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**Project Title: Programme on Reform of Governance, Rights and Empowerment for Sustained Stability (PROGRESS)
2016 Annual Work Plan**

UNDAF/CPD Outcome(s): By 2017, National and local governance structures deliver quality and accessible services to all citizens respecting the protection of human rights and access to justice and peaceful resolution of conflict.

Strategic Plan 2014-2017 Outcome and Outputs: Citizen expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance

Implementing Partner: Parliament

Responsible Parties: Government of Lesotho (GOL)
Faith-Based Organisations
Parliament of the Kingdom of Lesotho
Independent Electoral Commission (IEC)
Lesotho Council of NGOs (LCN)
Directorate on Corruption and Economic Offenses (DCEO)

Programme Period: 2013 - 2017		Total resources required		\$ 2,135,000
Atlas Award/Project ID:	96045	Total allocated resources:		\$ 450,000
Start Date:	5 April 2016	• Regular UNDP:		\$ 450,000
End Date :	31 December 2020	• Other:		
PAC Meeting Date	5 April 2016	o Donor		_____
		o Government		_____
		Unfunded budget:		\$ 1,685,000
		In-kind Contributions:		_____

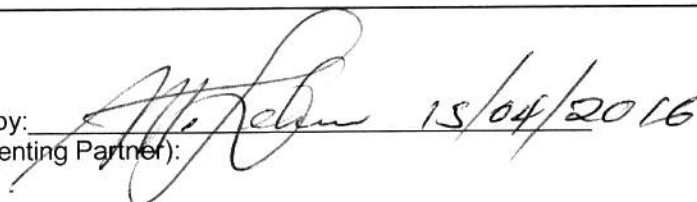
Narrative

Description of project and expected outcomes and planned outputs, including partnerships.

Through the Programme on Reform of Governance, Rights and Empowerment for Sustained Stability (PROGRESS) in Lesotho, UNDP aims to support its national partners in the further entrenchment of democratic principles and stability. PROGRESS is guided by the overall objective of project aims at supporting and order as espoused in the Country Programme objective: ***“Democratic Governance and civil society institutions and processes strengthened to undertake peaceful resolution of disputes, deepen democratic governance, respect for human rights and active citizenship participation”***. Within this overall objective, the project aims to:

1. Support the execution of a credible, participatory and inclusive reform agenda in Lesotho through provision of process, technical and advisory support;
2. Enhance the participation of citizens in all the stages of the reform process through facilitating citizens' inputs, support to joint government-civil society forums, and supporting alternative and complimentary forums for civil society organizations;
3. Deepen a culture of good governance and human rights protection through strengthening the capacity of key institutions of governance (parliament, election management body, the Human Rights Unit and the National Human Rights Commission) and ensuring civil society participation;
4. Support the development of a sustainable national capacity for conflict prevention and peaceful management and resolution of conflicts through the establishment of a multi-stakeholder national mechanism for peace under the framework of a 'national peace architecture';
5. Enhance youth empowerment and participation through UN-wide youth-targeted programming around priority areas of the Sustainable Development Goals and through youth mobilization, sensitization and education on the country's reform agenda.

Agreed by:
(Implementing Partner):

 15/04/2016

Agreed by UNDP:



I. ACHIEVEMENTS TO DATE AND WORK PLAN OUTLOOK

- *Highlight main achievements from the previous year.*
 - *Highlight the main components of the current work plan, and the expected major outputs*
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NB. This is a new programme

The Overall Objective for this Programme: Democratic Governance and civil society institutions and processes strengthened to undertake peaceful resolution of disputes, deepen democratic governance, respect for human rights and active citizenship participation. All the programme outputs and activities ultimately draw their essence from this overall objective.

The proposed programme is made up of five (5) Key Components and 6 Outputs

Key Component One (1): Support to the Country's Reform Agenda

Component One will focus on supporting momentum for and requisite process for delivering on a participatory, inclusive, consultative, democratic and credible reforms. Key Component One will be implemented through Output 1 and 2 Output.

Key Component Two (2): Support to Citizen Participation

This component will aim to ensure the effective participation of citizens in all the stages of democratic governance in general and particularly the reform process and will be implemented under Output 3.

Key Component Three (3): Support to Governance Institutions and Promotion of Human Rights Component Three will focus on supporting key institutions of governance and the promotion, protection and monitoring of human rights will be the focus of Output 4.

Key Component Four (4): Building National Capacity for Peace, Dialogue and Conflict Prevention

This component will aim to ensure effective, sustainable institutionalised national capacities for peace, social cohesion and conflict prevention and will be the focus of Output 5.

Key Component Five (5): Youth inclusion, empowerment and participation

Under this component, UNDP will seek to enhance youth empowerment and participation through UN-wide youth-targeted programming around priority areas of the Sustainable Development Goals and through youth mobilization, sensitization and education on the country's reform agenda.

II. 2014 ANNUAL WORK PLAN

Award ID:

Project ID and Title:

Implementing Partner: Management Arrangements

EXPECTED OUTPUTS	PLANNED ACTIVITIES	IRRF/CPD Output Indicator # (Reference)	TIMEFRAME				Implementing Partner	PLANNED BUDGET					
			Q 1	Q 2	Q 3	Q 4		Funding Source /Donor	Budget Description	Total Amount (USD)	TRAC	Donor	
UNDAF Outcome: National and local governance structures deliver quality and accessible services to all citizens respecting the protection of human rights & access to justice, and peaceful resolution of conflict													
Output 1: Government of Lesotho, political parties, civil society and other stakeholders supported to muster and sustain a consultative process to deliver comprehensive and participatory reforms; and to resolve process problems as they may arise.	Activity result: Dialogue Reform Agenda initiated		x	x	x	x	CCL, GOL AND UNDP						
Baseline: Commonwealth Report on the Study Tour to New Zealand 2014, Coalition Government Agreement 2015, SADC Commission of Inquiry Report 2016	Action: Consensus and Dialogue Advisor (CDA) x 2 months to provide technical support	IRRF # 2.1.1b and 5.6.1 CPD Outcome 35	x	x	x	x		Salary allowances for CDA x 2 months		30,000.00			
Indicators: Roadmap developed and stakeholder consultations held	Action: Stakeholder consultations (Political Parties,							Costs workshop , venue and conference accoutrements for 60 pple x 5 days		20,000.00			

<p>Target Year 1: Reforms Agenda agreed upon with stakeholders and initiated</p>	<p>Religious Leaders)</p>								
<p>Action: Resource Mobilisation for the reform agenda</p>						<p>Senior Management travel and DSA to Pretoria to meet potential Development Partners</p>	<p>10,000.00</p>		
<p>Output 2: Technical and expert support provided to the reform stakeholders with regard to the specific aspects of the reform agenda (constitution, public service, judiciary, security sector and parliamentary).</p>	<p>Activity Result: Constitutional reforms initiated</p>								
<p>Baseline: Commonwealth Report on the Study Tour to New Zealand 2014, Coalition Government Agreement 2015, SADC Commission of Inquiry Report 2016</p>	<p>Action: UN constitutional expert on detail assignment for 2 months (flights and DSA)</p>	<p>IRRF # 2.1.1b and 5.6.1 CPD Outcome 35</p>	<p>x x x x</p>	<p>GOL AND UNDP</p>	<p>TRAC</p>	<p>UN constitutional expert on detail assignment for 2 months \$ 7211.84.</p>	<p>7,212.00</p>		
<p>Indicators: Roadmap developed and stakeholder consultations held</p>	<p>Action: Hire an international constitutional consultant for 2 months</p>					<p>Costs for an international constitutional consultant for 2 months \$22,788.86</p>	<p>22,788.00</p>		
<p>Target Year 1: Reforms Agenda agreed upon with stakeholders and initiated</p>	<p>Action: Printing and Dissemination of documents developed</p>			<p>UNDP</p>		<p># of copies printed TBD</p>	<p>5,000.00</p>		

<p>Output 3: Non-state actors provided with support and facilitated to undertake advocacy and provide substantive inputs to the reform process.</p>	<p>Electoral Support Activity result: CSO engaged in reform process</p>									
<p>Baseline: Commonwealth Report on the Study Tour to New Zealand 2014 Indicators: MOU with CSOs signed Target Year 1: Agenda for reforms agreed upon with stakeholders and initiated</p>	<p>Action: Organize a national level civil society forum on reforms</p>	<p>IRRF # 2.4.1 and 5.6.1 CPD Outcome 35</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>CSOs AND UNDP</p>	<p>TRAC</p>	<p>Costs for venue and conference accoutrements x 2 days</p>	<p>8000.00</p>
<p>Output 4: Key institutions of governance supported to better deliver on their mandate and humans rights promoted and monitored.</p>	<p>Electoral Support Activity Result : IEC Outreach campaign enhanced for LG Elections</p>									
<p>Baseline: Voters' limited awareness of their rights and responsibilities in electoral matters; Electoral processes and Framework disputed</p>	<p>Action: Voter Education targeting women, people with disabilities, youth including herd boys</p>	<p>IRRF # 2.1.1.C.1.1 and 2.1.3 CPD Outcome 35</p>	<p>x</p>	<p>x</p>	<p>IEC AND UNDP</p>	<p>TRAC</p>	<p>Voter education targeting people with disabilities and women, youth x 30 days</p>	<p>40,000.00</p>		

<p>Baseline: MPs lacking skills in budget analysis; Committee Chairpersons and Clerks with inadequate skills in areas such as drafting and analysis impedes the functioning of Parliament; Lack of research expertise to support Parliamentary mandate; Audit of knowledge and skills deficits in legislative and policy analysis; and coalition governance; Lack of Parliamentary Service Commission</p> <p>Indicators: Training-of-Trainers programme in specialist areas completed and in-house training modules prepared; Committee members and staff trained in reporting, legislative, policy analysis and Gender budgeting</p> <p>Target Year 1: Training of Committee Chairpersons and Clerks and Women's Caucus trained in Gender focused issues and SDGs. Training of Research Unit staff on International best practises of Parliaments Research Units</p>	<p>Action: Hold Workshop for the Women Caucus on SDGs - and gender-focused issues</p>	<p>IRRF # 2.1.1a CPD Outcome 35</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>NATIONAL ASSEMBLY, SENATE AND UNDP</p>	<p>Costs for facilitator, venue workshops and conference accoutrements x 2 days for 50 pple 20,000.00</p>	<p>Costs for facilitator, venue workshops and conference accoutrements 14,000.00</p>										
	<p>Human Rights Activity result: Technical support to the</p>																		

<p>Baseline: National Human Rights Commission legislated but yet to be formed; 137 accepted UPR recommendations; 8 reports overdue to UN human rights system</p> <p>Indicators: Independent National Human Rights Commission established in compliance with the Paris Principles; # of UPR recommendations implemented; # of treaty body reports submitted</p> <p>Target Year 1: An independent National Human Rights Commission established and operationalized by Q4 2016; Roadmap drawn toward UPR implementation by mid-2016; National Mechanism for Reporting and Follow-Up established by Q4 2016</p>	<p>Human Rights Unit</p> <p>Action: Support the towards the establishment and operation of the National Human Rights Commission</p>	<p>IRRF # 2.3.1 Outcome 35</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Human Rights Unit of the Ministry of Law, Constitutional Affairs and Human Rights and UNDP</p>	<p>Develop and disseminate communication material on NHRC design and production \$5,000; dissemination and awareness-raising: \$5,000); technical expert for workshop for Parliament, Human Rights Unit and NGOs(\$10,000); expert to develop program, strategic plan and workplan for the NHRC (\$10,000)</p>	<p>30,000.00</p>	
	<p>Action: Enhance the capacities of the Human Rights Unit to implement Lesotho's accepted recommendations</p>		<p>x</p>	<p>x</p>	<p>x</p>	<p>Human Rights Unit of the Ministry of Law, Constitutional Affairs and Human Rights and UNDP</p>	<p>Engage consultant for workshop on the implementation of UPR; \$10,000; Prepare materials (presentations, tables, summaries and reports to develop appropriate strategies cost estimate: \$5,000;</p>	<p>15,000.00</p>	
	<p>Anti-Corruption Activities Activity result: Selected Areas of NACSAP implemented</p>								

<p>Baseline: Directorate on Corruption and Economic Offences (DCEO) new Strategic developed. The National Anti-Corruption Strategy and Action Plan (NACSAP) launched but not yet implemented</p> <p>Indicators: Implementation of the National Anti-Corruption and Action Plan initiated</p> <p>Target Year 1: Implementation of NACSAP initiated</p>	<p>Action: Hold media training on corruption reporting</p>	<p>IRRF # 2.3.1.A.1.1 Outcome 35</p>	<p>x</p>	<p>x</p>	<p>DCEO AND UNDP</p>	<p>Costs for facilitation, venue and conference accoutrements x 2 days for 20 pple</p>	<p>5000.00</p>	
<p>Public Sector Reform</p> <p>Activity result: Performance Management infrastructure implemented and strengthened capacities of public service institutions</p>	<p>Action: Engage Performance Management Policy Consultant)</p>	<p>IRRF # 3.1 CPD Outcome 35</p>	<p>x</p>	<p>x</p>	<p>Ministry of Public Service and UNDP</p>	<p>Costs for consultant for Drafting a Policy Document 5 x days.</p>	<p>15,000.00</p>	
<p>Baseline: Performance Management infrastructure developed but not implemented</p> <p>Indicators: Level of governmental entities (national and local) that meet revised standards of public service</p>	<p>Action: Stakeholder Consultations on Policy Development</p>		<p>x</p>	<p>x</p>		<p>Costs for facilitation, venue and conference accoutrements x 3 days for 30 pple</p>	<p>15,000.00</p>	

<p>Target Year 1: 50% of national institutions, and 30% of local governments implement PMS</p>	<p>Action: Capacity Assessment and Study capacity Development Plan Legal Framework (autonomy and mandate) for LIPAM</p>																				
	<p>Action :Review public service procedures in support of the PMS, Develop the Policy Framework for the Independent Ethics Committee and Develop Framework for Monitoring and Evaluation</p>																				
<p>Output 5: Process and technical support provided to national stakeholders to develop a sustainable national capacity for conflict prevention and peaceful management and resolution of conflicts through the establishment of a multi-stakeholder national mechanism for peace; and support to national actors to facilitate dialogue and prevent conflict</p>	<p>Activity result: Consultations for the Establishment of the NPA undertaken</p>																				
<p>Baseline: The National Strategic Development Plan (NSDP, 2013-17) calls for the development of a</p>	<p>Action: Start-up consultations with key</p>																				

<p>robust peace architecture (institutions and systems) to resolve conflicts, none has been established; There are no structured programmes for conflict resolution at all levels of the education system; No community level framework for Conflict Early Warning and Early Response (CEWER); There is no structured collaborative conflict transformation and peace-building platform among CSOS; There is no coordinated mechanism for involving women and youth in collaborative conflict transformation and peace-building; Stakeholder capacity mapping in collaborative conflict transformation and peace-building has not been done</p>	<p>stakeholders, including government ministries and civil society, to building consensus on the concept and relevance of 'national peace architecture' for (NPA) Lesotho</p>	<p>IRRF # 5.6.1 CPD Outcome 35</p>	<p>CCL, CSOs, GOL AND UNDP</p>	<p>accountrements x 3 days for 50 pple</p>	<p>Costs for facilitation, venue and conference x 5 accountrements x 5 days for 10 pple 10,000.00</p>								<p>Indicators: Efforts towards the establishment of a National Peace Architecture (NPA) initiated, NPA Strategic Plan, Action Plan, Communication Plan and M&E Framework developed; NPA leadership and staff appointed and trained in collaborative leadership, conflict transformation and peace building; Number of facilitated dialogue sessions among political parties and other conflicting parties by Christian Council of Lesotho</p>
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<p>Target Year 1: Consultations on National Peace Architecture (NPA) with Government and other stakeholders completed and draft policy document prepared;</p>								
<p>Output 6: Youth participation and inclusion enhanced through the mainstreaming of their agenda in government, civil society and UN programming</p>	<p>Activity Result: Awareness on youth participation and inclusion is enhanced within the Basotho society; Capacities of youth leaders and organizations in various sectors (NGOs, Political Parties) are strengthened.</p>							
<p>Baseline: Capacities of youth leaders are low to strengthen the youth-led organizations and their activities; No consultation with Political Party Youth Groups in regards to SDGs and developmental issues in Lesotho is made Indicators: Number of the trainings on youth facilitators; Level of understanding among</p>	<p>Action 1: In collaboration with other UN Agencies train a corps of youth facilitators on Lesotho SDGs priorities, and organize youth-led and youth - focused forums</p>	<p>IRR # 1.1.A.3.1 and 2.4.2.A.2.1 CPD Outcome 35</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>CSOs, GOL AND UNDP</p>	<p>TRAC</p>	<p>1. 1 day training session for youth leaders: 20 participants*\$20 (lunch and transportation)*10 districts =\$4,000; Youth-led commemoration events: Int'l day of sport for development and</p>

<p>youth on SDGs in terms for of the implementation; Number of consultation meetings with Political Party Youth groups</p> <p>Target Year 1: Trainings are organized and held on national and local level for youth facilitators regarding on SDGs; Understanding on SDGs principles, importance of youth participation, and developmental issues in Lesotho are promoted among youth; Youth issues are mainstreamed among UN</p>	<p>Action 2: Develop and implement a leadership for development training programme for political party youth leaders</p>		<p>peace, two-day event \$1,500; Int'l Youth Day, \$1,500</p>		
	<p>Action 3: Enhance mainstreaming of youth in all the UN Agencies by organizing regular brown-bag/knowledge sharing meetings in regards to youth and developmental issues among UN staff</p>		<p>2. Political Party Youth Leadership Development training: Facilitation fee \$5,000, Module development \$2,000, 30 participants*\$20 (lunch and transportation) = \$600 Conference hall venue \$1,000, Stationary \$400. TOTAL=\$10,000</p> <p>3. Brown-bag meetings: 10 times*\$300 each TOTAL=\$3,000</p>	<p>10,000.00</p> <p>3,000.00</p>	
				<p>450,000.00</p>	

III. MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in managing the project.

1. This Programme represents an integrated multi-partner initiative managed by UNDP in support of the *promotion of peace, democratic governance and building effective institutions* – and significantly contributes towards the achievement of the LUNDAP Outcomes. The programme will be implemented by UNDP in the Direct Execution Modality given the sensitivity and need for involvement of various political and institutional stakeholders.
2. The Programme Steering Committee shall serve as the overall policy and decision-making mechanism, ensuring that the project is achieving its overall objectives and delivers results as intended. Specifically, the PSC approves the project team, the Annual Work Plans, and the direction of implementation of the project. The Steering Committee will be comprised of the Responsible Party Representatives, UNDP DRR, Team Leader UNDP Governance Cluster, and will meet quarterly or more frequently if need arises. Other stakeholders may be co-opted by the Project Board as appropriate.
3. The Programme Manager will be responsible for implementation of all programme activities established by this programme. Further, she/he will be responsible for day-to-day management and decision-making for the programme within the approved Annual Work Plan, as well as ensuring that the programme produces the outputs and results specified in this programme document, in compliance with the required standards of quality, within the specified limits of time and cost and in line with UNDP rules and regulations. The Programme Manager escalates to the project board major issues and risks.
 1. The Project Steering Committee shall meet every quarter chaired by UNDP. It shall be responsible for general oversight of programme activities, including financial oversight and approval of funding allocations within the overall budget as recommended by the Programme Manager. It shall receive regular reports from the Responsible Parties through the Programme Manager, approve major activities and expenditures, reach consensus and take decisions in any change in the programme work plan, provide on-going risk analysis, and consider funding for emerging issues. Decisions of the Programme Steering Committee will be by consensus. Any matters in which consensus is not reached shall be referred to the Steering Committee for final determination. The Programme Steering Committee meetings shall be facilitated by the Programme Manager, who shall provide secretariat services. Specific functions of the Programme Steering Committee shall be:
 - a. Approve Annual Work Plans, Quarterly Work Plans and Budgets and authorize any major deviations / amendment from the agreed work plans and budgets
 - b. Review and approve progress reports
 - c. Review the progress of the programme and make recommendations for any improvements
 - d. Undertake programme implementation oversight and monitoring functions, ensuring that appropriate milestones are achieved
 - e. Oversee internal and external evaluation of the programme
 2. Programme Assurance will primarily be provided by UNDP Lesotho on behalf of the Programme Steering Committee. In addition, UNDP shall, as necessary, provide technical and advisory backstopping to the programme components.

IV. MONITORING AND EVALUATION PLAN (SUBMITTED ONCE DURING THE PROJECT DURATION)

A. Monitoring

- **Quarter Progress Report (QPR)** shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format, which will contain the progress towards the completion of key results (outcome and outputs), risks and assumptions which may have affected the project implementation based on the project's results framework and lessons-learned to ensure on-going learning and adaptation within the organization. Three QPRs are submitted during the Annual Cycle.
- **Annual Progress Report** shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- **Final Project/Terminal Report and Lessons Learned**
- **Monitoring and Evaluation Plan** shall be submitted and activated in Atlas and updated to track progress on results indicators and key management actions/events (including field visits, project board meetings, etc.)

B. Evaluation

In case a project evaluation (mid-term and/or final) is required, indicate the proposed timing and cost for the evaluation. A project evaluation is required only when mandated by partnership protocols, including GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.

Monitoring Framework and Evaluation

1. In terms of monitoring and evaluation, the programme will be subject to UNDP's current monitoring and evaluation procedures. The Programme will be monitored throughout its duration, reviewed substantively on an annual basis and evaluated in accordance with the requirements of the Steering Committee. The focus of M&E will be at the level to determine the impact that the programme has had on the work of the peace and stability of Lesotho.
2. All programme activities will be closely monitored by UNDP. The programme shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP.
3. The Programme will be guided by the following documents, which will be produced within the first three months by the **Programme Manager** for endorsement and approval by the Steering Committee.
 - f. A Monitoring & Evaluation Framework, which finalises the baselines, impact, outcomes and outputs with associated indicators and means of verification as based on the Programme's Results and Resources Framework.

- g. A Monitoring & Evaluation Plan, which schedules all major M&E activities
- h. A Monitoring & Evaluation System that contains tools and templates (e.g. assets and inventory control, financial and narrative reports formats, risk logs and field monitoring forms, and a common system for generating feedback and lessons). The M&E System will also clarify the monitoring, review and evaluation roles and responsibilities at the different levels of the Programme for internal monitoring, monitoring and review committees for external monitoring, and detail the principles of joint monitoring and evaluation.

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

Within the annual cycle

- a. On a quarterly basis, a quality assessment shall record progress towards the completion of key results, and against budget, including a Narrative and Financial report.
- b. An Issue Log shall be activated in Atlas and updated by the UNDP Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- c. Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- d. Based on the above information recorded in Atlas, a Programme Progress Report (PPR) shall be submitted by the Programme Manager to the Programme Board through Project Assurance, using the standard report format available.
- e. A project lesson-learned log shall be activated and regularly updated to ensure ongoing learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- f. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- g. An Annual Review Report shall be prepared by the Programme Manager and shared with the Programme Board and Project Partners. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- h. **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Programme Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

A final evaluation of the programme will be undertaken at the end of its period to draw lessons and apply these to possible follow-on assistance activities.