human rights, youth and women empowerment, and measures taken to address the fears and needs of opposition stakeholders including within the security sector while keeping the public informed in a timely, professional and unbiased manner, then a deeper crisis will be prevented, a broader political and societal consensus built, and a conducive environment created for the participatory and inclusive implementation of proposed political, constitutional, legislative, sectoral and institutional reforms to safeguard the long-term stability and development of Lesotho, gender equality and human rights. In seeking to address these intermediate needs, the basic assumptions are that: i) inclusive national dialogue is a viable means to achieve political and societal consensus on fundamental and sensitive changes such as the ones proposed in the Framework and Roadmap document; ii) that deliberately engaging members of the security agencies through addressing their needs and fears would help to turn the security sector personnel into allies rather than just targets of the reforms and thereby enhance security and stability; and iii) proposed national dialogue provide the single-most important avenue to re-engineer gender and age relations and empower women and youth in Lesotho.

#### d. Project implementation strategy

The United Nations has prioritized the prevention of crises and conflicts that take a high toll on humanity and undermine institutions and capacities to achieve peace and development and protect human rights. The proposed project fits within the framework of the **Sustaining Peace Agenda** which emphasizes nurturing peace at all stages of conflict and in all its dimensions and preventing the outbreak, escalation, continuation and recurrence of conflict. Lesotho presents a unique challenge of cyclical political instability and insecurity which have continued to retard development, peace and human rights and whose long-proposed remedy is comprehensive constitutional, sectorial and institutional reforms.

The project involves the implementation of a wide range of interconnected activities and interventions including, political engagement and shuttle diplomacy with strategic political

stakeholders, community and district consultations, capacity building and training on human rights, code of conduct, SOPs, and gender, a series of security sector-focused activities in preparation for national dialogue and reforms, development and roll out of communication strategy. It also involves support for forums for consultations, convening of national women conference, security sector reintegrated and rehabilitated programme and most importantly the convening of a structured national dialogue consisting of a political-level leaders forum, district-level consultations and national plenary sessions with due consideration for age and gender representation at all levels.

To implement the related and connected activities and interventions, the project will adopt two prong approaches. Firstly, the project will support immediate measures which will prevent a deterioration of the political and security environment and secondly it will pave the way for the implementation of broader structural reforms for longer-term stability. Immediate measures targeting the security agencies would both stabilize the country and turn the security sector into allies for the reforms and therefore enhance the environment for longer-term reforms while averting a possible deeper crisis.

### **Geographic Scope**

This project will cover the entire country, but will place high premium on national participation. Seventy-six (76) district and community level consultations will be held to cover all the 10 districts in Lesotho, on the basis of Lesotho Local Government structure as follows: *1 municipal council, 11 urban councils and 64, community councils*. Therefore, the project outlook is national while ensuring broader and inclusive participation of all peoples across the country.

### **Gender Equality and Women empowerment**

The proposed reforms present a unique opportunity to re-engineer society, starting from the constitutional level, to entrench gender equality and empower Basotho women including their participation in peace and security. Capitalizing on this opportunity will require the deliberate mainstreaming of gender and women considerations in all stages of the reforms. In the proposed project, gender considerations will be mainstreamed in the national dialogue and in the training of members of the security agencies. At least 30% of participants across project activities and interventions will consist of women. A monitoring and evaluation framework with measurable performance target will be developed to regularly monitor, track and assess progress towards achieving the 30% target. The participation of UN-Women is central to achieving this strategic target.

### **Youth Participation**

Given Lesotho's young population, a successful re-engineering of the country through the proposed reforms would necessarily have to pay attention to this critical segment of the population. This project will mainstream the participation of the youth through ensuring that the guidelines developed by the National Dialogue Planning Committee lay out clear provisions for the participation of representatives of youth groups in the national dialogue at both national plenary and district levels.

### **Human Rights-Based Approach (HRBA)**

The proposed project will consistently mainstream human rights norms and standards across all project activities and interventions. Specifically, the project will ensure the application of Human Rights Due Diligence Policy (HRDDP) “on do no harm” in the reintegration and rehabilitation of affected security sectors personnel and ensure that the review of accountability mechanisms, code of conducts, and national dialogue and the visioning process are human right centred. The on-boarding of dedicated human rights capacity and support from OHCHR will be central to achieving this strategy.

### **Justification for Target Beneficiaries;**

#### **(i) Political Parties:**

Two successive coalition governments (2015-17; 2017 to-date) promised to undertake reforms and stabilize the country. The current Coalition Government has presented a roadmap and held a series of consultations on the reforms. However, the greatest challenge remains the ability of the government to build societal and political consensus on the reforms. An opposition coalition of 8 parties has outlined preconditions for participation in the reforms, one of which is the return and guarantee of safety for the former deputy prime minister who fled into South Africa soon after the elections in 2017. Nevertheless, the opposition parties were among the 20 political parties which signed the Reforms Pledge ahead of the 2017 elections, in which they committed to the reforms and the national dialogue. Therefore, bringing political together through the National Leaders Forum is one of the key interventions of the project in outcome 1 aimed at generating a political consensus on the reforms.

#### **(ii) Security Sector:**

Lesotho security agencies (LDF, LMPS, LCS and NSS) have all been accused of political meddling, human rights violations, disregard of the law. In the LDF, there have been 2 cases of high-level assassinations in 2015 and 2017. This has led to unpredictable environment in Lesotho and genuine fear of truncation of democratic processes especially after the failed coup attempt in 2014 and alleged mutiny in 2015. The security sectors will directly benefit from the project interventions as outlined in outcome 2.

#### **(iii) Women and Youth:**

The project through support from UN-Women will target women to ensure the robust and informed participation of women as a way of mobilising for a national action plan on Women Peace and Security in line with UNSCR 1325. In addition to women, nearly 40% of Lesotho population is classified as youth between the age of 15 and 35 years by the 2015 Lesotho National Human Development Report<sup>9</sup>. The report notes that youth development outcomes are low on political and civic participation compared to education and employment<sup>10</sup>. A 2012 youth survey by the Government of Lesotho and UNDP recommended that youth participation should be enhanced in all spheres of civil and political life<sup>11</sup>. Therefore, capturing the voices and aspirations of this key population in all aspects of Lesotho’s national reforms is imperative. Therefore, women and youth are specific target beneficiaries of the project and the

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<sup>9</sup> Although the UN definition of youth is between the age of 15 and 25, Lesotho like many African countries categorizes youth to be between the ages of 15 and 35. This project document uses the Lesotho national definition of youth.

<sup>10</sup> Lesotho National Human Development Report, 2015, Leveraging the Power of Youth to Promote Human Development

<sup>11</sup> Lesotho Youth Empowerment Survey of 2012

project has devoted 30% of all activities to women and youth participation in the dialogue and reform process.

(iv) Lesotho Communities:

An important and critical dimension of the project, which is captured under the result framework is the extent of community participation and inclusion in the process. To ensure broad based and inclusive participation, the project has planned 76 district and community consultations<sup>12</sup> to ensure that views and positions of the various communities are captured, reviewed and integrated into the dialogue and reform process. This makes the Lesotho communities an important beneficiary of the project.

The project timing is captured in the Gantt chart below:

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<sup>12</sup> These will be implemented in partnership with the Lesotho Council of NGOs (LCN) who have additional funding support from the European Union.

Outcome/Output/Activities		Month May 18 -Oct19																	
		May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
<b>Outcome 1: By 2019, there is a national agreement on the content and processes of comprehensive political reforms and national reconciliation in Lesotho with increased public and donor support.</b>																			
Output 1.1: National Leaders Forum (NLF) convened	• Pre-NLF consultation/retreat by governing coalition parties																		
	• Shuttle consultations between coalition parties & opposition/other parties																		
	• Popularization of the Road Map																		
	• National Leaders Forum																		
Output 1.2: Two multi-stakeholder dialogue National Plenaries convened by the National Dialogue Planning Committee (NDPC)	• Planning meetings of the NDPC, formulation of guidelines for the Plenaries and In-District Consultations & Induction of NDPC																		
	• Capacity building for women nominated to participate in the National Dialogue and convening of National Women's Conference																		
	• Plenary I of the National Dialogue																		
	• Plenary II of the National Dialogue/Conclusions																		
	• National Dialogue follow-up activities including report and dissemination.																		
Output 1.3: In-district consultations undertaken with participation of women and youth	• Training for 33, facilitators, 11 supervisors and 11 Coordinator																		
	• 76 consultations at the community level across 10 districts																		
	• Review and consolidation of Community Resolutions																		
<b>Outcome 2: By 2019, tensions and divisions within and amongst security services are reduced thereby enhancing the participation of the sector in the national dialogue and reform processes and enhancing public trust.</b>																			
Output 2.1: Members of the Security Services and their families reintegrated and rehabilitated	• Counselling, psychosocial support services																		
	• Reintegration & rehabilitation of security Officers																		
	• Formation and capacity strengthening of Uniformed Services chaplaincy																		
	• Officers' Spouses Forum formed and strengthened																		
Output 2.2: Security sector vision	• Analysis and assessment of the SS leading to the development of Assessment Report																		

developed and communicated	• Intra and Inter Service dialogue, and visioning for the security sector (Vision document)																			
	• Security Sector engagement with Public & key stakeholders																			
	• SS Reform Implementation Plan developed																			
	• Development of Security Sector Public Communication Strategy																			
Output 2.3: A gender mainstreaming Strategy developed for the security sector	• Develop a gender mainstreaming strategy for the Security Sector – consultations, drafting and validation																			
Output 2.4: Understanding of the rule of law and respect for human rights strengthened through training	• Training in managing inter-agency coordination and collaboration																			
	• Training on Codes of conduct and Standard Operating Procedures																			
	• Training in Civil-Security relations																			
	• Training on human rights, and UN Conventions																			
	• Crisis Management Training for Security Sector																			
	• Leadership Training for Officers																			
Outcome 3: Participation of Basotho in the reform and reconciliation processes and effort enhanced through timely and accurate communication and information management by 2019																				
Output 3.1: Capacity for coherent, timely and accurate communication on national dialogue and reforms enhanced	• Recruitment of a communications expert to develop a Communication Strategy on the National Dialogue and Reforms																			
	• Training of existing intra- government communication teams																			
	• Communication training for key stakeholders involved in the National reform process																			
Output 3.2: Communication Strategy Operationalized	• Sensitization of local media houses on the national dialogue and reforms																			
	• Development of Information, Education and Communication materials																			
	• Validation and roll-out of a communication strategy																			

### III. Project management and coordination

#### a) Recipient organizations and implementing partners

**UNDP Lesotho** is the UN Recipient Organisation for this project. It will manage the funds allocated for the project's activities by the Government of Lesotho, SADC, LNC and CCN as Implementing Partners.

- i. **SADC**: has the convening power and access to high level political stakeholder across political divides in Lesotho and can use such influence to mobilise them for an inclusive and participatory national dialogue. The experience of SADC in supporting and reforming security sector in region makes them an important and invaluable partner to the project
- ii. **LCN**: is the most recognised and reputable NGO network in Lesotho and has the capacity to mobilise people and communities through the country. They are also highly respected in Lesotho for their influence and access to political leaders across the divide. LNC's knowledge and network will be crucial for the district and community consultations.
- iii. **CCL**: The CCL and the Heads of Churches have a strong moral influence over the political stakeholders and possess the capacity to convene political consultations at the highest level. They will play crucial role in convening the National Leaders Forum and in mobilising religious groups impress upon political stakeholders to participate in the national dialogue process.
- iv. **UN-Women** will collaborate with UNDP to mainstream gender across project activities and interventions. The UN-Women will also lead in specific activities such as capacity building for women nominated to participate in National Dialogue and women members of the NDCP, convening of National Women's Conference (NWC) and development of gender mainstreaming strategy for security sectors
- v. **OHCHR** will collaborate with UNDP to ensure mainstream human rights norms and standards across all project activities and interventions and ensure the application of Human Rights Due Diligence Policy (HRDDP) "do no harm" in the reintegration and rehabilitation of affected security sectors personnel and other related security sector training. A Human Rights Officer will be embedded in the project team.

#### b) Project management and coordination

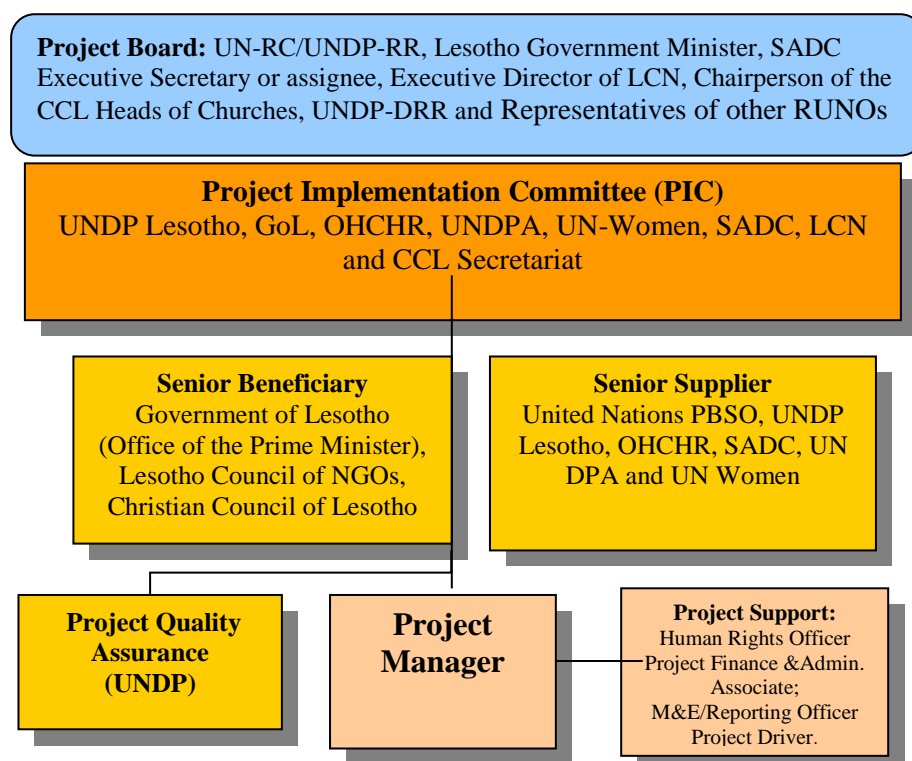
##### *i. Project management:*

##### Project Management Modality

The Project will be executed by UNDP as the convening organisation under the Direct Implementation Modalities (DIM) in collaboration with the Coordinating Government Ministry. UN-Women and OHCHR will provide specialised technical support on gender, women empowerment and human rights respectively. Majority of the activities will be implemented jointly by UNDP and Government of Lesotho, while SADC, LCN and CCN (implementing partners) will execute specified activities as will be detailed in the Integrated Annual Work Plan (IAWP).

### Project Management Structure

The project will adopt a two-tier structure: The Project Board, which will have policy and strategic oversight functions and the Project Implementation Committee (PIC) responsible for the day-to-day management of the project through the Project Management Unit (PMU).



#### *ii. Management Arrangements*

- The Project Board shall serve as the overall policy and decision-making mechanism, ensuring that the project is achieving its overall strategic objectives and delivers results as intended. Specifically, the board approves the Annual Work Plans (AWP), and provides strategic direction for implementation of the project. The Project Board will be co-chaired by the assigned Government Minister and the UN- RC/UNDP-RR and shall consist of senior representatives of the RUNOs, the SADC Executive Secretary or assignee, Executive Director of LCN and Chairperson of the CCL Heads of Churches. The board shall meet quarterly to review progress and strategic direction of the project whilst providing guidance and ensuring accountable and responsible implementation. UNDP will serve as the Secretariat for the Project Board. The Board may summon a ***Special Meeting*** to discuss any urgent matters that could strategically influence the project outcomes.
- The Project Implementation Committee (PIC) will consists of technical representatives of the RUNO and all the implementing partners. The PIC will be chaired by UNDP and will have responsibility of reviewing and validating the AWP for approval by the board, review progress with recommendations, provide implementation oversight and monitoring, oversea internal and external evaluation. It shall meet at least once a month and undertake a peer review and track progress. Other stakeholders may be co-opted by the PIC as



appropriate. The Project Management Unit (PMU) will serve as the Secretariat for the PIC.

- The Project Management Unit (PMU) will be responsible for the coordination of the implementation of all project activities. It will work closely with the PIC and report directly to the Project Board and the UNDP Deputy Resident Representative. The PMU will be the custodian of the approved Integrated Annual Work Plan (IAWP) and will ensure that implementing partners' activities are in line with the IAWP and that the project produces the outputs and results specified in this project 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 PMU will be headed by the Project Manager who can escalate issues and risks to the project board through the PIC
- The Project Team will include the Project Manager who will have the Overall responsibility of project implementation including the management of the team project and engaging with Implementing Partners to ensure timely and value based project delivery. There will be a Human Rights Office from OHCHR who will be responsible for ensuring the mainstreaming of human rights principles and due diligence across the project activities. The Project Manager will be supported by the Project Finance and Administrative Associate, who will ensure finance and administrative efficiency and effectiveness of the project including ensuring timely financial reporting by implementing partners and preparation of financial report to PBF. The third project staff will be the M&E/Reporting Officer who will have responsibility of project monitoring in order to track progress against outputs and targets. The project driver will be dedicated to ensuring mobility of the project team. The project involves different layers and levels of consultations and movement, hence the need for a project driver.

### *iii. Project Quality Assurance*

UNDP will provide overall project quality assurance on behalf of the Project Board. The Project Manager and the M&E/Reporting Officer will ensure that quality assurance processes are set up in ATLAS and monitored and updated regularly.

### *iv. Coordination*

Close coordination will be established with other related projects by other international partners. Specifically, the project will be implemented in synchrony with partners who are supporting or have expressed willingness to support reforms in Lesotho. In this regard, the UN-RC/UNDP-RR has initiated a Coordination Forum between the UN, the European Union and SADC. While this forum is initially focused on support to the national dialogue, it will be expanded to bring on board other international partners such as the Commonwealth Secretariat who has been approached by the Government to support public service reforms. UNDP has engaged the Commonwealth on this requested support. The EU is providing support to civil society organizations, including LCN. UNDP has held meeting with both the EU and LCN and agreed on coordination and complementarity in the use of the resources for value enhancement. SADC's lead role in some of the project outputs further ensures

synchrony not only in the activities of this project but also other activities towards the implementation of SADC Decisions for enhanced stability in Lesotho. Any new or emerging interventions around the reforms in Lesotho will be integrated into the Coordination Forum. The UN has offered to convene, in partnership with the Government and SADC, a Donor Conference on Lesotho Reforms to bring the project to the attention of donors and to mobilise additional resources.

### c) Risk management

The project risks and mitigation strategies are captured in the table below:

Risks to the achievement of PBF outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
Boycott of the dialogue and reforms process by opposition parties due to unmet conditions	High	Low	<p>The UN, with support of SADC, will work closely with all political parties, religious and civil society leaders to ensure the participation of as many political parties as possible.</p> <p>In terms of mitigation, the proposed National Leaders Forum is intended as a political-level problem-solving forum and all efforts will be made to ensure its functioning. The UN, SADC, CSOs and international partners will leverage their collective advantages to encourage all parties participate and submit some of the issues at the dialogue rather than make them preconditions for participating.</p>
Disruption of the reforms process by disaffected or worried members of the security agencies	Low	Low	<p>The project specifically seeks to reduce this risk by reintegrating a section of security sector who could otherwise be a source of disaffection. The presence of SAPMIL in the country is intended to mitigate this risk with a possible extension of the mission if it were to become necessary.</p> <p>Targeted and sector-specific information sharing along-side a national communication strategy will ensure that all sectors to be affected by the reforms are well-informed about their objectives.</p>
Disagreements within the coalition government could make consensus-building difficult and, at worst, lead to new elections which could disrupt implementation.	Low	Low	<p>In case of serious disagreement within the government, coalition partners will be encouraged to activate the provision for international mediation contained in The Coalition Agreement.</p> <p>Close monitoring of political dynamics and consensus building efforts will be deployed in partnership with SADC and national dialogue facilitators.</p>
Competing priorities with the Reforms Agenda	Low	Low	The UN will work closely with all stakeholders particularly the Government to ensure activities do

			not clash and key actors have different tasks from the PBF teams.
Politicisation of the Project	Low	Medium	The Project will also be managed by an International Project Manager to ensure neutrality in dealing with partners and political stakeholders
Neglecting of accountability and human rights issues in favour of a superficial 'reconciliation.'	Medium	Medium	The Office of the High Commission on Human Rights (OHCHR) will ensure that rehabilitation and human rights issues are fully mainstreamed in the dialogue within the security sector in line with UN Human Rights principles to ensure that " <u>No Harm is Done</u> "
Unintended exclusion of minority/marginalised and weak groups in more technical dialogues	Medium	Medium	The Project will work with UN-Women and CSOs to ensure participation of minority/marginalised groups in the project implementation.

#### d) **Monitoring and evaluation**

##### **Monitoring Framework and Evaluation**

- In terms of monitoring and evaluation, the project will be subject to UNDP's current monitoring and evaluation procedures. The Project will be monitored throughout its duration, reviewed substantively on quarterly and annual basis and evaluated in accordance with the requirements of the Board. The focus of M&E will be at the level to determine the impact that the project has had on the work of the peace and stability of Lesotho.
- All project activities will be closely monitored by UNDP. The project shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP.
- The Project will recruit a dedicated Monitoring and Evaluation/Reporting Officer who will be responsible (with oversight from the Project Manager) for M&E/Reporting responsibilities. 5% of the total project budget (100,000 USD) has been set aside for M&E related costs including the cost of final project evaluation. Below is a summary of M&E budget consideration:
  - Final Project Evaluation: 60,000 USD
  - M&E Officer 40,000 USD; perception survey - 25,000 USD; monitoring visits - 4000 USD; knowledge management/dissemination - 8000 USD.
- The Project will be guided by the following documents, which will be produced within the first three months for endorsement and approval by the Project Board.
  - A Monitoring & Evaluation Framework, which finalizes the baselines, impact, outcomes and outputs with associated indicators and means of verification as based on the Project's Results and Resources Framework.
  - A Monitoring & Evaluation Plan, which schedules all major M&E activities.

- 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.

In accordance with the project 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, and against budget, including a Narrative and Financial report.
- An Issue Log shall be activated in Atlas and updated by the UNDP Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see risk matrix above), 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 Report (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available.
- A project lesson-learned log shall be activated and regularly updated to ensure ongoing learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

***Annually:***

- An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and Partners.
- 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 Integrated Annual Work Plan (IAWP) 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.

A final evaluation of the project will be undertaken at the end of its period to draw lessons and apply these to possible follow-on assistance activities. *Please see the M&E Plan in the annexes.*

**e) Project exit strategy/ sustainability**

The project will precede the reform process which is already part of the Government of Lesotho post-2017 election plan and agreement and is articulated under the Road Map. This project is therefore a pathfinder to the broader reform agenda and the consensus outcome of the Lesotho National Dialogue process will feed into follow-up action to operationalize the Road Map. In particular and through the Office of the UN-RC/UNDP-RR, the Government

of Lesotho with UNDP support intends to convene a donor conference to mobilise resources for the reforms.

#### **IV. Project budget**

In summary, 57% of the total budget is allocated to direct project activities. Outcome 1 is allocated 24% of the overall project cost, outcome 2 allocated 23%, and Outcome 3 received 10% of the total project cost.

Within the direct project activities, at least 30% of all project participants will be women and 8% of the project budget is also allocated directly to activities that specifically target women alone. An allocation has been made for a youth conference as part of the national dialogue, and agreements reached with partners for inclusion of young people aged between 18 and 35 in all activities of the national dialogue.

The budget for travel considers the national scope of the project and participants at the National Dialogue will come from across the country. In addition, UN-Women and OHCHR are not resident in Lesotho and as such their participation will require travel to and from Lesotho. The allocation of 57% of the overall budget to direct activity is a demonstration of the project commitment to reach out to direct beneficiaries and to ensure value for money.

On personnel, 26% of the overall budget is allocated to staff costs which include the cost of a Project Manager, a Human Rights Officer, Finance and Administration Officer, and a Project Driver. The four positions are critical for the effective implementation of the project. The position of Human Right Officer is imperative for mainstreaming of human rights across all project activities and interventions while Finance and Admin is required to ensure effective and efficient project delivery.

For Monitoring and Evaluation, 5% of the overall budget was allocated to M&E including the cost of independent end of project final evaluation. 7% is charged as indirect support cost on the project sub total project cost.

Fill out two tables in the Excel budget **Annex D**.

**Annex D - PBF project budget: National Dialogue and Stabilisation Project in Lesotho**

**Table 1 - PBF project budget by Outcome, output and activity**

Outcome/ Output number	Outcome/ output/ activity formulation:	Budget by recipient organization (not including staff, general operating costs and indirect fee) - Please add a new column for each recipient organization (UNDP)	Percent of budget for each output reserved for direct action on gender equality (if any):	Any remarks (e.g. on types of inputs provided or budget justification, for example if high TA or travel costs)
<b>OUTCOME 1: National agreement on the content &amp; processes of comprehensive political reforms and national reconciliation is achieved by 2019 through public and donor support:</b>				
<b>Output 1.1:</b>	<b>Multi-stakeholders multi-sectoral National Leaders Forum (NLF) convened</b>	<b>\$60,000</b>	<b>\$1,800</b>	<b>At least 30% of all project activities is dedicated to participation of women and youth between 15 to 35 years</b>
Activity 1.1.1:	Pre-NLF consultation/retreat by governing coalition parties	\$10,000		
Activity 1.1.2:	Shuttle consultations between coalition parties & opposition/other parties	\$10,000		This will involve series of shuttle consultation between SADC and political parties
Activity 1.1.3:	Popularization of the Road Map	\$6,000	\$1,800	

Activity 1.1.4	National Leaders Forum	\$34,000		The NLF will bring together leaders from diverse groups including women and youth and will involve travels and accommodations
<b>Output 1.2:</b>	<b>Two National Plenaries held and facilitated by the National Dialogue Planning Committee (NDPC).</b>	<b>\$293,416</b>	<b>\$63,000</b>	<b>At least 30% of all project activities is dedicated to participation of women and youth between 15 to 35 years</b>
Activity 1.2.1:	Planning meetings of the NDPC, formulation of guidelines for the Plenaries and In-District Consultations & Induction of NDPC	\$40,000		
Activity 1.2.2:	Capacity building for women nominated to participate in the National Dialogue and convening of National Women's Conference	\$30,000	\$9,000	
Activity 1.2.3:	National Youth Conference	\$20,416		
Activity 1.2.4:	Plenary I of the National Dialogue	\$90,000	\$27,000	The first plenary will bring together participants from across the country to ensure broad participation
Activity 1.2.5	Plenary II of the National Dialogue/Conclusions	\$90,000	\$27,000	The second plenary will be a slight increase from the first because it will involve broader representation after community and district consultation

Activity 1.2.6	National Dialogue follow-up activities including report and dissemination	\$23,000		There will be series of post dialogue meetings for finalise agreement and plans
<b>Output 1.3:</b>	<b>In-District consultations undertaken with full participation of women</b>	<b>\$145,000</b>	<b>\$62,000</b>	<b>At least 30% of all project activities is dedicated to participation of women and youth between 15 to 35 years</b>
Activity 1.3.1:	Training for 33 facilitators and 11 Coordinator	\$35,000	\$35,000	
Activity 1.3.2:	76 consultations at the community level across 10 districts	\$90,000	\$27,000	
Activity 1.3.3:	Review and consolidation of Community Resolutions	\$20,000		
<b>TOTAL \$ FOR OUTCOME 1:</b>		<b>\$498,416</b>		
<b>OUTCOME 2: Tensions and division within &amp; amongst security services is reduced, participation of security sector in the dialogue and reform processes promoted, and public trust in security sector enhanced by 2019</b>				
<b>Output 2.1:</b>	<b>Members of the Security Services and their families reintegrated and rehabilitated</b>	<b>\$115,000</b>	<b>\$34,500</b>	<b>At least 30% of all project activities is dedicated to participation of women and youth between 15 to 35 years</b>
Activity 2.1.1:	Counselling, psychosocial support services	\$22,000	\$6,600	
Activity 2.1.2:	Reintegration & rehabilitation of security Officers	\$38,000	\$11,400	



Activity 2.1.3:	Formation and capacity strengthening of Uniformed Services chaplaincy	\$40,000	\$12,000	
Activity 2.1.4	Officers' Spouses Forum formed and strengthened	\$15,000	\$4,500	
<b>Output 2.2:</b>	<b>Security sector vision developed and communicated</b>	<b>\$115,000</b>	<b>\$0</b>	<b>At least 30% of all project activities is dedicated to participation of women and youth between 15 to 35 years</b>
Activity 2.2.1:	Development of Security Sector Assessment Report (Analysis and capacity assessment of the SS)	\$30,000		
Activity 2.2.2:	Intra and Inter Service dialogue, and visioning for the security sector leading to the development of Security Sector Vision document	\$25,000		
Activity 2.2.3:	Security Sector engagement with Public & key stakeholders	\$15,000		
Activity 2.2.4	SS Reform Implementation Plan developed	\$10,000		
Activity 2.2.5	Development of Security Sector Communication Strategy	\$35,000		
<b>Output 2.3:</b>	<b>A gender mainstreaming Strategy developed for the security sector</b>	<b>\$30,000</b>	<b>\$9,000</b>	<b>At least 30% of all project activities is dedicated to participation of</b>

				<b>women and youth between 15 to 35 years</b>
Activity 2.3.1:	Develop a gender mainstreaming strategy for the Security Sector – consultations, drafting and validation	\$30,000	\$9,000	
<b>Output 2.4:</b>	<b>Understanding of the rule of law and respect for human rights strengthened through training</b>	<b>\$195,000</b>	<b>\$18,900</b>	<b>At least 30% of all project activities is dedicated to participation of women and youth between 15 to 35 years</b>
Activity 2.4.1:	Training in managing inter-agency coordination and collaboration	\$33,000	\$9,900	
Activity 2.4.2	Training on Codes of conduct and Standard Operating Procedures	\$33,000		
Activity 2.4.3	Training in Civil-Security relations	\$33,000		
Activity 2.4.4	Training on human rights, and UN Conventions	\$30,000	\$9,000	
Activity 2.4.5	Crisis Management Training for Security Sector	\$33,000		
Activity 2.4.6	Leadership Training for Officers	\$33,000		
<b>TOTAL \$ FOR OUTCOME 2:</b>		<b>\$455,000</b>		

<b>OUTCOME 3: Participation of Basotho in the reform and reconciliation processes and effort enhanced through timely and accurate communication and information management by 2019</b>				
<b>Output 3.1:</b>	<b>Capacity for coherent, timely and accurate communication on national dialogue and reforms enhanced</b>		<b>\$130,000</b>	<b>At least 30% of all project activities is dedicated to participation of women and youth between 15 to 35 years</b>
Activity 3.1.1:	Recruitment of a communications expert to develop a Communication Strategy on the National Dialogue and Reforms		\$60,000	
Activity 3.1.2:	Training of existing intra-government communication teams		\$35,000	
Activity 3.1.3:	Communication training for key stakeholders involved in the National reform process		\$35,000	
<b>Output 3.2:</b>	<b>Communication Strategy Operationalized</b>		<b>\$75,000</b>	<b>\$0</b> <b>At least 30% of all project activities is dedicated to participation of women and youth between 15 to 35 years</b>
Activity 3.2.1:	Sensitization of local media houses on the national dialogue and reforms		\$25,000	
Activity 3.2.2:	Development of Information, Education and Communication materials		\$15,000	

Activity 3.2.3:	Validation and roll-out of a communication strategy	\$35,000		
<b>TOTAL \$ FOR OUTCOME 3:</b>		<b>\$205,000</b>		
<b>Project Activity Total</b>		<b>\$1,158,416</b>		
Project personnel costs if not included in activities above		<b>\$514,584</b>		The project intends to attract a competent and experienced Project Manager with experience in UNDP internal processes as well as PFB funding. The Human Right Office will be embedded to the project team
Project Equipment, vehicle & Furniture		<b>\$50,000</b>		This will include vehicle, laptops, office desk and chairs
Project M&E budget including Perception Survey, Monitoring Visit & Knowledge gathering and dissemination		<b>\$137,000</b>		This include the cost of final project evaluation as well as the cost of Hiring an M&E/Reporting Office. This is 5% of the project cost
<b>Project management &amp; Operations</b>		<b>\$701,584</b>		

<b>SUB-TOTAL PROJECT BUDGET: \$1,860,000</b>			
<b>Indirect support costs (7%): \$140,000</b>			
<b>TOTAL PROJECT BUDGET: \$2,000,000</b>			

**Table 2 - PBF project budget by UN cost category**

**Note: If this is a budget revision, insert extra columns to show budget changes.**

CATEGORIES	Amount Recipient Agency UNDP		PROJECT TOTAL
	Tranche 1 (70%)	Tranche 2 (30%)	
1. Staff and other personnel	360,208.80	154,375.20	514,584.00
2. Supplies, Commodities, Materials	220,200.00	93,024.80	313,224.80
3. Equipment, Vehicles, and Furniture (including Depreciation)	35,000.00	15,000.00	50,000.00
4. Contractual services (including M&E)	159,291.20	68,900.00	228,191.20
5. Travel	104,500.00	45,500.00	150,000.00
6. Transfers and Grants to Counterparts	422,800.00	181,200.00	604,000.00
<b>Total of Project Activities Less Staff Cost</b>	<b>941,791.20</b>	<b>403,624.80</b>	1,345,416.00
<b>Total including staff cost</b>	<b>1,302,000.00</b>	<b>558,000.00</b>	1,860,000.00
<b>Sub-Total Project Costs</b>	<b>1,302,000.00</b>	<b>558,000.00</b>	<b>1,860,000.00</b>
8. Indirect Support Costs (must be 7%)	98,000.00	42,000.00	140,000.00
<b>TOTAL</b>	<b>1,400,000.00</b>	<b>600,000.00</b>	<b>2,000,000.00</b>

## **Annex A.1: Project Administrative arrangements for UN Recipient Organizations**

*(This section uses standard wording – please do not remove)*

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

### **AA Functions**

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations’ headquarters.);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

### **Accountability, transparency and reporting of the Recipient United Nations Organizations**

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Semi-annual project	15 June	Convening Agency on behalf of all

progress report		implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

#### Financial reporting and timeline

<b>Timeline</b>	<b>Event</b>
<b>30 April</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<b><i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i></b>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

<b>31 July</b>	Voluntary Q2 expenses (January to June)
<b>31 October</b>	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

#### **Ownership of Equipment, Supplies and Other Property**

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

#### **Public Disclosure**

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).



## **Annex A.2: Project Administrative arrangements for Non-UN Recipient Organizations**

*(This section uses standard wording – please do not remove)*

### **Accountability, transparency and reporting of the Recipient Non-United Nations Organization:**

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

### **Reporting:**

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

if the context requires it		
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### Financial reports and timelines

Timeline	Event
<b>28 February</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<b>30 April</b>	Report <b>Q1 expenses</b> (January to March)
<b>31 July</b>	Report <b>Q2 expenses</b> (January to June)
<b>31 October</b>	Report <b>Q3 expenses</b> (January to September)
<i>Certified final financial report to be provided at the quarter following the project financial closure</i>	

Unspent Balance exceeding USD 250 at the closure of the project would have to be refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

### Ownership of Equipment, Supplies and Other Property

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

### Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent website (<http://www.mptf.undp.org>)

### Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

### Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

### **Non-UN recipient organization (NUNO) eligibility:**

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (**NOTE:** If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches)
- Produces an annual report that includes the proposed country for the grant
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE:** If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project<sup>13</sup>
- Demonstrates at least 3 years of experience in the country where grant is sought
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

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<sup>13</sup> Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

## Annex B: Project Results Framework

**Country name: Kingdom of Lesotho**

**Project Effective Dates: 15 May 2018- 30 October 2019**

**PBF Focus Area:**

1. Inclusive, participatory and transparent national dialogue, including dedicated sessions on gender and women empowerment, to build consensus on the processes and content of the proposed comprehensive national reforms and national reconciliation and unity.
2. Urgent measures to enhance stability and security through the reintegration and rehabilitation of soldiers formerly exiled, detained or suspended, within-sector dialogue, re-visioning and re-orientation to prepare the security agencies for reforms.
3. Development and implementation of a national communication strategy to provide the public with coherent, accurate, unbiased and timely information on the dialogue and reforms processes.

**IRF Theory of Change:** The project's theory of change is that if a structured multi-stakeholder national dialogue is held with due attention to human rights, youth and women empowerment, and measures taken to address the fears and needs within the security sector while keeping the public informed in a timely, professional and unbiased manner, then a deeper crisis will be prevented, a broader political and societal consensus built, and a conducive environment created for the participatory and inclusive implementation of proposed political, constitutional, legislative, sectoral and institutional reforms to safeguard the long-term stability and development of Lesotho, gender equality and human rights.

Outcomes	Outputs	Indicators	Notes and Means of Verification	Quarters					Milestones	Responsible institution
				Q1	Q2	Q3	Q4	Q5		
<b>Outcome 1:</b> By 2019, there is a national agreement on the content and processes of comprehensive political reforms and national reconciliation in Lesotho with increased public and donor support.		<b>Outcome Indicator 1:</b> <ul style="list-style-type: none"> <li>• National agreement on core objectives and areas of the political reform in Lesotho collectively agreed.</li> <li>•</li> </ul> <b>Baseline:</b> National Reforms Roadmap proposed by Govt <b>Target:</b> National dialogue and reform process and outcome document collectively agreed by, GoL political parties; traditional leaders; civil society (youth/women organizations); religious leaders; academia; media and citizens of Lesotho, and supported by development partners.	<ul style="list-style-type: none"> <li>▪ Report of National Dialogue and Reform Process</li> <li>▪ Validated National Reforms Roadmap Document</li> <li>▪ End of Dialogue Communique outlining key agreements and processes with timeline</li> </ul>	X	X	X	X	X	<ul style="list-style-type: none"> <li>▪ National Consultations amongst political leaders held</li> <li>▪ Outcome of Dialogue communicated</li> </ul>	GoL SADC UNDP
	<b>Output1.1</b> National Leaders Forum (NLF) convened	<b>Output Indicator 1.1.1:</b> Level, perception and motivation of participation of key national Leaders and Political parties that participate in National Leaders Forum  <b>Baseline:</b> No NLF to guide the national dialogues processes on Reform Roadmap  <b>Target 1:</b> Participation of key stakeholders	<ul style="list-style-type: none"> <li>▪ Leaders Forum Report</li> <li>▪ Leaders Forum Attendance Sheet</li> <li>▪ Media reports</li> <li>▪ GoL Statement</li> <li>▪ Results of participants' perception surveys</li> </ul>	X	X	X	X	X	<ul style="list-style-type: none"> <li>▪ Date for National Leaders Forum agreed.</li> <li>▪ National Leaders Forum organised.</li> </ul>	<ul style="list-style-type: none"> <li>▪ GoL</li> <li>▪ SADC</li> <li>▪ CCL</li> <li>▪ LCN</li> <li>▪ UNDP</li> </ul>

		from different institutions and communities such as principal Chiefs, Traditional Rulers, and political parties. Media, women's group, youth groups amongst others in the 2018 National Leaders Forum								
		<p><b>Output indicator 1.1.2:</b> Multi-stakeholders and multi-sectoral National Dialogue Planning Committee (NDPC) composed, mandated and inaugurated</p> <p><b>Baseline:</b> No multi-sectoral- multi stakeholder National Dialogue Planning Committee (NDPC) constituted in the past.</p> <p><b>Target 1:</b> Multi-sectoral- multi stakeholder National Dialogue Planning Committee (NDPC) agreed, composed and publicity communicated</p> <p><b>Target 2:</b> At least 30% of member of the NDPC to be women and youth between 15-35 years.</p>	List of NDPC Members Official Release of NDPC composition	X	X	X	X	X	NDPC members nominated and composed....	<ul style="list-style-type: none"> <li>▪ GoL</li> <li>▪ SADC</li> <li>▪ CCL</li> <li>▪ LCN</li> <li>▪ UNDP</li> </ul>
	<p><b>Output 1.2:</b> Two multi-stakeholder dialogue National Plenaries convened by the National Dialogue Planning Committee (NDPC).</p>	<p><b>Output Indicator 1.2.1</b> Level of participation and satisfaction of National stakeholders in dialogue plenaries</p> <p><b>1: Baseline:</b> No dialogue structures</p> <p><b>Target:</b> Dialogue structures with participation of key stakeholders from different institutions and communities such as principal Chiefs, Traditional Rulers, and political parties. Media, women's group, youth groups amongst others in the 2018 National Dialogue</p> <p><b>2: Baseline:</b> 70% percent of the population does not possess the knowledge of democratic and development processes that will enable them to participate</p> <p><b>Target:</b> At least 50% Basotho percent are aware of the National Dialogue process and are able to access information required to participate</p> <p><b>3 Baseline:</b> 55% of the population do not have the sufficient opportunities to participate</p>	<p>Official NDPC end of Dialogue Communiqué Participation List Media Report Dialogue report with recommendations</p> <p>Citizen's participation Survey</p> <p>Citizen's participation</p>	X	X	X	X	X	<ul style="list-style-type: none"> <li>▪ Multi-Stakeholder Dialogues dates agreed</li> <li>▪ Multi-Stakeholder Dialogue held.</li> <li>• Citizen's participation survey conducted</li> </ul>	<ul style="list-style-type: none"> <li>▪ NDPC</li> <li>▪ UNDP.</li> <li>▪ UN-Women</li> <li>▪ LCN</li> <li>▪ CCL</li> <li>▪ SADC</li> </ul> <p>UNDP</p>

	<p>in democratic processes.  <b>Target:</b> At least 30% Basotho that participated in the National dialogue feel opportunities to participation in democratic process exist</p> <p><b>4: Baseline:</b> almost 60% are not satisfied with their level of participation while around 51% are not motivated to participate in democratic processes  <b>Target:</b> At least 30% are satisfied with their level of participation at the National Dialogue process average of 55 are motivated to participation further in democratic process after their participation at the National Dialogue</p>	<p>Survey</p> <p>Citizen's participation Survey</p>					X		
	<p><b>Output Indicator 1.2.2</b>  No of substantive dialogue agendas that lead to concrete recommendations on political reforms</p> <p><b>Baseline:</b> Roadmap. No reform has been agreed since the 2015 snap election</p> <p><b>Target:</b> At least agreement reaches on key reform areas; security, constitutional/ political and public service</p>	<p>Dialogue Report with recommendations  Dialogue Communique  Media report</p>	X	X	X	X	X	<ul style="list-style-type: none"> <li>Dialogue report with recommendations published</li> </ul>	<ul style="list-style-type: none"> <li>UNDP</li> <li>GoL</li> </ul>
	<p><b>Output indicator 1.2.3</b>  Gender and age sensitive deliberations of the national dialogue processes with concrete recommendations on the roles of women and youth</p> <p><b>Baseline:</b> No women and youth focused agendas and/or training for national dialogue done in the past.</p> <p><b>Target:</b></p> <ol style="list-style-type: none"> <li>At least 60% nominated women trained and capacitated to contribute to national dialogue process</li> <li>At least one national women conference held to articulate women's view and contributions</li> <li>At least one national youth conference</li> </ol>	<p>UN-Women Training Report  Women's Conference Communique  Women's Conference report  Youth conference report</p> <p>Citizen's participation Survey</p>	X	X	X	X	X	<ul style="list-style-type: none"> <li>Training and agenda Plan developed</li> <li>Training conducted.</li> <li>Women Conference planned and organised.</li> </ul>	<ul style="list-style-type: none"> <li>UN-Women</li> <li>UNDP</li> <li>LCN</li> </ul>

	<b>Output 1.3</b> 76 in-district consultations undertaken	<b>Output Indicator 1.3.1</b> Number of district & community consultations conducted  <b>Baseline:</b> No community consultations in post 2015 elections (No Baseline) <b>Target 1:</b> At least 76 community dialogues held across 10 districts  Target 2: At least 30 percent of training facilitators and coordinators to be women and youth between 15 to 35 years.	<ul style="list-style-type: none"> <li>▪ Districts Consultations report</li> <li>▪ Community Consultation report</li> <li>▪ Media report</li> <li>▪ Facilitators and Coordinators training report</li> </ul>	X	X	X	X		<ul style="list-style-type: none"> <li>▪ In District Consultations held in Community Councils</li> </ul>	<ul style="list-style-type: none"> <li>▪ LCN</li> <li>▪ UN-Women</li> <li>▪ UNDP</li> </ul>
		<b>Output Indicator 1.3.2</b> No of women group and youth groups that participate in community consultations  <b>Baseline:</b> No baseline. This is the first district consultations  <b>Target:</b> At least 30% of community consultation participants to be women/youth between 15-35 years.	<ul style="list-style-type: none"> <li>▪ Consultation report</li> <li>▪ Consultation participants list</li> </ul>	X	X	X	X		Communicate consultation held	LCN UN-Women UNDP
<b>Outcome 2:</b> <b>By 2019, tensions and divisions within and amongst security services are reduced thereby enhancing the participation of the sector in the national dialogue and reform processes and enhancing public trust.</b>		<b>Outcome Indicator 2:</b>  National dialogue process and outcome inclusive of security vision with broader security sector buy-in, participation and guaranteed safety assurances"  <b>Baseline:</b> No existing inter-agency vision and strategy  <b>Target:</b> Comprehensive security sector vision and strategy developed and affected officers rehabilitated and reintegrated	<ul style="list-style-type: none"> <li>▪ Security Visions Document</li> <li>▪ Trainings Reports</li> <li>▪ Communication Strategy</li> </ul>	X	X	X	X	X	Vision document developed Communication strategy developed Trainings conducted	SADCUNDP OHCHR DPA CCL
	<b>Output 2.1</b> Members of the Security Services and their families reintegrated and rehabilitated and contributing to the national dialogue process.	<b>Output Indicator 2.1.1:</b> <ul style="list-style-type: none"> <li>• No of Officers (exiled, tortured &amp; detained) rehabilitated and reintegrated by 2019 from LDF (360), LMPS (85) and NSS (60)</li> </ul> <b>Baseline:</b> No rehabilitation or reintegration has been concluded yet  <b>Target:</b> At least 50% of affected officers across the three security agencies rehabilitated and reintegrated by 2019	SADC Report Security Sector report List of officers that received counselling	X	X	X	X	X	<ul style="list-style-type: none"> <li>▪ No of affected officers documented.</li> <li>▪ Rehabilitation and reintegration to implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ SADC</li> <li>▪ CCL</li> <li>▪ UN-Women</li> </ul>

	<p><b>Output 2.2:</b> Security sector entities engaged and supported to contribute to sectoral vision to inform national reforms”</p>	<p><b>Output indicator 2.2.1</b></p> <ul style="list-style-type: none"> <li>• Gender sensitive security sector vision developed to informed Security Sector communication strategy</li> </ul> <p><b>Baseline:</b> No existing Security Sector Vision document and/or Communication Strategy &amp; no previous sector participation in reforms</p> <p><b>Target:</b> Visions document developed, communication strategy in place fast track security sector engagement with the public</p>	<p>Vision documents Communication Strategy</p>	X	X	X	X	X	<ul style="list-style-type: none"> <li>▪ Visions documents developed.</li> <li>▪ Communication strategy developed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ SADC</li> <li>▪ UNDP</li> <li>▪ UN-Women</li> </ul>
	<p><b>Output 2.3</b> A gender mainstreaming Strategy developed for the security sector</p>	<p><b>Output Indicator 2.3</b></p> <ul style="list-style-type: none"> <li>• Gender mainstreaming strategy for Security sector in place to ensure gender sensitive vision documents and communication strategy</li> </ul> <p><b>Baseline:</b> No existing gender mainstreaming strategy for security sector</p> <p><b>Target:</b> Gender mainstreaming strategy developed and consulted in the development of the vision document</p>	<p>Gender Mainstreaming Strategy</p>	X	X	X	X	X	<ul style="list-style-type: none"> <li>▪ Gender mainstreaming strategy finalised and submitted.</li> </ul>	<ul style="list-style-type: none"> <li>▪ UN-Women</li> <li>▪ UNDP</li> <li>▪ SADC</li> </ul>
	<p><b>Output 2.4</b> Understanding of the rule of law and respect for human rights strengthened through training</p>	<p><b>Output Indicator 2.4:</b></p> <ul style="list-style-type: none"> <li>• Status of training of security Officers on inter-agency coordination, Code of Conduct, SOPs, civil- security relations, crisis management and human rights</li> </ul> <p><b>Baseline:</b> Human rights training provided to security sectors in 2010. No recent training</p> <p><b>Target:</b> At least a total of 100 Officers receive different level of training on coordination, code of conduct, SOP, civil security relations, crisis management and human rights</p> <p><b>Baseline:</b> Roadmap: No Security Offices received training since 2015</p> <p><b>Target 1:</b> At least 100 (officers receive training in various aspect of their role. Target 2: At least 30% of recipients to be women and youth between 15-35 years</p>	<ul style="list-style-type: none"> <li>▪ Training report</li> <li>▪ Training evaluation</li> </ul>	X	X	X	X	X	<ul style="list-style-type: none"> <li>▪ Training conducted.</li> </ul>	<ul style="list-style-type: none"> <li>▪ SADC</li> <li>▪ OHCHR</li> <li>▪ UNDP</li> <li>▪</li> </ul>



<p>Outcome 3: Participation of Basotho in the reform and reconciliation processes and effort enhanced through timely and accurate communication and information management by 2019</p>		<p><b>Outcome Indicator 3:</b> A comprehensive national Communications Strategy in place to support public engagement on the national dialogues</p> <p><b>Baseline:</b> limited public knowledge of political reforms and goals in Lesotho <b>Target:</b> Communication strategy developed, and rolled out through use of different information and communication platforms</p>	<ul style="list-style-type: none"> <li>▪ Community Strategy document</li> <li>▪ Growing public perception of knowledge and interest in national political dialogues</li> </ul>	X	X	X	X	X	<ul style="list-style-type: none"> <li>▪ Communication Strategy developed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ UNDP</li> <li>▪ DPA</li> <li>▪ OHCHR</li> </ul>
	<p>Output 3.1 Capacity for coherent, timely and accurate communication on national dialogue and reforms enhanced</p>	<p><b>Output indicator 3.1</b> Communication strategy develop, validated and training provided for the rolling out of the communication strategy to inform the public of the national dialogue and reform processes</p> <p><b>Baseline:</b> no communication and information dissemination strategy in place</p> <p><b>Target 1:</b> All nominated communication focal persons from government and national dialogue planning committee trained</p> <p><b>Target 2:</b> At least 30% of trained personnel to be women and youth between 15 to 35 years</p>	<ul style="list-style-type: none"> <li>▪ Communication strategy</li> <li>▪ Training manual agenda</li> <li>▪ Training report</li> </ul>	X	X	X	X	X	<p>Training date agreed. Training agenda developed. Trainings conducted.</p>	<ul style="list-style-type: none"> <li>▪ UNDP</li> <li>▪ NDPC</li> </ul>
	<p>Output 3.2 Communication Strategy Operationalized</p>	<p><b>Output Indicator 3.2</b> Improvement in the level of communication, popularization and public engagement in national dialogue and reform processes</p> <p><b>Baseline: The Reform Roadmap-</b></p> <p><b>Target:</b> At least one 5 discussions and engagement with media houses held, monthly newsletters released and IEC materials developed and disseminated</p>	<ul style="list-style-type: none"> <li>▪ IEC materials</li> <li>▪ Newsletter</li> <li>▪ Media report</li> </ul>	X	X	X	X	X	<p>IEC developed. Newsletters released every month</p>	<ul style="list-style-type: none"> <li>▪ UNDP</li> <li>▪ NDPC</li> </ul>

### Annex C: Checklist of project implementation readiness

Question	Yes	No	Comment
1. Have all implementing partners been identified?	X		
2. Have TORs for key project staff been finalized and ready to advertise?	X		
3. Have project sites been identified?	X		
4. Have local communities and government offices been consulted/ sensitized on the existence of the project?	X		
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done?	X		
6. Have beneficiary criteria been identified?	X		
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	X		
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	X		
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?		N/A	

## Annex D: Detailed and UNDG budgets

### Annex E: Monitoring and Evaluation Plan

Monitoring Activity	Purpose	Frequency	Action
<b>Track results progress</b>	Data will be processed against the results indicators in the RRF and will be collected and analysed to assess the progress of the Project in achieving the agreed outputs. An M&E/Reporting Officer will be contracted to design data collection forms for different Implementing partners that will guide the partners in documenting results and impacts as per the RRF.	Quarterly, or in the frequency required for each indicator.	Project Manager will ensure that M&E Officer focuses on data collection and support to partners in documentation of impact.
<b>Monitor and Manage Risk</b>	Risk log will be regularly reviewed and updated to reflect emerging risk and to drop resolved risks. Identify specific risks that may threaten achievement of intended results. The project will adopt a hierarchical approach in risk mitigation. The first level of mitigation rest with the Project Management Unit (PMU). Risk that cannot be resolved and the PMU will be escalated to the Project Implementation Committee (PIC). However, high level risk will be escalated to the Project Board, which is the highest decision-making arm of the project. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly and as might be required	Risks are to be identified by Project Management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
<b>Learn</b>	Interventions and actions that reflect good practices will be regularly captured and documented. Lessons from other projects will be sources and used to improve project implementation and to advance the success of the project. The project will also adopt adaptive learning approach that will ensure that partners contributions and knowledge are regular articulated and shared in a flexible manner. Report to PBF will also capture key results and lessons. At the end of the project, lessons from the dialogue and reform process will be produced and published	Quarterly and as might be required	Relevant lessons are captured by the Project Team and used to inform management decisions.
<b>Annual Project Quality Assurance</b>	The quality of the Project will be assessed against UNDP's quality standards to identify Project strengths and weaknesses	At the Mid-point	Areas of strength and weakness will be reviewed by Project Management and used to inform decisions to

	and to inform management decision-making to improve the Project.		improve Project performance.
<b>Review and Make Course Corrections</b>	Data from all monitoring will be reviewed internally to inform decision-making.	At the Mid-point	Performance data, risks, lessons and quality will be discussed by the Project Board and used to make course corrections.