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PROJECT DOCUMENT

Project Title: Support to Lesotho's Drought Emergency Response: Coordination and Development of an Early Recovery and Resilience Framework.

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

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

Expected Output(s): Output 1: Strengthened Coordination for Drought Emergency Response and Information Management

Output 2: Early Recovery Needs identified and evidence-based decision making in the humanitarian response in Lesotho supported.

Output 3: Long-term Drought Recovery and Resilience Framework Developed

Executing Entity: UNDP

Implementing Agencies: UN RCO, OCHA, UNDRMT, DMA

Brief Description

In response to the current El Nino related drought, the United Nations is supporting the Government of Lesotho in the implementation of the National Drought Response Plan. In the early stages of the drought response, three critical areas have been identified for UN the support of the UN follows:

- Coordination amongst UN agencies as well as with the Disaster Management Authority (DMA) in the drought response
- Assessments to inform the government and the UN response and
- Capacity building in terms of early recovery and resilience building to lower the exposure of the people of Lesotho to further natural hazards.

The project will focus on supporting these three critical areas to strengthen the humanitarian response.

Agreed by (UNDP):  UNDP R.R.

3 March 2016



I. SITUATION ANALYSIS

The cumulative impact of the poor rainfall during the 2014/2015 agricultural season and the current water scarcity led to delays or failure of the planting season in Lesotho and caused a sharp decline in food production. Water shortages in Lesotho affected agricultural and industrial production as well as household consumption patterns. The water scarcity severely endangered the water reserves in Lesotho's dams and led to water rationing in many of Lesotho's districts and issues with services that are unable to function normally such as hospitals and schools.

A multi-dimensional analysis has identified a total of 534,802 people at risk in Lesotho until June 2016. An analysis of the current situation shows that there is strong evidence that the severity of the situation is likely to surpass the 2012 crisis when 725, 000 people, roughly half the rural population were food insecure. Some of the growing evidence for it to be as severe, if not more severe than that year includes:

- Extremely poor harvest outlook: Crop estimates (particularly area planted) and vegetation indexes show that, particularly in the lowlands will be at historically poor levels, with a strong likelihood that they will be worse than those in 2012. Many subsistence farmers have not planted. In parts of Lesotho and central and south-eastern South Africa, the season is late, with delays of 50 days or more in many areas. These delays reduce the chances of successful cropping due to the shortened period available for crops to reach maturity before the cessation of rains. Farmers also tend not to plant or are hesitant to plant if they do not receive sufficient planting rains by specific cut-off dates, which differ by area. The lack of moisture in the fields and the drought has caused plants to not emerge or germinate. Frost damage in the mountain areas in early November has caused significant extensions of crops to be damaged. The poor harvest and lack of water has resulted in a reduction of many labour opportunities (both in Lesotho and in South Africa) which are crucial contributions to the rural household's livelihood strategies.
- Worst vegetation conditions in 15 years: As of mid-November, vegetation conditions were reported to be at their lowest in 15 years due to dry conditions, high temperatures, as well as low rainfall received since last season. Poor vegetation is indicative of the stressed state of pastures in most of Lesotho, which combined with limited water availability has resulted in a deterioration of livestock body conditions in most parts of the country.
- Water shortages have begun months earlier than in 2012: Rivers have dried up in Berea District and other parts of the country¹. Not only are there health and nutrition implications to the drying up of water sources but some health clinics and schools are already without water impacting the delivery of basic services. Water scarcity is affecting the normal functioning of hospitals and health centres as well as schools and exposes the most vulnerable groups of the population to water-borne diseases and other health-related problems, particularly affecting people living with HIV and AIDS.
- Worse regional agricultural and macroeconomic context than in 2012: Even in a non-crisis year, Lesotho imports 70% of its cereal requirements from South Africa. There will be a double impact of this on Lesotho: (1) South Africa is already showing signs that El Niño will significantly contribute to a reduction in production with some areas, reducing the availability of maize for import to Lesotho; and (2) Because the decreased purchasing power of the weakened rand will mean that the cost of importing maize increases. The retail prices in Lesotho for white maize has increased by 12.6% in one year (by Sept, 2015). These prices are expected to rise given that South African maize prices have nearly doubled since year earlier values. The wholesale prices have increased by 66.8% which is a significant increase and will usually take several months to filter to the retail market. However, according to local wholesalers once prices reach this level (above R3, 000 per MT), sales drop by 20-30%.
- Peri-urban and urban areas likely to be more affected than in 2012: The likely price increases mentioned above as well as the disruption of basic services (esp. schools and hospitals) from water shortages, will impact a part of the population which was not impacted in such a way in 2012. The scope of the impact of the El Niño phenomenon in Lesotho is likely to increase in 2016 and according to forecasts and assessments reach

peri-urban and urban areas, which will expose more people to the natural hazard than previous weather

ii. STRATEGY

The project is in line with UNDP CPD Outcome 2 and UNDAF Outcome 6, aiming at lowering the vulnerability of Lesotho to disasters, as well as to the Delivering as One principles. By strengthening the UN internal as well as the UN-government coordination the UN ensures an efficient, coordinated and complementary humanitarian response. Joint advocacy, information dissemination and resource mobilisation support the Humanitarian Country Team's ability to jointly respond to the crisis.

The United Nations together with other development partners has been called upon by the Deputy Prime Minister and the Disaster Management Authority to respond to the humanitarian situation so far. The comparative advantage of the United Nations in convening development partners and involving international donors has led the government to request the UN's involvement and advice throughout the entire process of the drought response so far.

The United Nations as well as the government have identified coordination as one of the key priorities to ensure an effective coordination.

Joint meetings with UN agencies ensured the development of a coordinated and comprehensive response plan covering various needs of the country. The establishment of a Humanitarian Country Team including the development partners present in the country has shown effective in terms of coordination and complementarity.

Further coordination efforts are needed to foster the resource mobilisation and the delivery as one, as well as the strengthening of recovery and resilience mechanisms. The project is crucial to advance the implementation of the response plan and to support the implementation of UNDAF outcome 6.

II. ACHIEVEMENTS TO DATE AND WORK PLAN OUTLOOK

The United Nations has worked on the development of a Resilience and Recovery Strategy that needs strengthening. Furthermore, the UN Disaster Risk Management Team, together with the United Nations Country Team and the Humanitarian Country Team have identified a response to the El Nino related drought, which requires strong coordination in the planning, resource mobilisation and implementation phase.

Further evidence is of crucial importance to support the refinement of the humanitarian response, by the government as well as by the UN. The current El Nino crisis sheds light on the chronic vulnerabilities that affect and expose a high number of Basotho to natural hazards. A Recovery and Resilience Framework is of crucial importance to lower the exposure of livelihoods and livestock. Therefore, the project will focus on the following three outputs to effectively respond to the current crisis including the early recovery and future resilience building:

Output 1: Strengthened Coordination for Drought Emergency Response and Information Management

Output 2: Early Recovery Needs identified and evidence-based decision making in the humanitarian response in Lesotho supported.

Output 3: Long-term Drought Recovery and Resilience Framework Developed

United Nations Development Programme



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II. ANNUAL WORK PLAN

Award ID:

Project ID and Title: Support to the Government of Lesotho's Emergency Response to Drought Emergency: Response Coordination and Development of an Early Recovery Framework.

Implementing Partner: Disaster Management Authority, UN Agencies, Development Partners, NGOs

EXPECTED OUTPUTS	PLANNED ACTIVITIES	IRRF/CPD Output Indicator # (Reference)	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Funding Source/Donor	Budget Description	Amount (USD)
<p>Project Output 1: Support national and UN internal coordination mechanisms and strengthening of end to end communication and information sharing with UN agencies, UN OCHA, donors, development partners and the Government of Lesotho.</p> <p>Indicators: (CPD)</p> <p>Baseline: coordination done through UNCT, HTC and UNDRMT</p> <p>Targets: Strengthened coordination through UNCT, HCT and UNDRMT. Effective coordination, information dissemination and resource mobilisation including CERF application.</p>	1.1 Strengthening of existing UN internal and development partners' Co-ordination mechanisms and ;	IRRF 5.2 & 5.4/ CPD indicator number 3	X	X	X	X	CO and TRAC 1.1.3	Consultancy fee US \$5,000*11 months 3 conferences*25 people* US\$5	55,375	
	1.2 Ensure regional coordination with UN OCHA	IRRF 5.4/ CPD indicator number 3	x	x	x	x	CO	Travel Cost and DSA (4 visits)	2,200	
	1.3 Coordinate and produce information and advocacy material for the UN and HCT, including information gathering at district level	IRRF 5.4/ CPD indicator number 3	x	x	x	x	HACO/RCO	Travel Cost to districts and DSA for Expert and HACO (2 days a month*11 months)	1,760	
SUB_TOTAL										59,335

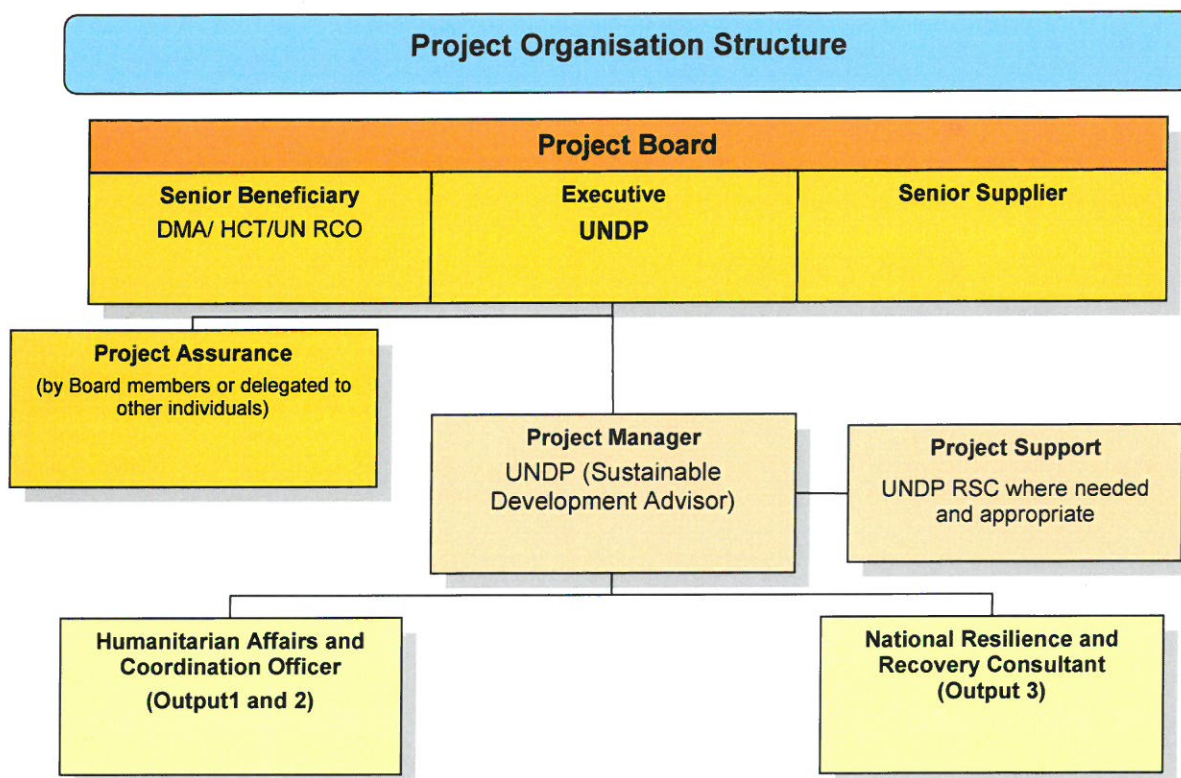
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EXPECTED OUTPUTS	PLANNED ACTIVITIES	IRRF/CPD Output Indicator # (Reference)	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Funding Source/Donor	Budget Description	Amount (USD)
<p>Project Output 2: Early Recovery Needs identified and evidence-based decision making in the humanitarian response in Lesotho supported.</p> <p>Indicators: Assessment reports, Deployment of DRM expert, 2 times</p> <p>Baseline: Rapid assessment done</p> <p>Targets: At least 2 assessments include ER dimension (Food and Crop assessments)</p>	2.1 Deployment of DRM expert from RSC to provide technical support and to HCT concerning ER and ER needs	IRRF 5.3 & 5.4/ CPD indicator number 3	x	x			UNDP RSC	CO	Travel expenses and DSA	2,000
	2.2 Support and co-finance sectoral assessments to include Early Recovery Needs in the tools of planned assessment	IRRF 5.3 & 5.4/ CPD indicator number 3	x				UNDP	TRAC 1.1.3.	Cost-share multidimensional assessment	20,000
	2.3 Mapping of priorities and information needs for development of recovery and resilience framework	IRRF 5.3 & 5.4/ CPD indicator number 3	x				UNDP RSC	TRAC 1.1.3.	Travel expenses and DSA (2 visits)	5,000
Sub-total										
<p>Project Output 3: Support development of Long-term Drought Recovery plan and Resilience Framework</p> <p>Indicators: ER plan, Gender-sensitive mainstreaming guidelines</p> <p>Baseline: No Gender-sensitive ER plan and resilience framework</p> <p>Targets: At least one national ER</p>	3.1 Deployment of DRM/ER expert from RSC to support development of a recovery and resilience framework,	IRRF 5.3 & 5.4/ CPD indicator number 3	x	x			UNDP	CO	Travel cost (air ticket)	10,000
	3.2 Technical Assistance for the development of Resilience framework, and Gender-sensitive mainstreaming guidelines	IRRF 5.3 & 5.4/ CPD indicator number 3	x				UNDP	CO	DSA for 30 days	2,580
									Consultancy for development a drought recovery and resilience programme/project, Gender-sensitive mainstreaming guidelines	30,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	IRRF/CPD Output Indicator # (Reference)	TIMEFRAME				RESPONSIBLE PARTY	Funding Source/Donor	PLANNED BUDGET	
			Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
plan in place, Gender-sensitive mainstreaming guidelines developed, At least one donor round table meeting held.				x			DRM/ER expert, National consultant	CO	Workshops (National ER planning, Validation for both resilience framework and Gender-sensitive mainstreaming guidelines by stakeholders)	3,000
	3.3 Support Partnerships and Resource Mobilization for Early Recovery framework (CERF, bilateral donors, support donor visits etc.)	IRRF 5.2, 5.3 and 5.4/ CPD indicator number 3				x	DRM/ER expert, National consultant, UNDP	TRAC 1.1.3	Donor round table meeting to present framework	1,000
				x		DRM/ER expert, National consultant, UNDP	CO		Field visits	3,000
					x	UNDP	CO		Printing and publication	6,585
Miscellaneous expenses (5%)										7,500
Sub-total										63,665
Total										150,000

III. MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in managing the project.
Please refer to the [Deliverable Description](#) to complete this component of the template.
Use the diagram below for the composition of the Board.



The UNDP country office will support the UN Resident Coordinator's Office through the deployment of a Humanitarian Affairs and Coordination Officer that will deliver on output one and will facilitate the assessment of Early Recovery needs through support to the joint assessment group, steered by the DMA.

The project will feed into the general response to the humanitarian crisis by the United Nations and will support the coordination and complementarity of the UN response. It is crucial in the support of information dissemination, donor outreach and coordination with government counterparts at technical level (through DRMT and DMA) and political level (HCT and collaboration with the Deputy Prime Minister).

The project will ensure complementarity to the Disaster Risk Management Team, particularly in terms of resilience and recovery components.

Suggested sub-headings in this component may include:

- results of capacity assessment of implementing partner
- UNDP Support Services (if any)
- collaborative arrangements with related projects (if any)
- prior obligations and prerequisites
- a brief description/summary of the inputs to be provided by all partners
- audit arrangements
- agreement on intellectual property rights and use of logo on the project's deliverables

IV. MONITORING FRAMEWORK AND EVALUATION

Please refer to the *Deliverable Description* to complete this component of the template.

Suggested text to be adapted to project context

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going 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

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

In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
Purpose	<i>What is the purpose of the activity?</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

V. LEGAL CONTEXT

Click [here](#) for the standard text.

VI. ANNEXES

Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

Agreements. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs² (where the NGO is designated as the “executing entity”) should be attached.

Terms of Reference: TOR for key project personnel should be developed and attached

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Special Clauses. In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

² For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [5%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”