



UNITED NATIONS  
LESOTHO



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# UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK FOR LESOTHO 2019-2023



DELIVERING TOGETHER FOR DEVELOPMENT





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DELIVERING TOGETHER FOR DEVELOPMENT

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**The UN 2030 Agenda Vision  
The UN Country Team in Lesotho**

Contributes to inclusive and equitable economic growth,  
transformed resilient society and political stability in Lesotho.

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**UNDAF 2019-2023 Objective  
The UN Country Team in Lesotho**

Works coherently, effectively and efficiently to support the Government of Lesotho and society at all levels to accelerate economic growth, environmental sustainability and good governance to make further progress towards achieving the Sustainable Development Goals within the timeframe of this framework.

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United Nations Development Assistance Framework for Lesotho, 2019-2023  
UNDAF Lesotho, 2019-2023

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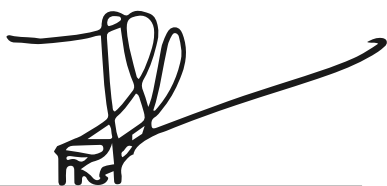
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# UNDAF PREAMBLE AND JOINT STATEMENT OF COMMITMENT

The United Nations Development Assistance Framework (UNDAF) is a medium-term strategic planning document that was produced by the United Nations (UN) Country Team in Lesotho including Non-Resident Agencies as a collective UN vision and response to national development priorities during 2019-2023. The UNDAF was prepared in collaboration with the Government of Lesotho and other stakeholders, and informed by the Common Country Analysis, as well as innovative initiatives including foresight, scenario building, public engagement and other processes. Building on the experiences gathered from the adoption of the Delivering as One modality in 2009, this UNDAF, with the Sustainable Development Goals (SDGs) at its core, will contribute to the achievement of the National Strategic Development Plan II objectives and will support Lesotho Government's aspiration to achieve the 2030 Agenda. In addition, the Government of Lesotho and the UN Country Team commit to continue working through partnerships and under the Delivering as One modality in the best interests of the people of Lesotho.

By signing hereunder, the participating parties endorse the UNDAF 2019-2023:

On behalf of the Government of Lesotho



**Hon. Tlohelang Aumane**  
Minister of Development Planning of  
Lesotho

On behalf of the UN System in Lesotho



**Salvator Niyonzima**  
UN Resident Coordinator in Lesotho

Maseru, 29 August 2018

# UNITED NATIONS COUNTRY TEAM SIGNATORIES

We, the United Nations Country Team in Lesotho, while representing each of our organization's mandates, competencies and decision-making processes, pledge our commitment to the UNDAF 2019-2023 as a means of fostering cooperation, coordination and enhancement of UN coherence in the spirit of Delivering as One to improve performance towards achieving measurable results and impact of UN's collective response to the development needs of Lesotho.



**Patrick Momoh-Nuwah Kormawa**  
FAO Representative ad interim



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IOM Head of Office



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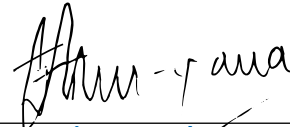


**Cornelia Atsyor**  
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# THE UNITED NATIONS IN LESOTHO



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**Salvator Niyonzima**  
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**Anne Githuku-Shongwe**  
UN Women Representative  
South Africa Multi-County Office



# ABBREVIATIONS

<b>AU</b>	African Union	<b>MAPS</b>	Mainstreaming, Acceleration and Policy Support
<b>ARINSA</b>	Asset Recovery Inter-agency Network for Southern Africa	<b>MDGs</b>	Millennium Development Goals
<b>AWPs</b>	Annual Joint Work Plans	<b>MIC</b>	Middle-Income Country
<b>BOS</b>	Business Operations Strategy	<b>MIDSA</b>	Migration Dialogue in Southern Africa
<b>CBF</b>	Common Budgetary Framework	<b>MMR</b>	Measles, Mumps and Rubella
<b>CCA</b>	Common Country Analysis	<b>NCD</b>	Non-Communicable Disease
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination against Women	<b>NGO</b>	Non-Governmental Organization
<b>CSO</b>	Civil Society Organization	<b>NHRIs</b>	National Human Rights Institutions
<b>DaO</b>	Delivering as One	<b>NSDP</b>	National Strategic Development Plan
<b>DRM</b>	Disaster Risk Management	<b>ODA</b>	Official Development Assistance
<b>EWS</b>	Early Warning System	<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>FAO</b>	Food and Agriculture Organization	<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>GBV</b>	Gender-Based Violence	<b>OMT</b>	Operations Management Team
<b>GDP</b>	Gross Domestic Product	<b>ORGs</b>	Outcome Results Groups
<b>GoL</b>	Government of Lesotho	<b>OVC</b>	Orphans and Vulnerable Children
<b>JWP</b>	Joint Workplans	<b>QCPR</b>	Quadrennial Comprehensive Policy Review
<b>JSC</b>	Joint Steering Committee	<b>PLWD</b>	People Living with Disabilities
<b>IAEA</b>	International Atomic Energy Agency	<b>PLWHA</b>	People Living with HIV/AIDS
<b>ICT</b>	Information and Communications Technology	<b>PMT</b>	Programme Management Team
<b>IFAD</b>	International Fund for Agricultural Development	<b>RCO</b>	Office of the Resident Coordinator
<b>ILO</b>	International Labour Organization	<b>ROSEA</b>	OCHA Regional Office for Southern and Eastern Africa
<b>IOM</b>	International Organization for Migration	<b>R-UNDG</b>	Regional UN Development Group
<b>ITC</b>	International Trade Centre	<b>RMNCAH</b>	Reproductive, Maternal, Newborn, Child and Adolescent Health
<b>LDCs</b>	Least Developed Countries	<b>RSDIP</b>	Regional Strategic Development Indicative Plan (SADC)
<b>LUNDAP</b>	Lesotho United Nations Development Assistance Plan 2013-2018	<b>SADC</b>	Southern African Development Community
<b>M&amp;E</b>	Monitoring and Evaluation		
<b>M&amp;E WG</b>	Monitoring and Evaluation Working Group		

# ABBREVIATIONS

<b>SDGs</b>	Sustainable Development Goals	<b>UNICEF</b>	United Nations Children’s Fund
<b>SOPs</b>	Standard Operating Procedures	<b>UNIDO</b>	United Nations Industrial Development Organization
<b>SP</b>	Strategic Prioritization	<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>SPR</b>	Strategic Prioritization Retreat	<b>UN Women</b>	UN Entity for Gender Equality and Women’s Empowerment
<b>TB</b>	Tuberculosis	<b>UNV</b>	United Nations Volunteers
<b>TiP</b>	Trafficking in Persons	<b>UNWTO</b>	United Nations World Tourism Organization
<b>ToC</b>	Theory of Change	<b>UPR</b>	Universal Periodic Review
<b>ToR</b>	Terms of Reference	<b>USD</b>	United States Dollar
<b>UN</b>	United Nations	<b>VIO</b>	Volunteer-Involving Organizations
<b>UNAIDS</b>	Joint United Nations Programme on HIV and AIDS	<b>WASH</b>	Water, Sanitation and Hygiene
<b>UNCDF</b>	United Nations Capital Development Fund	<b>WFP</b>	World Food Programme
<b>UNCG</b>	UN Communications Group	<b>WHO</b>	World Health Organization
<b>UNCT</b>	United Nations Country Team	<b>WTO</b>	World Trade Organization
<b>UNCTAD</b>	United Nations Conference on Trade and Development		
<b>UNDP</b>	United Nations Development Programme		
<b>UNDAF</b>	United Nations Development Assistance Framework		
<b>UNDG</b>	United Nations Development Group		
<b>UNDS</b>	UN Development System		
<b>UNECA</b>	United Nations Economic Commission for Africa		
<b>UNEP</b>	United Nations Environment Programme		
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization		
<b>UNFPA</b>	United Nations Population Fund		
<b>UN HABITAT</b>	United Nations Human Settlement Programme		

# FOREWORD

The United Nations is an important partner for the Government of the Kingdom of Lesotho and over the years, the UN System has been instrumental in supporting the economic progress and structural transformation the country has seen.

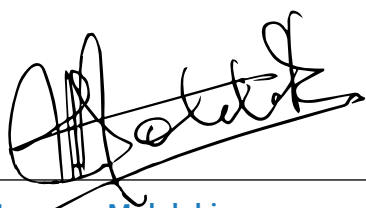
Throughout Lesotho's 51 years of independence, there have been a number of development strategies, resulting in important development gains for the Kingdom. The National Strategic Development Plan I (NSDP I) 2012/13-2017/18 contributed to the implementation of the national Vision 2020, which promoted seven pillars for economic development and social transformation. The NSDP II builds on this path to promote dynamism in Lesotho's private sector, modernize the public sector and strengthen social protection.

The lessons learned from these previous plans have been reflected in the design of a new strategic framework that gives a sharper focus on the potential strategies that can accelerate: (i) decent and productive employment creation and inclusive economic growth; (ii) a further energized and dynamic private sector; (iii) a modernized public service that supports the private sector and is anchored on the principle of 'people-centred development'; and (iv) good governance and accountable systems.

The United Nations Development Assistance Framework (UNDAF) 2019-2023 marks the next important step in the relationship between the Government of Lesotho and the UN System. The new UNDAF will support the joint response of the Government of Lesotho and the UN to the national development priorities with the view to make substantial progress towards the global 2030 development agenda achieving the global 2030 development agenda and its 17 Sustainable Development Goals.

The Government of Lesotho is delighted to be working in close collaboration with the UN to deliver on its strategic agenda, in particular under the strategic focus of the UN Reform and Delivering as One. I am also pleased to note the highly consultative process that has informed the formulation of this new framework for ongoing strategic and technical partnership between the Government of Lesotho and the UN.

I am looking forward to continuing the engagement with the UN System and to seeing further efforts for coherent, coordinated and joint UN support. My office will continue to provide leadership and support for strategic coordination through the Joint UNDAF Steering Committee, to support the national development agenda.



**Hon. Montyane Moleleki,**

Deputy Prime Minister, on behalf of Dr. Motsoahae Thomas Thabane, Prime Minister of the Kingdom of Lesotho

# EXECUTIVE SUMMARY



## The United Nations in Lesotho

The United Nations in Lesotho is an impartial and trusted partner in Lesotho supporting the Government of Lesotho (GoL) comprised of eight resident and eighteen non-resident UN agencies.<sup>1</sup>

Since 2009 Lesotho has supported the entire United Nations reform process by adopting the 'Delivering as One' approach. Lesotho was not one of the few pilot countries, yet the GoL endorsed the process and embraced it nationally as a 'self-starter' partner that has helped the UN in Lesotho to speak in one voice and operate more effectively. Under this approach, the UN in Lesotho has worked closely with the GoL to develop new ways of cooperation, enabling partners to achieve greater impact on the ground by being more results-oriented, efficient and by harmonizing business practices across agencies. Under the previous Lesotho UN Development Assistance Plan (LUNDAP) cycle during 2013-2018, the UN System in Lesotho mobilized and delivered indicatively USD 173 million.

This United Nations Development Assistance Framework (UNDAF) for 2019-2023 outlines the strategic direction and results expected from cooperation between the GoL and the UN Country Team (UNCT). This strategic planning instrument serves as a collective response of the UN System to support the national development initiatives of the GoL as per the NSDP II as well as the Sustainable Development Goals (SDGs), African Union Agenda 2063 and other strategies and international instruments.

The UN will continue its transformative process of gradually moving away from direct implementation, and focus on providing upstream support, especially in the areas of evidence generation, national capacity development and creating enabling conditions for people-driven sustainable and inclusive development.

In the spirit of the ongoing repositioning of the UN Development System and as a Delivering as One (DaO) Self-Starter, special attention will be given to ensure that strategies and actions within UN's work are complementary and mutually reinforcing and that work in one area is built upon enabling conditions created by progress in the other areas.

<sup>1</sup> IOM, FAO, UNAIDS, UNDP, UNICEF, UNFPA, WFP, WHO and non-resident UN agencies: IAEA, IFAD, ILO, ITC, OCHA, OHCHR, UNCDF, UNEP, UNESCO, UNIDO, UNCTAD, UNECA, UN HABITAT, UNODC, UN WOMEN, UNW, UN World Tourism Organization, World Trade Organization.

## Development Context and National Strategic Development Plan II

The draft National Strategic Development Plan II (NSDP II) identified numerous key constraints to growth and national development, and, in particular, have a negative impact on women and other vulnerable groups. These constraints include limited access to finance and land, insufficient infrastructure, limited technical and professional skills that hamper decent employment and inclusive growth, inadequate and out-dated legal, regulatory and policy frameworks, and poor health outcomes. The underlying cause of these critical constraints is weaknesses in national governance and lack of accountability mechanisms. In order to achieve Lesotho's development aims, key priority areas have been identified:

- Supporting inclusive and sustainable economic growth and private sector-led job creation;
- Improving the country's productivity and innovation capacity by strengthening human capital through investments in health and education and training;
- Building enabling infrastructure;
- Strengthening national governance and accountability systems.

## Government of Lesotho integrating development objectives

In the development of the NSDP II, the GoL ensured strong linkages between its plan and regional and international development strategies. The national strategy reinforces efforts included in the Southern African Development Community Regional Indicative Strategic Development Plan, African Union Agenda 2063, Sustainable Development Goals and the Istanbul Programme of Action. The NSDP II also integrates the lessons learned from the NSDP I and recognized the importance of political reforms required to promote stability to allow for sustainable development gains. The GoL's strategic approach to address challenges demonstrates ownership of development goals, and is an important basis to support the UNDAF implementation.

## UNDAF Strategic Priorities

The strategic prioritization exercise in the development of this UNDAF identified three key strategic priorities

- Accountable Governance, Effective Institutions, Social Cohesion and Inclusion;
- Sustainable Human Capital Development; and
- Sustainable and Inclusive Economic Growth for Poverty Reduction.

The identified strategic priorities are aligned with the priorities of the 2018/19-2022/23 National Strategic Development Plan II and are guided by the core programming principles of the UN, including those of leaving no one behind and ensuring human rights for all. The UNDAF reflects Lesotho's changing economic, social and environmental conditions. As such, the framework recognizes the importance of sustainable development in mitigating conflicts, disasters, humanitarian crises and complex emergencies through a comprehensive whole-of-system response, leveraging the leadership, comparative advantages and unique position of the UN in the country.

## Financing the UNDAF Lesotho 2019-2023

A Common Budgetary Framework (CBF) provides an overview of required, projected to be available and funding gap to support the delivery of the UNDAF. It is estimated that over USD 256 million will be needed over the next UNDAF cycle with projected to be available USD 159 million and a funding gap of USD 97 million.

## UNDAF Implementation and Management Arrangements

The UNDAF will be operationalized in line with the UN Development Group (UNDG) Standard Operating Procedures (SOPs). The UN in Lesotho will continue strengthening UN coherence through having one leader, one programme, one budgetary framework, one voice and through operating as one. UNDAF national ownership will also be ensured through a Joint UNDAF Steering Committee represented by the GoL, national partners and UN Agencies, UNDAF Outcome Results Groups led by Heads of Agencies responsible for driving joint planning, monitoring, reporting and achievement of results, among other key DaO SOPs elements.



# INTRODUCTION

- ▶ The United Nations in Lesotho
- ▶ Lesotho Development Context
- ▶ Development of UNDAF



# The United Nations in Lesotho

## Lessons from past cooperation

The external evaluation of the Lesotho UN Development Assistance Plan (LUNDAP) 2013-2018 confirmed the alignment of the LUNDAP with the National Strategic Development Plan I (NSDP I) and assessed that the strategic priority areas were relevant, but overly ambitious and not focused. The results of the evaluation indicated that progress towards successful implementation of LUNDAP outcomes were limited, but with some noticeable achievements at the output level. The LUNDAP evaluation suggested that for the next UNDAF for 2019-2023, the UN System should avoid spreading engagement too thinly and focus on three to four strategic areas of support. Furthermore, ownership and leadership by the Government of Lesotho (GoL) should be further enhanced and partnerships with other key stakeholders be strengthened through further commitment to Delivering as One (DaO) principles.

The Lesotho Common Country Analysis (CCA) identified important key areas that informed the development of this UNDAF, including gaps and challenges in basic social services like education and health, and the need for the UN to focus on innovative ways to improve quality and inclusive access within these sectors. The CCA also highlighted Lesotho's successive climate shocks – recurrent droughts, dry spells and floods – that call for all future policy development, planning and resource allocations to be risk-based and take into account building early warning systems and climate change adaptation to ensure sustainable economic growth and national development. There is a need to strengthen capacities of local government bodies and civil society organizations (CSOs) to participate actively in planning, implementation and monitoring of development programmes and ensuring effective accountability.

## Comparative advantages

In 2016, as part of LUNDAP external evaluation and in preparation for the new UNDAF, a survey was conducted among key UN stakeholders. The UN's comparative advantage in country was assessed on mandate to act, capacity to act and position to act. Key stakeholders including the GoL, CSOs, development partners and others considered the UN a trusted and neutral partner. The UN's strong comparative advantage was seen to lay in its convening power, which enabled it to effectively mobilize stakeholders around issues that are key to inclusive economic growth and social progress, such as in agriculture, education, environmental protection, employment, food security, health and social protection. Conflict resolution, poverty and understanding the national framework for development were also areas where the UN was seen as having a comparative advantage

# Lesotho Development Context

## Demography

The Kingdom of Lesotho is a small, mountainous and land-locked country surrounded by South Africa. Its population of approximately two million people is almost entirely mono-ethnic and mono-linguistic, and are known as the Basotho people. The highest concentration of the population (57.9 per cent) lives in the lowlands (northern and southern lowlands), followed by the mountains, foothills and Senqu Valley, which account for 21.2, 12.9 and 8.0 per cent of the population, respectively<sup>2</sup>. Lesotho has a young population, with 42 per cent of people under 20 years of age<sup>3</sup>. Nationally, 63 per cent of households are female-headed. Unemployment is estimated at one-third of working-age people. People living with disabilities (PLWD) comprise around 2.6 per cent of the population<sup>4</sup>.

## Development achievements

Lesotho is classified as a Lower Middle-Income Country (LMIC). The country achieved an average economic growth rate of 4.5 per cent between 2011 and 2015<sup>5</sup> and its gross national income per capita increased from USD 630 to USD 1,270, owing to the GoL's commitment to fiscal consolidation, economic growth diversification, infrastructure and human development. By 2015 Lesotho had significantly improved literacy rates to 98.6 per cent for girls and 90.6 per cent for boys. The representation of women in parliament increased from 17 per cent in 2003 to 25 per cent in 2015<sup>6</sup>. Lesotho improved its ranking in the World Bank Ease of Doing Business Index from 153 in 2012 to 104 in 2018.

## Lower middle-income country challenges

As a 'lower' middle-income country (LMIC) similar to other countries in the region, Lesotho faces significant challenges in the economic, social and environmental aspects of sustainable development. These challenges are often multi-dimensional and interlinked. Examples range from addressing the growth paradox where despite high economic growth, pockets of poverty are still growing and lead to the 'middle-income trap' whereby a country's growth stagnates and challenges ensuring productive employment opportunities result in underemployment and unemployment. Rural-urban migration, rapid growth of informal settlements in urban centres, environmental degradation and rising greenhouse gas emissions also challenge the sustainability of long-term development and expose vulnerabilities to external shocks.

<sup>2</sup> Lesotho Common Country Analysis (2017). <sup>3</sup> Lesotho Population Census (2016). <sup>4</sup> Lesotho Common Country Analysis (2017). <sup>5</sup> Systematic Country Diagnostic, World Bank (2016). <sup>6</sup> Lesotho MDG Report (2015). <sup>7</sup> UNDP, Human Development Report (2016).

## Persistent poverty

Despite this progress, unemployment and inequalities have persisted in Lesotho. It remains one of the poorest countries in Sub-Saharan Africa and is categorized among the Least Developed Countries (LDCs) with a Human Development Index of 0.497, ranked at 160 out of 188 countries<sup>7</sup>. An estimated 57.1 per cent of Basotho<sup>8</sup> live below the national poverty line, and 34 per cent below the food poverty line of Maloti 138 (USD10.30) per adult per month<sup>9</sup>. Poverty is highest in rural areas which host about 77 per cent of the country's estimated two million people<sup>10</sup>.

Inequality increased from a Gini Coefficient of 0.51 (2003) to 0.549 (2016)<sup>11</sup> when adjusted for gender inequalities, placing it among the ten most unequal countries in the world. Unemployment is estimated at 32.8 per cent, and is higher among females at 39.7 per cent and youth at 32.3 per cent, compared to males at 26.2 per cent<sup>12</sup>. Underemployment is widespread, especially in rural areas. Severe decent work deficits characterize the country's rural economy, where informal employment accounts for more than 80 per cent of total employment and subsistence agriculture remains the largest source of livelihoods.

The Maternal Mortality Ratio (MMR) stands at 1,024 per 100,000 live births and HIV prevalence is second highest in the world, with 24.3 per cent of adults (15-49 years), 29.7 per cent of women and 19.1 per cent of men<sup>13</sup>. The rate of HIV incidence is the highest in the world at 1.55 per cent in adults aged 15-49 years and even higher in women at 1.81 per cent.

## Political challenges

Politically, Lesotho's 51 years of independence have been marked by cyclical instability, insecurity and fractious politics. While the Ibrahim Index of African Governance (2017) ranks Lesotho 15 out of 54 countries with a score of 58.2, the collapse of two successive coalition governments and three national elections between 2012 and 2017, demonstrate the extent of Lesotho's political volatility. Lesotho slipped in the ranking on the Corruption Perceptions Index, from 55 (2014) to 74 out of 180 countries (2017). The political crisis in Lesotho has placed the country on the agenda of the Southern African Development Community (SADC) over the years. The current Government came to power in June 2017, with a mandate to implementing various SADC recommendations, including reforming the constitution, parliament, security and justice sectors, and the public service. These reforms are key for Lesotho's long-term stability and economic transformation.

## High outmigration and internal mobility

The level of migration is high in Lesotho. The 2016 census indicated that 179,579 Basotho household members are cur-

rently out of the country which represents 8.1 per cent of the country's total population, 124,386 of them in South Africa, and others in the rest of Africa and the UK. There is also a small number of asylum seekers from Lesotho in South Africa, 1,437 in 2016<sup>14</sup>. Emigration also takes place through irregular channels which is difficult to quantify. The 2016 census also indicated that over 90 per cent of the population had moved from their districts of birth and are living elsewhere in Lesotho.

## Continuing challenges to gender equality

Lesotho is ranked among the top ten best performing countries on gender equality in Africa<sup>15</sup>. However, its ranking on the Global Gender Gap index dropped from 16 in 2013 to 73 in 2017, due to challenges women face in their participation in the economy, labour and politics.

In 2017 women represented 49 per cent of local government workers, but the share of women's representation in the National Assembly has dropped from 25 per cent in 2015 to 23 per cent in 2017. Social exclusion is highest among people living with disabilities, with only three per cent employed, and no political representation<sup>16</sup>. Detailed understandings of the challenges faced by people living with disabilities is weakened by the lack of available data.

## Harsh climatic conditions

Lesotho has extreme climatic conditions characterized by droughts, floods, strong winds, early/late frosts, hail, and snow storms. Increasingly warmer temperatures and lower levels of rainfall have significant implications for agriculture, food security, poverty and vulnerability, as the agriculture accounts for livelihoods of 70 per cent of the of population, and most of the population live in rural areas<sup>17</sup>. These climate conditions exacerbate vulnerability among the poor and rural communities who tend to have lower coping capacities.

## Increasing environmental degradation

Increased use of natural resources for farming, grazing and fuel<sup>18</sup> has resulted in high environmental degradation, posing both economic and governance challenges. Access to grazing land fuels communal conflicts, particularly during periods of drought.

Arable land suitable for agriculture is below ten per cent (270,000 hectares) of total land area (three million hectares). Annual depletion of natural resources is estimated at 4.6 per cent of gross national income and the country loses at least two per cent of its topsoil annually due to erosion. About 66 per cent of households live on degraded land<sup>19</sup>.

<sup>8</sup> People of Lesotho. <sup>9</sup> Lesotho Common Country Analysis (2017). <sup>10</sup> Lesotho Population Census (2016). <sup>11</sup> UNDP, Human Development Report (2016). <sup>12</sup> Bureau of Statistics (2014). <sup>13</sup> Preliminary Report of the Lesotho Population Based HIV Impact Assessment' (2017). <sup>14</sup> Department of Home Affairs (2017). <sup>15</sup> Africa Gender Equality Index (2015). <sup>16</sup> Lesotho National Federation of Organizations of the Disabled (2010). <sup>17</sup> Lesotho Human Development Report (2015). <sup>18</sup> Ibid. <sup>19</sup> FAO (2017).



## Reliance on imported fossil fuels

Lesotho is dependent on imported fossil fuels for its household energy requirements, transportation and industrial sectors. The demand for imported petroleum products stays high at 5,121 bbl/day (2014 est.), ranking Lesotho at place 166 in comparison to the world<sup>20</sup>. Household electrification rate is 36 per cent, with 67 per cent for urban, 43 per cent for peri-urban, and 11 per cent for rural households, of which 60 per cent still use biomass for heating and cooking<sup>21</sup>. There is little use of renewable energy sources.

## Development of UNDAF

The UNDAF 2019-2023 for Lesotho was developed in full alignment with 2017 UNDAF Guidelines. The four principles and six approaches for integrated programming guided the identification of strategic priorities and the design of implementation mechanisms. The key steps that were undertaken through multi-stakeholder engagement included:

### Evaluation of Lesotho United Nations Development Assistance Plan 2013-2018

The LUNDAP external evaluation conducted in 2016 produced critical medium and long-term findings for UNCT interventions. To respond to the findings and take informed actions on the new UNDAF, the UNCT developed management response measures.

### Lesotho Common Country Analysis

The Lesotho Common Country Analysis was prepared in 2016/17. It is a robust country analysis that was an essential element of the UNDAF formulation process and contributed to the development of the National Strategic Development Plan II.

### UN Vision 2030

The UN Vision 2030 Note was prepared in 2017 by the UNCT as a background paper contextualizing UNCT longer-term planning in Lesotho, aligned with the 2030 Agenda and multi-year national planning. Beyond the 2019-2023 UNDAF period, the UN Vision 2030 identified Lesotho's long-term development trajectories and challenges up to 2030, outlined the UN's potential role in supporting Lesotho's development strategies and plans, and defined the UN's principle contributions to supporting Lesotho's sustainable development.

### Strategic Prioritization

The UNDAF Outcomes were shaped by the multi-stakeholder Strategic Prioritization Retreat (SPR) held in November 2017. Guided by the NSDP II priorities, it identified three overall UNDAF Pillars and four corresponding Outcomes. The prior-

itization of Pillars and Outcomes was also informed by the findings and recommendations of the LUNDAP evaluation, the CCA, analysis of UN comparative advantages and the UN 2030 Vision Exercise. Three coordination UNDAF Pillar Groups were established to lead the development of the final outcome statements and UNDAF Results Matrix along with budgets formulation (see Annexes 1 and 2).

### Theory of Change

The formulation of the final Outcomes and preparation of the UNDAF Results Matrix was further guided by the UNCT Theory of Change (ToC) exercise, articulating which components need to be in place to produce the desired change. The ToC exercise under each Pillar also identified risks and assumptions for each of the Outcomes, key partners (both UN agencies and external partners) and potential joint programming areas for the UN in the next five years (see Annex 4).

### Programming Principles Training Workshop

The Programming Principles training workshop organized with Regional UNDG support, provided both UN agencies and stakeholders with practical and hands-on technical guidance on developing the new UNDAF and helped to finalize the ToC.

In line with core programming principles of 'leaving no one behind' and priority given to sustainable development and resilience, the new UNDAF is giving special focus on the humanitarian challenges and has also placed emphasis on resilience building for government institutions.

### Policy coherence

Based on the process to develop the goals for this UNDAF, the UNCT identified both vertical and horizontal mechanisms to strengthen the UN's response to issues in Lesotho.

The UNCT recognizes the challenges posed by issues, including political instability and climactic shocks, that affect all UN entities. In this respect, the vertical mechanisms built into this UNDAF, and rooted in the DaO approach, promote development support to Lesotho, including by strengthening governance mechanisms and response to those most in need.

The horizontal mechanisms included in this UNDAF, and reflective of the cross-cutting issues to be addressed, seek to ensure a comprehensive approach drawing on the various strengths of the engaged UN entities and dedication to ensuring strong communication between entities. These approaches are designed to provide a coordinated approach that ensures the UNDAF goals are delivered.

<sup>20</sup> Energy Balance Report (2013) / CIA World Factbook 2018. <sup>21</sup> Ibid



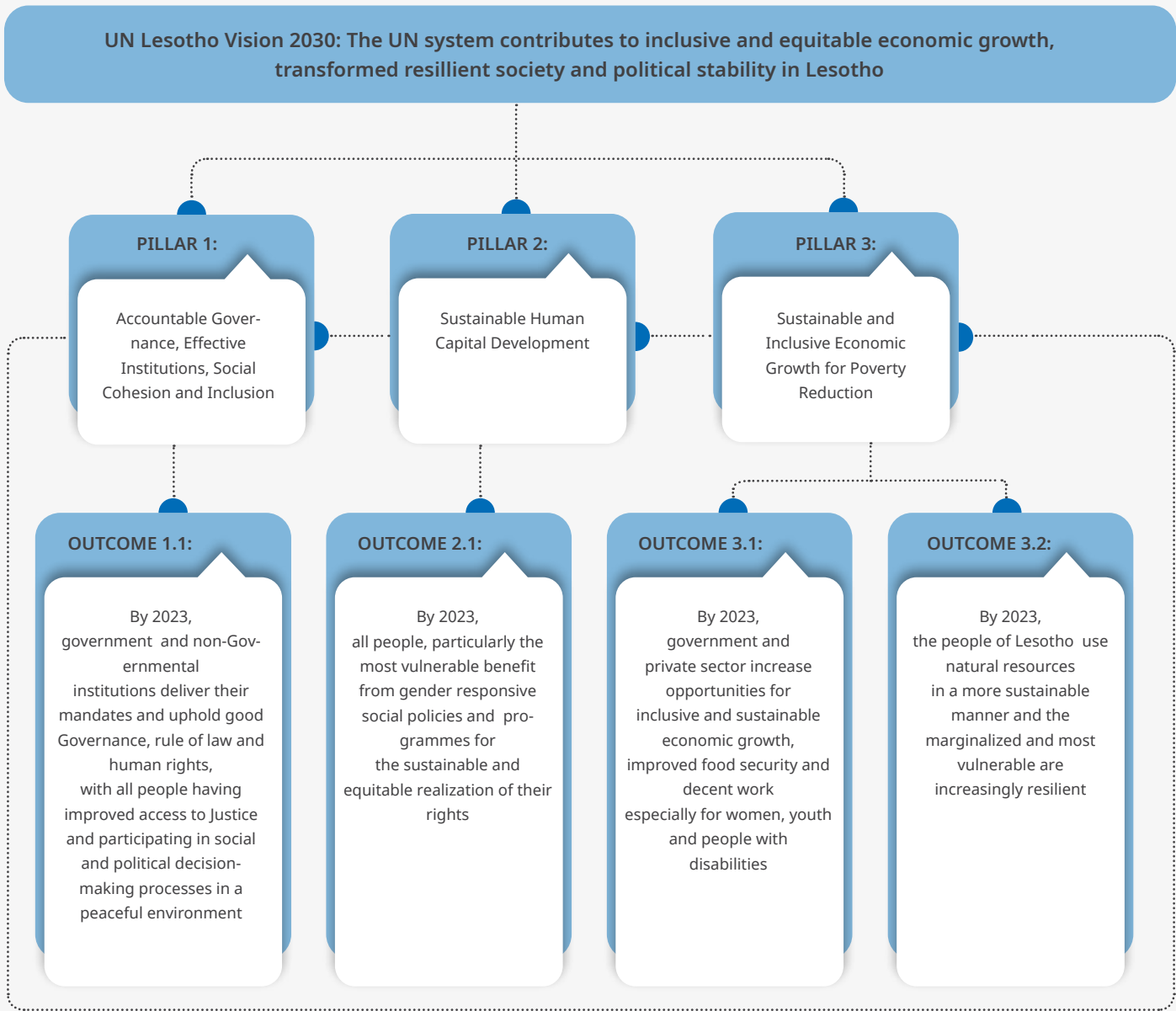
# UNDAF STRATEGIC PRIORITIES FOR 2019-2023

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- ▶ UNDAF Pillars 1, 2, 3
- ▶ Cross-Cutting Issues
- ▶ Development, Humanitarian  
and Peace Nexus



Figure 1: UNDAF 2019-2023 Pillars and Outcomes



# UNDAF Pillar 1: Accountable Governance, Effective Institutions, Social Cohesion and Inclusion

## Alignment to SDGs and NSDP II

NSDP II:	
Strengthening national governance and accountability systems	
Sustainable Development Goals:	
GOAL 5:	Achieve gender equality and empower all women and girls
GOAL 8:	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
GOAL 10:	Reduce inequality within and among countries
GOAL 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
GOAL 17:	Strengthen the means of implementation and revitalize the global partnership for sustainable development

Key issues	Challenges
<b>Political instability</b>	<ul style="list-style-type: none"> <li>Unstable governing coalitions over past five years;</li> <li>Divisions among political elites;</li> <li>Public services and security services do not adequately serve the people;</li> <li>South African Development Community (SADC) recommendations and decisions have not been adopted and implemented.</li> </ul>
<b>Lack of progress on human rights</b>	<ul style="list-style-type: none"> <li>Institutions lack capacity to implement legislation;</li> <li>Lack of legislative compliance by institutions;</li> <li>Gender-based violence prevalent;</li> <li>Cases of poor treatment of suspects in police custody and in penitentiary system.</li> </ul>
<b>Weak national statistics and M&amp;E systems to support decision making</b>	<ul style="list-style-type: none"> <li>Poor data quality and coordination;</li> <li>Available data not used in decision making.</li> </ul>
<b>Low political participation and civic engagement</b>	<ul style="list-style-type: none"> <li>Under-representation of women, youth and vulnerable groups in politics.</li> </ul>
<b>Poor access to justice</b>	<ul style="list-style-type: none"> <li>Access to justice is limited;</li> <li>Institutions demonstrate poor ability to uphold people's rights and adopt effective legislation and policies.</li> </ul>
<b>High outmigration</b>	<ul style="list-style-type: none"> <li>Lack of effective governing mechanisms over migration and border control;</li> <li>Increased risks for migrant worker abuses and trafficking in persons.</li> </ul>

## Political instability and challenges to governing institutions

Lesotho faces continuing political uncertainty and insecurity challenges which, in the last five years, have been exacerbated by unstable governing coalitions. Three governments in less than five years reflects governance challenges. Security encroachment into politics and an attempted coup in 2014 killing of two army commanders followed by arraignment of senior army officers and their commander in several incidences. Frequent elections and changes in government have resulted in disruptions and discontinuity of priorities and policies. Divisions among the political elite have led to disruptions in effective planning and implementation of development programmes. A commission of inquiry in 2015 indicated that key institutions, including security agencies and public service, were politicized and in urgent need of reform. Lesotho has yet to adopt and implement SADC recommendations and decisions relating to reforms and accountability to promote the country's long-term stability. Greater inclusion of women as well as youth and widespread participation in the peace and reconciliation process will be critical for political stability and for an enabling environment for development initiatives. Localized conflicts in some districts have had disruptive impacts on education, health and other services, while some conflicts have cross-border dimensions whose resolution requires a collaborative regional approach.

## Limited capacity to promote human rights

Human rights are negatively affected by a lack of capacity within existing institutions, such as the Human Rights Unit within the Ministry of Law, Constitutional Affairs and Human Rights. Despite the adoption of legislation in 2016, the National Human Rights Commission (NHRC) has yet to become operational. There are also concerns regarding the compliance of the institution, as legislated, to the internationally accepted Paris Principles for national human rights institutions. Concerns remain around the treatment of suspects and inmates by police and correctional institutions, respectively. Incidences of gender-based violence (GBV), in particular in rural areas in the mountains that are often not reached by services, remain high, as does child labour, trafficking in persons (TiP) and victimization of irregular migrants. The 2015 Universal Periodic Review (UPR) recommendations also highlight the need to ratify the Optional Protocol to the Convention on the Rights of Persons with Disabilities to enable to voice their complaints and demand their rights.

## Poor availability of data and limited use in decision making

While the UN System in Lesotho continues to support the Bureau of Statistics (BOS) on data collection, analysis and dissemination, the use of evidence in decision-making across government bodies remains low and must be strengthened. Communication between the BOS and end-users on priority research and data utilization must be strengthened to ensure systematic planning and collection of critical data. Data on

important issues such as migration, environment, resources and labour and disaggregated by sex, age, rural/urban location and other factors, including PLWD, remain scarce or obsolete and hinder progress on evidence-based policy-making. The NSDP I review and the unfinished business of the MDGs recommended a strong system for national monitoring and evaluation and data to improve government's accountability to development results. The lack of data is a challenge to ensure that it leaves no one behind.

## Low political participation

Political participation and representation of women, youth and other groups remains low and in the case of women representation in elected positions. Women and youth in rural areas are particularly exposed to socio-economic vulnerability. They lack representation and voice and therefore unable to influence policies that can improve their lives. The GoL's commitment to far-reaching reforms presents an opportunity to increase vulnerable groups' participation, but enhanced efforts are needed to ensure people's voices are heard and taken into account by the GoL to ensure inclusivity of reforms. Strong social dialogue mechanisms are needed to ensure that voices of all relevant groups are heard in the formulation of economic and social policies affecting them.

## Access to justice is poor

Access to justice is low and with poor perception by stakeholders and citizens on the role and functioning of the judiciary in Lesotho. A backlog of cases in the magistrates' and high court and the weak appeals court adds to problems in this sector. These challenges are further exacerbated by inadequate prosecutorial skills and insufficient capacity of law enforcement officials, including judges at national and district levels, as well as poor coordination among various Ministerial Departments.

Subsequently, Lesotho's scoring at the indicator "Access to Justice", tracked by the Mo Ibrahim Foundation and its Ibrahim Index of African Governance, decreased from 82.7 in 2012 to 60.9 in 2016<sup>22</sup>. The Domestic Violence Bill is being reviewed with support from the UN agencies and is expected to be enacted in the near future. There is a need to harmonize age of marriage in various laws as well as interpretation of 'minor'. While the Model Law on Child Marriage should also be adopted and adapted, the Ministry of Social Development is working to harmonize the Child Protection and Welfare Bill (2011) provisions on child marriage with other relevant pieces of legislation such as the Legal Capacity of Married Persons (2006) and Sexual Act (2003) and Marriage Act (1974).

Efforts aimed at ensuring the enforcement of labour law should be strengthened to achieve decent work across all productive sectors. Particular attention needs to be paid to the rural and informal economies which are characterized by non-compliance.

## Outmigration and risks

Lesotho's populations are highly mobile, and the country is surrounded by porous borders. There is no effective legislation and policy regime to address adequately migration, border and migration management, rights of migrant workers and trafficking in persons.

With trafficking in persons in particular, Lesotho is mainly a source country with victims being trafficked mainly to South Africa and beyond for purposes of labour exploitation in the domestic and farming sector, and sexual exploitation in the form of forced marriage or in the sex work industry. Although Lesotho and South Africa have a relatively established law enforcement cooperation mechanism, a more multi-sectoral approach, involving other actors who are critical to the counter-TiP response is necessary in order more successfully clamp down on criminal syndicates who perpetuate this offence.

These challenges will likely require a regional approach or cross-border programming. The UN, through its regional trafficking in persons programme implemented in partnership with SADC continues to support Lesotho through strengthening legislative and policy frameworks, data collection and capacity building. Smuggling of migrants is also high in Lesotho, but is lacking effective measures in the legislative framework and must also be addressed.

### Outcome 1.1

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.

The implementation of proposed national reforms targeting public and security services, parliament, justice and overhauling the constitution, implemented in an inclusive and participatory manner, could have far-reaching positive implications for Lesotho's development. The reforms would also have knock-on and catalytic effects on all other aspects of this outcome.

The UN will facilitate these reforms by supporting multi-stakeholder national dialogue and providing technical support through the Prime Minister's Office and ministries, institutions and CSOs. Support will be provided to parliament to promote greater autonomy and strengthen its oversight, representation and legislative roles. The UN will also continue backing electoral processes and fight corruption through capacity building of relevant institutions and partners. The UN will also focus on building national capacities to gener-

ate data and its use in planning, monitoring, reporting and review processes linked to the SDGs and the NSDP II. Examples of key initiatives to contribute to overarching SDGs data capacity building include the Lesotho Data Project, Multiple Indicator Cluster Survey, Migration Profile and Lesotho Vulnerability Assessment and Analysis. Enhancing and generating data to identify and assist development initiatives is a key focus.

A core UN focus will be to build the capacities of sectoral institutions, in particular ministries, to ensure data systems can adequately feed into national ones for the NSDP II and SDGs. Broad data literacy among national stakeholders will be supported to improve use of evidence in decision-making processes. The UN will also utilize South-South and Triangular Cooperation to bring best practices to the country.

Human rights protection is central to the UN's mandate. An effective, functioning human rights architecture is critical to national efforts to monitor and protect human rights.

The UN will continue supporting the Ministry of Law, Constitutional Affairs and Human Rights, all other relevant ministries; and labour market institutions such as the labour courts and the Directorate for Dispute Resolution mandated for the advancement of human and labour rights, in particular to address issues raised in the UPR 2015 recommendations. UN support will also include coordination of a national treaty body report that has fallen behind in recent years.

The establishment of an inter-ministerial national mechanism for reporting and follow-up will enhance reporting and implementation of recommendations linked to the SDGs from the UPR, treaty bodies, special procedure, regional human rights mechanisms and other obligations.

Similarly, the UN will support operationalization of an effective and independent National Human Rights Commission, including bringing it into compliance with international standards, such as the Paris Principles for National Human Rights Institutions (NHRIs). The UN in Lesotho recognizes the need to support more robustly and systematically rights-holders in advocating for and claiming their rights, as well as holding duty-bearers accountable. Building citizens' awareness of their rights and ongoing government reforms will improve the human rights environment.

The UN will increase its strategic engagement with the press, expanding joint communications, advocacy and outreach efforts. Promoting meaningful participation of civil society, including the Lesotho diaspora, will be a strategic UN focus. The UN will also enhance the capacity of NGOs on engagement with human rights mechanisms gender equality and women's empowerment will be advocated across the board, especially utilizing opportunities provided by the national reforms process including mainstreaming of gender consideration into NSDP II.

In line with the programming principles of 'leaving no one behind' and 'reaching the furthest behind first', the UN is working with the justice sector to enhance public service delivery to meet international standards and protection of the most vulnerable and marginalized people. Examples of policies to be supported include the review, renewal and update of the Domestic Violence Bill and Ending Child Marriage Bill. Implementation of existing laws, such as Anti-Trafficking in Person's Law (2011), is critical to ensure trafficking survivors' access to justice. Training judiciary and law enforcement agencies will help remove barriers to justice faced by key populations.

These efforts will be further aided by the availability data generated through UNDAF activities, and enable the identification of those most in need, in particular through the refinement of indicators.

Peace and stability are essential to all development efforts. The UN will buttress initiatives to resolve national-level stalemates and localized conflicts, including national dialogue on reforms, national unity and reconciliation, capacity of national actors, including religious leaders, to facilitate political dialogue, capacity of local-level peace infrastructures, enhance immigration and border management and address cross-border issues.

### Potential areas for joint UN interventions under Outcome 1.1:

- Increase capacities for institutional coordination to deliver effectively mandates, including during humanitarian crises.
- Support coordination and oversight bodies in decentralized key national frameworks, such as the National Resilience Framework and the Decentralization Policy.
- Support GoL and partners to generate and use quality evidence to inform formulation of policies and decisions on socio-economic sector programmes, including SDGs.
- Strengthen national monitoring and evaluation (M&E) systems for policy, strategy and programme implementation.
- Support national reforms that are inclusive, open and participatory.
- Strengthen the rule of law and human rights institutions to expand access to justice and citizen participation and reporting of international instruments and commitments.
- Fortify local- and national-level mechanisms to facilitate dialogue, enhanced immigration and border manage-

ment, address protection-related concerns and mitigate cross-border conflict and crime.

- Enhance capacities of non-state actors for improved civic participation and transparency, social accountability, equity and quality of public investment.
- Strengthen the capacity of parliament, including the women's parliamentary caucus, to champion gender responsive legislature.
- Strengthen the participation of women in governance, including in peace and security, support women's meaningful participation in national dialogue and strengthen the development of a national framework for the implementation of comments to women, peace and security.
- Promote social dialogue for strengthened collective voice of workers and employers, especially in rural areas, in the formulation and implementation of policies and programmes that support inclusive and sustainable growth.



## UNDAF Pillar 2: Sustainable Human Capital Development

### Alignment to SDGs and NSDP II

NSDP II:	
Strengthening human capital (health, nutrition, education & skills development)	
Sustainable Development Goals:	
GOAL 1:	End poverty in all its forms everywhere
GOAL 2:	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
GOAL 3:	Ensure healthy lives and promote well-being for all at all ages
GOAL 4:	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
GOAL 5:	Achieve gender equality and empower all women and girls
GOAL 6:	Ensure availability and sustainable management of water and sanitation for all
GOAL 8:	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
GOAL 10:	Reduce inequality within and among countries
GOAL 11:	Make cities and human settlements inclusive, safe, resilient and sustainable
GOAL 12:	Ensure sustainable consumption and production patterns
GOAL 13:	Take urgent action to combat climate change and its impacts
GOAL 17:	Strengthen the means of implementation and revitalize the global partnership for sustainable development

Key issues	Challenges
<b>Failing health sector</b>	<ul style="list-style-type: none"> <li>● Significant gaps in attaining goals;</li> <li>● High HIV incidence rate;</li> <li>● Poor access to essential and quality health care services for all ages.</li> </ul>
<b>Poor access to quality education</b>	<ul style="list-style-type: none"> <li>● Low net enrolment rates;</li> <li>● Low completion rates;</li> <li>● Low enrolment in pre-primary education;</li> <li>● Disparities influenced by geographic and social factors;</li> <li>● Neglect of children with disabilities.</li> </ul>
<b>High inequality</b>	<ul style="list-style-type: none"> <li>● Poverty affects over half of the population;</li> <li>● Two-thirds of the population lack access to three or more basic social services;</li> <li>● Many people vulnerable to climate threats.</li> </ul>
<b>Migrants challenged in accessing services</b>	<ul style="list-style-type: none"> <li>● Language barriers;</li> <li>● Limited access to information;</li> <li>● Lack of disaggregated data by migratory status;</li> <li>● Increased health risks due to lack of referral tracking data.</li> </ul>



Key issues	Challenges
<b>Prevalent gender-based violence</b>	<ul style="list-style-type: none"> <li>● Many women suffer from violence;</li> <li>● Women subjected to forced labour and sex trafficking;</li> <li>● Men subjected to forced labour.</li> </ul>
<b>Anti-corruption measures required</b>	<ul style="list-style-type: none"> <li>● Measures required to combat money laundering and detecting, seizing and confiscating illicit proceeds.</li> </ul>

## Health sector failing to meet needs

Although GDP per capita investment in the health sector (USD 54) exceeds the WHO recommended minimum (USD 34), health outcomes are not commensurate with resource inputs. Most health Millennium Development Goals (MDGs) were far from being achieved. High rates of communicable and noncommunicable diseases and the HIV pandemic place significant pressure on health infrastructure and resources. Incidence of new HIV infections is at 1.55 per cent.

The stunting rate is extremely high (33 per cent of children under-5), while tuberculosis (TB) estimates are also a concern with an incidence rate of 916 per 100,000 and a prevalence of 613 per 100,000. Neonatal, infant and under-5 mortality remain high. Neonatal mortality rate is 34 per 1,000 live births; infant and under-5 mortality rate are 59 and 85 per 1,000 live births, respectively. Lesotho has high maternal mortality rates at 1,024 deaths per 100,000 live births in 2014, and this is due to poor access to essential and quality health care services during pregnancy, childbirth and after delivery, especially in rural areas. Delivery in health facilities stands at only 77 per cent also in 2014.

Though access to health services overall has improved over the years, quality of services remains inadequate. There is a need to address health systems weaknesses that directly influence Universal Health Coverage as well as disaggregation of health data according to the determinant of health.

## Poor access to quality education

Access and quality of education remain a challenge. Although primary education is free and compulsory, contributing to a net enrolment rate of 89.8 per cent girls and 89 per cent boys. School retention rates are low with about 70 per cent of students who join primary education completing the last grade. The primary completion rate also displays significant inequities with 80 per cent of girls compared to 66 per cent for boys completing the primary cycle. The level of wealth and geographic dimensions also play a significant role. The chances of a rural child completing primary education are around 59 per cent while that of his/her urban counterpart is close to 86 per cent. Only about 42 per cent of the cohort that enters Grade 1 completes junior secondary and 30 per cent completes senior secondary. Gross enrolment in pre-pri-

mary education is 42 per cent and while this figure compares favourably with the Southern African region, geographic and social disparities exist in coverage and there is a large variation in the nature and quality of coverage dependent on local and private initiatives. Boys generally perform worse than girls in term of grade repetition, pass rates or drop-outs. 40 per cent of disabled children aged 5-10 do not attend school. Access to non-formal education for those who have missed out on formal education remains limited, particularly in rural areas.

## Prevailing inequality

Lesotho is one of the ten countries globally with the greatest inequalities with a Gini coefficient of 0.549 in 2016. Poverty remains a persistent problem, with 57 per cent of the population living in poverty. Children bear the brunt of poverty and inequality, with 65 per cent deprived of three or more basic social services (education, health, information, nutrition, sanitation, shelter, water and others). Lesotho is among countries in the region where the incidence of child labour is growing rapidly across different sectors. The lack of disaggregated data, in particular by age and gender, creates additional challenges in identifying those most in need.

## Migrants challenged in accessing services

There is a challenge for migrants to access services in the public health centres mainly due to the language barrier and limited access to information as they have not been fully integrated into the host community. The lack of data disaggregated by migratory status makes it difficult to develop an evidence-based policy. Cross-border referral tracking targeting highly mobile populations is critical to ensure access to health services including SRH (sexual reproductive health) and HIV and TB.

## Prevalent gender-based violence

Violence against women is pervasive, representing a major obstacle for women to realize their fundamental human, sexual and reproductive rights. Negative perceptions and unequal gender norms persist and challenge gender equality in representation and participation in public decision-making forums. Lesotho is a source, transit and destination country

for women and children subjected to forced labour and sex trafficking, and for men forced into labour. A policy framework is needed to address trafficking in persons and smuggling of migrants through strengthening the criminal justice system and victim support. Efforts need to be made to raise awareness of and improve compliance with the fundamental principles and rights at work, which include the eradication of all forms of forced labour and the effective abolition of child labour.

## Anti-corruption measures required

Similar efforts are required to strengthen government capacities to implement measures against money laundering and in detecting, seizing and confiscating illicit proceeds as required pursuant to United Nations instruments and other globally accepted standards.

### Outcome 2.1

By 2023, all people, particularly the most vulnerable, benefit from gender-responsive social policies and programmes for the sustainable and equitable realization of their rights.

At present, most UN agencies and the bulk of resources they make available in Lesotho are in people-oriented sectors such as education, gender equality, health, nutrition, poverty reduction, social protection as well as water, sanitation and hygiene (WASH).

Globally, there is an emerging consensus that development partners must focus government support towards further strengthening national and sub-national capacities to design, deliver, monitor, evaluate and finance social protection systems and improve delivery of social services, in particular to vulnerable and marginalized groups.

While these efforts will continue to 2030 and beyond, the UN will refocus support towards cross-cutting strategies that strengthen capacity and facilitate real participation and ownership at district and community levels.

Targeted UN efforts will be required to tackle underlying challenges that hamper progress towards the attainment of the SDG targets. Within this Outcome, the UN in Lesotho will continue supporting policies and legal frameworks around social protection and social services, through identifying and addressing policy gaps, as well as enhancing existing policies.

Development of institutional capacity and systems strengthening to improve policy implementation will also be prioritized, as will effective use of resources through fine-tuning targeting of key populations. The UN will work to increase

people's ability and willingness to access and demand services at service delivery sites, the community and integrated citizen service centres. The UN will also work to address harmful social norms, values and practices that perpetuate inequalities and vulnerabilities. Particular attention will be paid to improving access to social protection in rural areas, where existing programmes reach only a small proportion of the extremely poor, and where a significant number of people are at risk of livelihood and food insecurity.

At the government level, improved national human resources, a clearer delineation of sectoral responsibilities and improved cross-sectoral coordination will also be targeted.

With evidence generation and greater disaggregation of data is critical to ensure the most vulnerable people benefit from enhanced service delivery and quality, the UN will help generate and make available evidence for use by relevant decision-makers in policy processes. Use of innovative technology and civic participation will allow for generation of better quality data to meet international standards and enable rights holders to hold duty bearers accountable.

Awareness-raising of citizens to claim their rights and building capacity of duty bearers for greater accountability will be key steps going forward. The UN will also drive advocacy and community mobilization to improve participation in decision-making processes, highlight gaps in health and social services, and hold decision-makers accountable.

The UN will support the Ministry of Health to strengthen its capacities and those of its partners to deliver essential health and nutrition services on maternal, child and adolescent health, HIV and TB, and contribute towards and to ensure Universal Health Coverage, through implementation of the National Health Strategic Plan (2017-2022) and disease-specific strategic plans.

The UN will support the review, amendment and enactment of relevant legislation and policies including the Health Bill, health financing and health equity, and support human resources for health through coordinated capacity-building efforts.

The UN will also enhance delivery of essential health care package that includes HIV, TB and Reproductive, Maternal, Neonatal, Child and Adolescent Health (RMNCAH) services, and strengthen procurement and supply chain, laboratory and health information system in partnership with other technical partners. The focus on HIV will include strengthening leadership for a coordinated multi-sectoral response, with an emphasis on reducing new HIV infections.

## Potential areas for joint UN interventions under Outcome 2.1:

- Improve Universal Health coverage by strengthening the capacity of health facilities and community structures in all ten districts of the country to deliver integrated and quality gender-sensitive reproductive, maternal, new-born, child and adolescent health (RMNCAH), birth registration, nutrition and WASH services, encompassing non-communicable diseases (NCDs) including in-country capacities for cancer prevention, control and palliative care.
- Strengthen systems and stakeholders' capacities for implementation of policies, standards, guidelines and manuals for improved health, HIV and nutrition-related interventions, including workplace safety and health, integrated into national health and development plans.
- Deepen national and subnational agencies' capacities to reduce HIV and TB infections, improve care and treatment for adolescents, women and migrants, including support services for orphans and vulnerable children (OVC) and other special groups
- Enhance stakeholders' capacities for provision of quality formal education for all with a focus on the most disadvantaged including children with disabilities
- Develop a system for the recognition of informal and non-formal learning and diversification of alternative learning pathways.
- Improve access for young people to skills for learning, personal empowerment, employability and active citizenship. Deepen integration of early childhood care and development across sectors.
- Strengthen capacities for prevention and mitigation of GBV and address TiP with enhanced regulatory enforcement mechanisms at all levels.
- Support operationalizing national gender and development policy. Development of a national GBV strategy and action plan.
- Provide mandatory training for judges, prosecutors and the police, especially those who conduct mediation in cases of domestic violence, on the strict application of legal provisions dealing with violence against women; and train police officers on procedures to deal with women victims of violence.
- Support for improved compliance with UN Supervisory bodies' recommendations on Conventions on Gender, Children and HIV/AIDS.
- Improve national legislation and policies on the promotion of fundamental principles and rights at work, including the elimination of forced labour and child labour.
- Improve the existing social protection system to make it gender and shock responsive through a revision of policies and strategies; supporting the GoL in strengthening coordination mechanisms; enhancing efficiency and effectiveness in disbursement modalities; expanding and decentralizing national information system for social assistance backed by required infrastructure; harmonizing and integrating social protection programmes; strengthening of resilience building through community structure and improvement of coordination system to deliver social protection services to the most vulnerable children and their families.
- Enhance the country's capacity to assess emergency/humanitarian needs and implement sector-wide responses at national, district and community levels as well as develop the capacity of national and subnational institutions to prepare and respond to humanitarian situations.
- Empower rights holders to demand integrated quality gender-sensitive, age-appropriate and disability-friendly RMNCAH, nutrition, protection and WASH services, including NCDs through civic participation and monitoring.
- Ensure that young children, particularly those with disabilities and in marginalized and disadvantaged communities, have access to early childhood development, and pre-primary and primary education. In addition, continue tracking of education spending and advocacy for increased investment for early childhood education.
- Support the development, simplification, translation and dissemination of relevant laws and policies, and the submission of periodic reports to relevant regional and global treaty bodies.
- Use of social behaviour change and communication approaches to promote, create and sustain demand for basic social services and to overcome harmful traditional norms and cultural practices, particularly GBV, child marriage and violence against children, adolescent girls and women.
- Support the judiciary to combat money laundering and proceeds of crime issues. Continue training of investigators and prosecutors through Asset Recovery Inter-agency Network for Southern Africa (ARINSA) in the areas of money laundering, proceeds of crime, cyber-crime, terrorist financing and beneficial ownership, including Training of Trainers programmes.

# UNDAF Pillar 3: Sustainable and Inclusive Economic Growth for Poverty Reduction

## Alignment to SDGs and NSDP II

NSDP II:	
Supporting inclusive and sustainable economic growth and private sector-led job creation	
Sustainable Development Goals:	
GOAL 1:	End poverty in all its forms everywhere
GOAL 2:	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
GOAL 5:	Achieve gender equality and empower all women and girls
GOAL 6:	Ensure availability and sustainable management of water and sanitation for all
GOAL 7:	Ensure access to affordable, reliable, sustainable and modern energy for all
GOAL 8:	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
GOAL 9:	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
GOAL 10:	Reduce inequality within and among countries
GOAL 12:	Ensure sustainable consumption and production patterns
GOAL 13:	Take urgent action to combat climate change and its impacts
GOAL 15:	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
GOAL 17:	Strengthen the means of implementation and revitalize the global partnership for sustainable development

Key issues	Challenges
<b>Persistent poverty</b>	<ul style="list-style-type: none"> <li>● Rural areas are worst affected by poverty;</li> <li>● Over half the population lives in poverty, and over a third live under the food poverty line;</li> <li>● Unemployment affects one-third of the population, with women worst affected.</li> </ul>
<b>Lack of employment opportunities for women and vulnerable groups</b>	<ul style="list-style-type: none"> <li>● Women have difficulty finding work, despite better rates of education;</li> <li>● Over a third of young people are unemployed;</li> <li>● High levels of child labour.</li> </ul>
<b>Private sector development</b>	<ul style="list-style-type: none"> <li>● Small and undiversified private sector;</li> <li>● Uncoordinated policy and legal framework to support inclusive private sector development;</li> <li>● Low quality labour and skills mismatch;</li> <li>● Inadequate capital, financial services, technology and innovation;</li> <li>● Limited entrepreneurial, specialized and technical skills;</li> </ul>

Key issues	Challenges
Private sector development	<ul style="list-style-type: none"> <li>Insufficient industrial, logistics, electricity and information and communications technology (ICT) infrastructure;</li> <li>Poor quality of and access to land as a result of urban encroachment, environmental degradation and limitations on aggregating land.</li> </ul>
Important sectors weakening economic growth	<ul style="list-style-type: none"> <li>Tourism sector weak;</li> <li>Lack of infrastructure to support tourism growth.</li> </ul>
Subsistence agriculture challenges	<ul style="list-style-type: none"> <li>Reduction of arable land;</li> <li>Climate-change risks affecting farmers.</li> </ul>
Infrastructure challenges across multiple sectors	<ul style="list-style-type: none"> <li>Limited access to health services;</li> <li>Only just over a third of the population has access to electricity;</li> <li>Bank remittances high, creating risk-prone alternatives.</li> </ul>
Critical data gaps	<ul style="list-style-type: none"> <li>Lack of statistics to inform decision makers;</li> <li>Increased risks for migrant worker abuses and trafficking in persons.</li> </ul>

## Persistent poverty

Despite development progress, evidence shows that poverty, unemployment and inequalities persist in Lesotho. It remains one of the poorest countries in Sub-Saharan Africa and is categorized among the Least Developed Countries (LDCs), with a Human Development Index of 0.497, with a ranking 161 out of 188 countries. Poverty is highest in rural areas, inhabited by 77 per cent of the country's population. An estimated 57.1 per cent of Basotho live below the national poverty line, while 34 per cent are under the food poverty line of Maloti 138 (USD 10.30) per adult per month. Inequality increased from a Gini coefficient of 0.51 (2003) to 0.549 (2016) when adjusted for gender inequalities, placing it among the 10 countries with the greatest levels of inequality. Unemployment is estimated at 32.8 per cent, higher among women (39.7 per cent) and youth (32.3 per cent), compared to males (26.2 per cent). Formal employment is limited to just 10 per cent of the labour force.

## Limited private sector development

With limited opportunities for employment, the GoL is looking to the private sector to generate employment especially for the youth. The country has a small, highly fragmented and undiversified private sector, mainly attributed to lack of business sophistication, limited innovation and lack of access to information and technology. Lesotho is ranked 104 out of 160 countries on the World Bank Doing Business index and ranked 120 out of 138 countries in the Global Competitiveness Index. There is need to strengthen the legal and policy environment as well as to strengthen coordination to induce private sector activity and productivity. More than 80 per

cent of private companies in Lesotho are micro-, small- and medium-sized enterprises of which the majority are sole proprietorships. While 45 per cent of these enterprises are using formal financial services, only two per cent have business-related access to credit and insurance services. Despite the high literacy rates in Lesotho, lack of employment-ready skills, and innovations, especially among youth, is another constraint to employment creation in the private sector. More will be required to strengthen business development services, facilitate retraining and reskilling, mentorship support and access to technologies for development.

## Women and vulnerable groups struggle to be employed

While women are generally more educated than men, they are less likely to be employed. Young people are disproportionately affected, with 32.3 per cent unemployed, and, in addition, are affected by limited opportunities for apprenticeships or internships that provide gateways for young people to enter the workforce. In addition, young women and men often do not have the skills in demand by the labour market. Most medium, small and micro-sized enterprises have difficulty accessing technology. Addressing the persistent mismatch between the skills produced and those required is key to progress. A significant portion of the labour force is employed in the informal economy. Rural and urban youth, women and PLWD suffer from lack of employment opportunities. Due to increasing economic and social vulnerabilities, there is a heavy reliance, especially among people living with disabilities, on government social grants for livelihoods. About 23 per cent of children aged 5-14 are engaged in child

labour, with boys particularly involved in potentially harmful child labour such as livestock herding. There are more than 100,000 low-skilled labour migrants from Lesotho working in South Africa (protected under Lesotho Special Permit that expires in 2019) and an unknown number of irregular migrants are job-hunting or working in inhuman conditions in neighbouring countries. In response, gender-sensitive and evidence-based policies are needed to support generation of decent work.

## Positive economic diversification; tourism remains weak

The GoL is making strides in diversifying its economy to address the challenges faced by the rural population, and, in particular, women and youth by developing its tourism sector. Lesotho received almost 1.2 million tourists in 2016, achieving a growth of more than 10 per cent compared to the figures of 2015 (a year of political uncertainty) and capturing approximately three per cent of foreign tourists to sub-Saharan Africa. However, direct tourism receipts comprise only 1.5 per cent of GDP. Leisure tourists opt for short stays. On overall competitiveness, Lesotho ranks low. Much work is required to improve tourism infrastructure, services, customer service, attractions and business conditions for it to compete on a solid footing with other destinations in the region.

In addition to tourism, investing into the development of other sectors such as services, construction, processing and manufacturing, including agro-based, is important to diversification efforts and to address the challenge of unemployment and underemployment, particularly in rural areas.

## Challenges to the predominant subsistence agriculture

Lesotho's rural population continues to primarily depend on subsistence agriculture and survivalist activities for livelihoods (29.5 per cent of household income on average), yet the two per cent annual loss of the country's topsoil that has reduced agriculture-suitable arable land to below 10 per cent present a significant challenge to sustainability of the sector and rural livelihoods. Despite the efforts of the GoL to commercialise the sector, challenges relating to ownership of land, limited technology and financial risk appetite constrain investments and participation of youth in the sector.

## Infrastructure challenges across multiple sectors

The country's surveillance system for agriculture and human health is fragmented and unable to share critical information during public health events. The country continues to face infrastructure challenges, with just 36 per cent of the population able to access electricity. While 15 per cent of GDP is remittances from abroad in 2016, bank charges for remittances through official channels from South Africa to Lesotho have forced migrants to use high-risk unofficial channels.

This must be addressed through innovation and private sector partnerships, which will be guided by targeted public sector policies, employment-intensive infrastructure investment programmes. Although Lesotho has had positive developments in the telecommunications sector, with coverage estimated at over 65 per cent, access to internet and associated technologies is still low.

## Critical data gaps

The challenges facing Lesotho include among others production of better statistics to inform policy makers involved in various development frameworks. These include the National Strategic Development Plan (NSDP), the Sustainable Development Goals (SDGs), the Vision 2020, and other national and sectoral development plans.

The most recent Labour Force Survey (LFS) from May 2008. There is no reliable employment data and child labour statistics available in Lesotho since that time. There are significant data gaps across much of the employment and agriculture sector, most notably on horticulture production; as well as cross-sectoral gaps on vulnerability-sensitive data for gender, youth and PLWD.

## Outcome 3.1

By 2023, government and private sector increase opportunities for inclusive and sustainable economic growth, improved food security and decent work especially for women, youth and people with disabilities.

The UN is committed to enhancing its focus on inclusive economic growth and opportunities for decent employment, especially for women, youth and PLWD. Without progress on the issues addressed under Pillars 1 and 2, sustainable economic growth is impossible; and without growth, the goal to improve resilience will remain elusive. To this end, the UN is committed to standing shoulder-to-shoulder with the GoL to achieve economic transformation, poverty reduction and resilience building at the community level in line with the 2030 Agenda.

With the need for private sector networks, including entrepreneurs', employers' and workers' organizations, the diaspora and community-based organizations to engage with GoL, the UN will play a key role in facilitating dialogues to feed policy reviews and development to build an enabling environment for private sector-led job creation and inclusive economic development. The UN will also back innovation and equitable access to finance as well as facilitate the roll-out of the UN Global Compact for a responsible business environment and encourage private sector contributions to the SDGs. Furthermore, the human and institutional capacities of customs administration and other national stakeholders

will be strengthened to facilitate the access of the private sector to global value chains and regional markets through trade. To promote economic independence and reduce vulnerability, UN will further facilitate skills development and co-creativity among subsistence and smallholder farmers, including the people with disability, to promote self-reliance and reduce dependency on the government social grants. In addition, the UN will build on existing partnerships with academic institutions, such as the National University of Lesotho and Limkokwing University, to promote research, innovation and knowledge generation leading to private sector development for inclusive growth.

To ensure human rights and decent work for vulnerable Lesotho migrant workers in South Africa, active steps will be taken to promote the ratification and effective implementation of the International Labour Organization (ILO) standards on the governance of labour migration and protection of migrant workers. This will include the Migration for Employment Convention (Revised), 1949 (No. 97); the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143) and the Domestic Workers Convention, 2011 (No. 189). This will promote human rights and decent work for vulnerable Basotho working abroad. To avoid over-dependence on neighbouring South Africa, the UN System will assist the GoL, in particular the Ministry of Labour and Employment, to diversify labour migrant destination countries through bilateral labour agreements in line with Lesotho's commitments under the Global Compact on Migration, African Union (AU) Migration Framework, SADC Labour Migration Action Plan and other regional dialogues such as the Migration Dialogue in Southern Africa (MIDSA).

innovative and sustainable entrepreneurial development initiatives and financial services, particularly for women, youth and marginalized groups.

- Facilitate skills development and training opportunities to increase economic productivity and diversified sources of livelihood for vulnerable people.
- Support the implementation of trade facilitation reforms and programmes, aiming at the reduction of transaction costs and bureaucratic barriers to make cross-border trade of goods easier, faster and less costly.
- Strengthen the technical vocational education and training (TVET) system to better prepare young women and men for the world of work.
- Strengthen the labour market information system (LMIS) and develop platforms to facilitate access to information on development opportunities.
- Support to the development and implementation of strategies for entrepreneurship and business development, including the transition of informal economy enterprises to the formal economy.
- Engage academic institutions to collaborate on initiatives and contribute to findings to strengthen approaches and results.
- Improve capacities and policies at national, district and local levels to attract internal and external investment and stimulate cross-border trade diaspora engagement, circular labour migration as well as skills exchanges. Promote establishment of innovative and sustainable entrepreneurial development initiatives and financial services, particularly for women, youth and marginalized groups.
- Support gender-responsive budgeting for high value sectors for investment in entrepreneurship and employment opportunities.

### Potential areas for joint UN interventions under Outcome 3.1:

- Strengthening public and private national institutions to develop and implement innovative and evidence-based policy instruments, and provide public goods that enhance inclusiveness and efficiency in productive sectors, including agricultural and manufacturing value chains.
- Support development and implementation of gender-sensitive and evidence-based policies, strategies and programmes to promote decent employment in the formal economy, the application of decent work principles in the informal economy and access to national and global value chains, particularly for rural and urban youth, women, migrants and PLWD.
- Improve capacities and policies at national, district and local levels to attract internal and external investment and stimulate cross-border trade diaspora engagement, circular labour migration as well as opportunities to exchange skills. Promote the establishment of

### Outcome 3.2

By 2023, the people of Lesotho use natural resources in a more sustainable manner and the marginalized and most vulnerable are increasingly resilient.

Under this Outcome the UN will champion the sustainable use of resources, improved livelihoods, climate change responses and environmental management. It will also continue to lead the way in deploying innovative tools and technologies such as nuclear techniques to enhance food security, better manage water resources, improve energy planning

and increase industrial competitiveness. The UN is increasing its emphasis on economic growth factors, particularly agricultural development, to benefit the most vulnerable and marginalized members of society. Pro-poor, livelihood-focused programmes and strategies for climate change adaptation and enhancing communities and households' livelihood sources will be prioritized, as will investment in food security programmes.

The UN will work with a variety of institutional stakeholders at both the central and local levels on promoting investment-enabling environment and good economic governance. The GoL and partners, including the UN, must develop sound, comprehensive and sustainable environmental management and resilience programmes to build household resilience to threats and shocks, strengthen early warning systems and address risks and vulnerabilities to climate change and other socio-economic and health challenges.

At the national level, the UN will back implementation of climate change and disaster management-relevant legislation and national strategies. At the local level, the GoL will be supported to mainstream climate change adaptation into planning and budgeting systems, increase awareness and allocate greater financial resources to climate change adaptation initiatives. The media will be engaged with joint communications and advocacy efforts on climate change impacts, adaptation and mitigation.

Equally critical is the coordination of resources, research, M&E and knowledge management on resilience and environmental protection and conservation. As investments in agriculture are most effective to sustainably reduce poverty, economic and institutional foundations of agricultural value chains must be solidified. Adopting a resilience lens at the onset of an emergency requires bridging existing divisions between humanitarian and development programming to ensure short-term actions build groundwork for medium to long-term interventions.

### Potential areas for joint UN interventions under Outcome 3.2:

- Enhance knowledge and capacity of communities, smallholder farmers and service providers to diversify livelihoods and production systems to improve incomes, food security and nutrition, particularly for poor and vulnerable households.
- Build capacity of farmers, communities and institutions at national, district and local levels to design, implement and monitor community-based adaptive, resilient, climate-smart natural resource management initiatives.
- Enhance technical, operational and coordination mechanisms for disaster risk reduction and management.

- Strengthen technical and operational capacity for pest and disease surveillance to safeguard agricultural production and trade.
- Support the design and implementation of pro-poor, gender, youth, migrant and PLWD sensitive plans, strategies and interventions to address climate change, vulnerabilities and enhance resilience, including through the promotion of green jobs and the transition to an environmentally sustainable economy.
- Champion implementation of the UN Secretary-General's 'Sustainable Energy for ALL' initiative for development and promotion of market-driven and affordable solutions, as well as private sector participation in delivery of renewable energy technologies for household and other advantageous uses.

## Cross-Cutting Issues

The UN System considers the UNDAF 2019-2023 an all-inclusive programmatic framework for its work in Lesotho during the next five years. Under the three Pillars and four Outcomes, the UN agencies will implement activities to ensure progress is made towards identified results and targets in the UNDAF Results Matrix (see Annex 1). Promoting synergies between Pillars and Outcomes as well as enhancing implementation through joint programme modalities and geographical concentrations of interventions will be prioritized. Guided by the 2030 Agenda (SDG framework) to support the implementation, this UNDAF is centred on the principle of 'leaving no one behind'. This core principle will be addressed by applying three of other principles: **1. Human rights, gender equality and women's empowerment; 2. Sustainable development and resilience; and 3. Accountability.** These principles, together with the themes and strategies integrated within them will enable sustained progress on inclusive growth, social development and governance.

## Programming principles

### 1. Human rights, gender equality and women's empowerment:

The themes and strategies integrated into this UNDAF to address human rights, gender equality and women's empowerment focus on increasing alignment with international standards, addressing inequalities and promoting meaningful participation by all stakeholders. Efforts will be directed to build the capacity of duty bearers to strengthen opportunities for vulnerable groups, including women and girls, to demand their rights and enhance their education, skills and employment opportunities.

### 2. Sustainability and resilience:

The themes and strategies to address sustainability and



resilience are based on a detailed understanding of the interconnection of issues contributing to vulnerabilities in Lesotho and an awareness for the need for a balanced approach between economic, environmental and social aspects of sustainable development within Lesotho. This will enhance capacities to ensure that stakeholders have ownership over the initiatives and are able to implement them.

Under the guiding principle of 'leaving no one behind' and with the aim to 'do no harm', the approaches here will strengthen mechanisms to prevent adverse impacts on people. The integration of disaster risk management, for example, is an important strategy to promote a balanced approach. In particular, attention is given to vulnerable groups, including youth, PLWD and people living with HIV/AIDS to strengthen their ability to contribute to sustainable development achievements in Lesotho. A focus on volunteerism is one strategy integrated into this UNDAF to ensure rights holders are engaged in development initiatives.

### 3. Accountability:

The themes and strategies to address accountability focus on ensuring alignment with national accountability mechanisms to ensure sustainable development support. UN support will also strengthen mechanisms to ensure people's voice and participation in development initiatives. In addition, the UN will provide support to national statistical and data management institutions to ensure the availability and access to detailed information enabled informed actions by decision makers' to support the country, including the most vulnerable groups.

in all areas of UN support as envisaged in this UNDAF, with awareness raising to claim rights and strengthened capacity of duty bearers to meet international human rights and convention obligations, including timely periodic reporting to relevant Treaty bodies and implementation of recommendations from human rights mechanisms.

### Gender Equality:

Lesotho is a signatory to international human rights conventions that address women's human rights, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). Gender equality and women's empowerment feature in NSDP II, yet despite such policy commitments Lesotho still ranks lowly on the Gender Inequality Index with barriers including girls' participation in post-primary education, women's political representation, gender parity in wage employment, unpaid care and domestic work and GBV. These reflect the persistence of profound gender inequalities in the public and private spheres, which can only be addressed through direct approaches to change attitudes and behaviours.

While the UN System has provided technical support to strengthen gender mainstreaming in NSDP II which did not get as much prominence in NSDP I, the UN will promote gender equality across all areas of the UNDAF 2019-2023 and strengthen institutional capacity to mainstream gender into national strategies and programmes through partnerships with the GoL.

The UN will also actively support the GoL in ensuring that these strategies are extended to remote and vulnerable communities, including rural women and girls. The UN will work with partner women's groups and gender equality advocates to engage men and boys in transformative change. Enhanced gender analysis and gender-responsive programming will focus on supporting the GoL to fulfil its obligations under CEDAW and meet national policy commitments.

### Youth:

Lesotho has a young population, with youth accounting for 39.8 per cent of the total population, according to the CCA. Of this, 74.6 per cent reside in rural areas and 25.4 per cent in urban areas. Youth vulnerabilities, including unemployment, underemployment, poverty and social exclusion, must be addressed in an integrated manner. This will require improved access to secondary and tertiary education, technical and vocational training, responsible decision-making based on access to information, protection and health services, including for HIV-sexual and reproductive health (SRH), and participation in decision-making on issues that affect their lives.

For effective implementation of UNDAF 2019-2023, the UN will address youth as a specific priority group and mainstream youth perspectives into programming across all UNDAF outcome areas. The UN System recognizes that promoting youth engagement across Lesotho is critical to the country's devel-

## Programmatic themes

### Human Rights:

The NSDP I and II identified human rights protection as a key strategy to ensure security as well as sustainable and equitable development. However, the lack of independent monitoring institutions is apparent, leading to inconsistencies in implementation of human rights in Lesotho. Specific human rights incidents tend to be approached by public institutions through case-by-case problem management, rather than institutional protection of human rights. Stronger multi-sectoral engagement is needed to better implement these recommendations in all areas.

On the demand side, the people of Lesotho have shown greater awareness of their rights and empowerment in claiming them, resulting in growing demand for access to governance structures to address complaints and enable participation in policy debates at national and local levels.

The human rights-related principles of participation, inclusiveness, transparency and accountability will be applied

opment requiring all stakeholders to support youth engagement forums at national and decentralized levels. UN efforts will promote an enabling environment that recognizes the rights of youth and their meaningful engagement as essential actors in civic and political decision-making forums at all levels. In addition, age and sex disaggregated data in the analysis of youth needs and priorities will be made available.

To channel the focus on young Basotho and youth issues, the UNDAF will be supported by the work of the UN Lesotho Youth Advisory Panel that is being established as a follow-up to the roll-out of the National Youth Policy in Lesotho. The goal of the Panel is to increase dialogue and knowledge sharing between the UN System and youth in Lesotho, as well as enhancing visibility of the United Nations amongst young people. It will also increase the level and quality of youth participation in planning, implementation, and monitoring and evaluation of UN programmes, and facilitate periodic progress assessment of UNDAF. The Panel will provide a mechanism to enable UN Lesotho to improve youth participation in initiatives supported by the UN and actively mainstream youth in country programming. Most importantly it will provide a substantive platform for Lesotho's youth to participate in the NSDP II and UNDAF processes.

### **People Living with Disabilities:**

In Lesotho, PLWD are among the most marginalized and disadvantaged groups in the country. In total, 2.6 per cent of the population has some form of disability and about one-third of these are children under 15 years. They are often forced to be dependent on relatives or other caretakers and frequently experience discrimination and face barriers to participation in many aspects of society – for example, in accessing education, employment, health care and transportation. As a result, persons with disabilities are at a high risk of poverty, which in itself increases the likelihood of having a disability. Given that PLWD represent a significant portion of the Lesotho population, and are more likely to live in poverty than their non-disabled peers, their inclusion in all development activities is essential. For the UNDAF 2019-2023, PLWD will be a key cross cutting issue and the UN System consider it of paramount importance that the challenge facing PLWD is addressed in from a holistic and integrated perspective if the SDGs are to be achieved in an equitable manner, building on the principle of 'leaving no one behind'.

### **HIV/AIDS:**

Lesotho is among the countries with the highest HIV prevalence rates worldwide. The GoL has been addressing the HIV epidemic on a priority basis. The HIV response has benefitted from the investment in the health sector during the five years of the NSDP I implementation. As a result of the combined investment of human and financial resources by the GoL, development partners and communities, the country is on a path to achieving epidemic control by 2020. At the same time, maintaining the pace and sustaining the HIV response

gains will require continued effort. Coordinated, coherent action by the GoL, civil society, communities and the private sector in Lesotho will be required to remove effectively economic, social, cultural and gender barriers, as well as policy and implementation bottlenecks, and advance towards the end of the AIDS epidemic, contributing to achievement of equitable health and broader development for all people in Lesotho. The UN System is well equipped and committed to support the Kingdom of Lesotho in this effort. Building on the existing partnerships, the UN will collaborate with national stakeholders and development partners to support scale up of effective practices and innovation for equitable access to and utilization of quality education, prevention, treatment and other health and social protection services, and contribute to addressing structural barriers, poverty and inequality.

The UN system shall continue to operate through the Joint UN Team on AIDS that brings together professionals from all UN agencies working in the areas pertinent to the HIV response. Following the established practice, the Joint UN Team on AIDS will consolidate its effort under a Joint UN Plan that is built around prioritized country targets, aligned with the National HIV Strategic Plan 2018-2023, and responds to the priorities of the current UNDAF. Using the mechanisms of the Joint UN Team on AIDS and the Joint UN Plan on AIDS, the UN system will make sure that through inclusive partnership effort, issues pertinent to ending the AIDS epidemic in Lesotho are appropriately addressed under each of the UNDAF Outcomes.

### **Voice and participation:**

Increased public accountability and participatory decision-making processes are key aspects to promoting country-wide engagement for sustainable development initiatives. Promoting the voices and participation of the people will form the base for a collective approach to development subsequently enhancing the evidence base for decision-making processes. Increased public engagement also has a catalytic effect with the ability to change the perception of accountability and to promote governance approaches more responsive to people's needs that extend beyond the framework of this UNDAF.

### **Programmatic strategies**

#### **Volunteerism:**

Encouraging volunteerism can also promote broader national ownership, a human rights-based approach, gender equality, participation, inclusion and sustainability. Volunteerism in the context of enhanced citizen participation and civic engagement can be mainstreamed across a wide range of sectors, for example, disaster risk management, peace, basic services and local governance. Volunteers and volunteer-involving organizations (VIOs) usually have access to groups of people and to areas that are particularly vulnerable or under-served. As a result, they play an important role in

addressing inequality and promoting inclusive participation, through involvement. UN Lesotho will engage volunteers who can play an important role in supporting the work of the UNDAF groups.

### **Disaster Risk Management (DRM) and Resilience:**

Results of long-term development interventions have been jeopardized by climate change-related natural disasters that have affected Lesotho in recent years, particularly in food security, livestock and infrastructure. In response, effective DRM is a GoL priority to specifically address capacity gaps and build resilience.

During the next five years, the UN system will prioritize mainstreaming and enhancing resilience and sustainable development. Considering the multi-dimensional nature of natural disasters, the UN is committed to engage the GoL and key stakeholders to develop sound, comprehensive and sustainable environmental management and resilience programmes, build household resilience to threats and shocks, develop early warning systems (indigenous and external) and address risks and vulnerabilities to climate change and other socio-economic and health challenges. The UN, as a long-standing trusted partner to the GoL in this area, is in a strong position to support Lesotho in this regard. Going forward, the UN will provide technical assistance to the GoL to establish efficient early warning systems and a government vulnerability analysis and mapping unit for market analyses, food security and vulnerability assessments.

### **Promoting innovative development:**

The United Nations in Lesotho recognizes the importance of multidimensional policy solutions and innovations which address the challenge of effectively addressing key policy bottlenecks and accelerators to sustainable development. Innovative sustainable and inclusive development puts emphasis on the public at large, human capital, and its collective intelligence thus increasing the UN collaborative efforts in policy design, decision-making processes and programme implementation.

Further exploring cross-country sharing of experiences, knowledge and scaling up of innovations will be undertaken through implementation of the recommendations of the R-UNDG Strategy on Middle-Income Countries. Thus, while steadily moving towards solid and targeted policy advice support, the UNCT is also exploring ways to research and learn from the reality on the ground to inform policy making. This is critical for countries like Lesotho where structural inequalities significantly impact its human development profile. This will be done through the design and implementation of a multi-agency, area-based joint programming where innovative approaches to rural development and service delivery will be introduced and piloted.

Technological innovation will be also promoted throughout all priority areas. Specific interventions introducing innova-

tive approaches and the increased use of technology for the sustainable utilization of natural resources at the community level; promoting innovation for enterprises development; and supporting digitalization for public service delivery and data collection (for example, e-health, e-banking and mobile technology, single registry, real-time data on GBV, satellite imagery and the use of drones).

### **Statistics and data management:**

Statistics are an important element in the measurement of growth and development. Yet the frequency and necessary disaggregated data to provide evidence-based decision making remains a challenge in Lesotho. Regular data collection on many key development indicators is critical to providing information for monitoring of the various national and international development initiatives.

For effective implementation of UNDAF 2019-2023, the UN will assist the Bureau of Statistics (BOS) to address the reliable statistics issues, to enhance the statistical capacity of the BOS and support will be provided across all UNDAF Pillars and Outcomes. This work will also build on UN's support in the area of developing capacities for collection, analysis and dissemination of development data, and building institutional support and technical skills for effective management of development programmes and accountable public management. The UN will strengthen national capacities to generate and utilize data to facilitate programme monitoring and evaluation, and advocacy for evidence-based planning and results.

The design of the new UNDAF itself has followed a multi-stakeholder engagement process, particularly through engaging perceptions of the Basotho people in prioritizing and localizing the issues addressed in UNDAF. The UN Public Perception Survey on SDGs have been part of the UNDAF planning to ensure integration of citizens' voices in the decision-making and to increase evidence-based approach and accountability.

The implementation of the new UNDAF will be guided by a more comprehensive consolidation of systems and mechanisms that ensure active participation of the public in the development of Lesotho by increasing the intake of collective intelligence and innovative approaches for development.

## **Development, Humanitarian and Peace Nexus**

Fragile ecosystems and recurrent natural disasters including droughts, heavy rains and floods, as well as political instability are some of the key underlying vulnerabilities in Lesotho. In 2015 the country experienced one of the worst droughts to hit the region in 35 years, a situation that had been aggravated by the cumulative impact of the El Niño weather phenomenon.

Lesotho's development has been compounded by persistent and disruptive political instability, which has seen the country hold three elections in the space of five years (2012, 2015 and 2017). Over the years, the Southern African Development Community (SADC) has made several recommendations for reforms in Lesotho that have remained unimplemented for various reasons including security fears, government instability and lack of political consensus.

In Lesotho, bridging the humanitarian-development-peace divide is essential to mitigating the impacts of crises and reducing the probability of future occurrences. Although there are considerable challenges including closing the strategic and institutional gaps between humanitarian and development organizations, securing flexible and long-term financing, and building the technical know-how, there is increasing commitment in Lesotho to work and deliver as one towards these goals. Positive and collaborative partnerships centred on innovative thinking that look beyond shock-driven responses towards addressing underlying vulnerabilities and engendering resilience. Building on the complementarity between humanitarian, development, and peace-building efforts, the UNDAF prioritizes the prevention and mitigation of shocks caused by various factors including political crisis, natural disaster and climate change. Through supporting Government and national partners in addressing the root causes of conflicts and disaster, the prevention agenda will be integrated into development policies, safeguarding development gains while ensuring the resilience of communities at local level.

Additionally and in line with the 'new way of working', endorsed during the 2016 World Humanitarian Summit (WHS), the UN in Lesotho will, therefore, be prepared to respond effectively to meeting people's humanitarian needs when necessary while reducing risks and vulnerabilities over the coming years.

This will be done through collective action that:

1. empowers leadership and encourages ownership at national level;
2. increases preparedness and risk-driven planning and programming with an aim of reaching those furthest behind first;
3. provides predictable, coherent and multi-year financing to support and enable these shifts. Moreover, Lesotho being one of the countries under the Regional UN Development Group Strategy of support to middle-income countries in Africa, it will also benefit from support in areas of evidence building, capacity strengthening, coordination and partnerships along the humanitarian-development-peace nexus.

As the UN's collective response to national development priorities, the UNDAF will implement programmes that

strengthen the humanitarian-development-peace nexus, ensuring that priority is given to the most vulnerable.

This principle will be mainstreamed across the UN's work in all three Pillars, with emphasis on risk analysis and preparedness strengthening community resilience, disaster risk reduction and climate change adaptation. This will be achieved through exploring synergies and complementarities between humanitarian and development approaches in risk informed programming which underpins shock responsive services and climate proofing of infrastructure. It will also integrate South-South and Triangular Cooperation to ensure effective results through tested experience.

The UNDAF will also improve and sustain Human Capital Development, strengthening the capacity of national and sub-national actors) to identify, address and reduce the needs, risks and vulnerabilities active in the Lesotho context, as well as their underlying causes. The GoL will be supported in developing risk-informed district plans with budgets to strengthen preparedness and disaster risk management.

Developing sound, comprehensive and sustainable environmental management and resilience programmes, building households' resilience to shocks and hazards, further strengthening early warning systems, and addressing the risks and vulnerabilities to, inter alia, climate change and other socio-economic and health challenges will be some of the key priorities.

Special focus will be given to enhanced collective outcomes and coordination of efforts and resources, research and analysis, planning and M&E as well as knowledge management on resilience and environmental protection and conservation. As investments in agriculture are most effective in sustainably reducing poverty, special attention will be given to strengthening the economic and institutional underpinnings of agricultural value chains. Moreover, the UN will support the implementation of SDG 10.7 (safe, orderly and responsible migration through well-planned migration management) that will be key to maximizing opportunities for Lesotho's development while minimizing the negative impact of migration before, during and after natural and human-made disasters surrounding the country.

As the adverse impact of climate change continues to impede the potential within the economy, the UNDAF planning process was informed by a number of reviews and recommendations of several initiatives undertaken in Lesotho which attempt to address the root causes of Lesotho's vulnerabilities while strengthening the linkages between development and humanitarian action. Such initiatives include:

- The Lesotho Zero Hunger Roadmap and Investment Plan that responds to national development and humanitarian priorities;
- The Shock Responsive Social Protection Case Study and related workshop intended to create a common under-

standing among all actors around 'social protection' and 'disaster risk management', how they relate to humanitarian and development work and the explicit exploration of an integrated shock-responsive social protection framework that is supported by improved targeting mechanisms of beneficiaries in both development and humanitarian work; and

- The operationalization of the National Resilience Strategic Framework aimed at guiding, coordinating and leading the process of resilience-building in the country.

Given Lesotho's development trajectory, the UN and partners will work to ensure synergies are realised in order to sustain and promote peace, addressing the most critical drivers of political instability and developing national institutions' capacities.





## FINANCING THE UNDAF 2019-2023

- ▶ Common Budgetary Framework
- ▶ Resource Mobilization for UNDAF



The perspective on UN System funding in the new global development context has also changed. Whereas in the past, resource mobilization was strictly focused on how the UN System itself could be financed, the 2030 Agenda and change in financing flows, sources and trends recognize the need for the UN System to play a stronger role in leveraging resources and supporting the financing of the SDGs.

This is achieved through budget analysis (public finance management and expenditure reviews) and helping strengthen the allocative efficiency of domestic resources. The UN System will take into account the outcome of the July 2015 Addis Ababa agreements by up-scaling efforts to advocate to donors to meet overseas development assistance (ODA) targets and ensure ODA is targeted where it is needed most. A particular UN System focus will be to strengthen capacity of national institutions to access available financing, including alternative financing and use of innovative options. As has been featured in the R-UNDG Strategy in support of MICs, these options could include: exploring cross-country sharing of experiences and knowledge such as the innovative financing approaches by the World Bank; broadening partnerships to include non-traditional partners and institutions; deepening collaboration with the private sector and strengthening the GoL's capacity to effectively negotiate various public-private partnerships (PPP) modalities; considering expanded collaboration on innovative approaches such as Joint GoL-UN resource mobilization, cost-sharing, private sector engagement and PPPs to broaden the available resource base for

development both in country as well as across countries as appropriate. The UN will also use its unique role in Lesotho to convene, leverage and support discussions on public finance management as well as support establishment of spending targets in critical SDG areas.

To play the leveraging role efficiently, the UN System will build on its strategic partnership approach experience and expertise to pursue innovative resource mobilization and leveraging strategies to include traditional and non-traditional donor engagement, public-private partnerships, innovative financing and private sector engagement.

## Common Budgetary Framework for UNDAF 2019-2023

The Common Budgetary Framework (CBF) is a consolidated financial framework that reflects an estimation of the resources required, available and projected to be mobilized by all participating UN System agencies to achieve UNDAF 2019-2023 results. The CBF is based on UN agencies' projected financial requirements at the time of preparation of the 2019-2023 UNDAF. Due to uncertainties related to funding predictability and forecasting, the CBF should not be considered a financial commitment on available resources from the UN agencies, but rather an assessment of the financial resources required to implement the UNDAF.

Table 1: UNDAF 2019-2023 Indicative Common Budgetary Framework

UNDAF Lesotho 2019-2023 Summary Overview			
Pillars/Outcomes	(A)	(B)	(C)
	Total	Projected to be available	To be mobilised/gap (A-B)
Pillar I	19,413,097	11,463,359	7,913,738
Outcome 1.1	19,413,097	11,463,359	7,913,738
Pillar II	123,992,202	94,961,814	29,030,389
Outcome 2.1	124,292,202	94,961,814	29,330,389
Pillar III	113,080,960	52,972,030	60,108,930
Outcome 3.1	48,558,120	13,550,286	35,007,834
Outcome 3.2	64,522,840	39,421,744	25,101,096
<b>Total</b>	<b>256,486,259</b>	<b>159,397,203</b>	<b>97,053,057</b>

The overall resource requirement to achieve the programmatic results for the UNDAF 2019-2023 is summarized with financial information on the total budget, available funding and resources to be mobilized for each of the three UNDAF Pillars and four Outcomes.

**Total Costs (A):**

This is the total estimated cost of implementing the UNDAF. It is the sum of available resources (B) and resources to be mobilized (C).

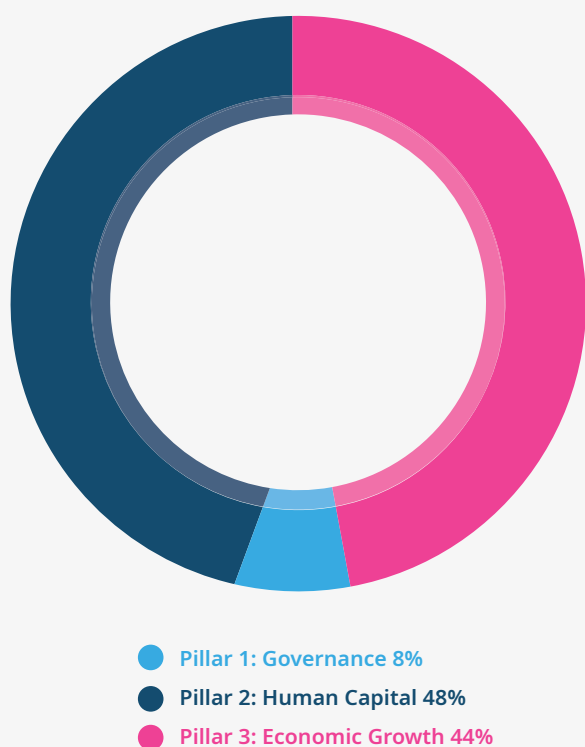
**Resources projected to be available (B):**

These are funds available from all sources and already secured (including under contract) at the time of CBF preparation. They can include core/regular budget funds as well as donor contributions received in-country, allocated from headquarters or regional levels, and/or received through global funds and multi-donor trust funds. They include confirmed donor resources, plus all pipeline funds under negotiation by UN organizations and any expected potential resource contributions from other sources.

**To be mobilized (funding gap) (C):**

This is the difference between resources already secured and firmly available and required resources to implement the UNDAF. This gap is based on needs and realistic projections of new resources that can be mobilized. The estimated funding gap to be filled for UNDAF 2019-2023 is approximately 36 per cent of the total budget.

Figure 2: Common Budgetary Framework UNDAF 2019-2023 by Pillars



Further details on funding of the UNDAF Results Matrix in Annex 1 and information on agency budgets can be found in Annexes 2 and 3. Annual or semi-annual CBFs will be developed together with annual/semi-annual work plans of the Outcome Results Groups (ORGs) to inform the resource requirements for implementation of the ORG workplans (see Annex 5).

## Resource Mobilization for UNDAF 2019-2023

Resource mobilization of the UN is based first and foremost on the Common Budgetary Framework, which provides a holistic overview of required, projected to be available and funding gap to support delivery of results identified in the UNDAF 2019-Results Framework (see Annex 1).

It is anticipated that a joint UN Resource Mobilization Strategy, and drawing on the lessons learned from the Quadrennial Comprehensive Policy Review (QCPR) in 2017, will enable the UNCT to fill the anticipated funding gap (approximately 36 per cent). This strategy will represent an agreed approach on how to finance development results agreed upon for the new strategic programming cycle and enhance the probability of attaining UNDAF 2019-2023 Outcomes by ensuring adequate resources are mobilized.

The UN system in Lesotho aims to design a joint UN Resource Mobilization Strategy that will reflect the Lesotho-specific context, take into consideration national and regional perspectives and funding opportunities.

In a funding environment, such as Lesotho's, characterized by scarce resources and few donors, a coordinated and joint approach to resource mobilization is expected to reduce competition among UN agencies, while simultaneously improving cooperation on the basis of comparative advantages in resource mobilization.

Where possible, efforts will be made to avoid fragmented resource mobilization efforts and develop predictable development funding strategies. It is envisaged that a strategic joint UN Resource Mobilization Strategy will lower transaction costs for partners and government counterparts due to more focused engagement and fewer agreements with donors and reporting requirements.

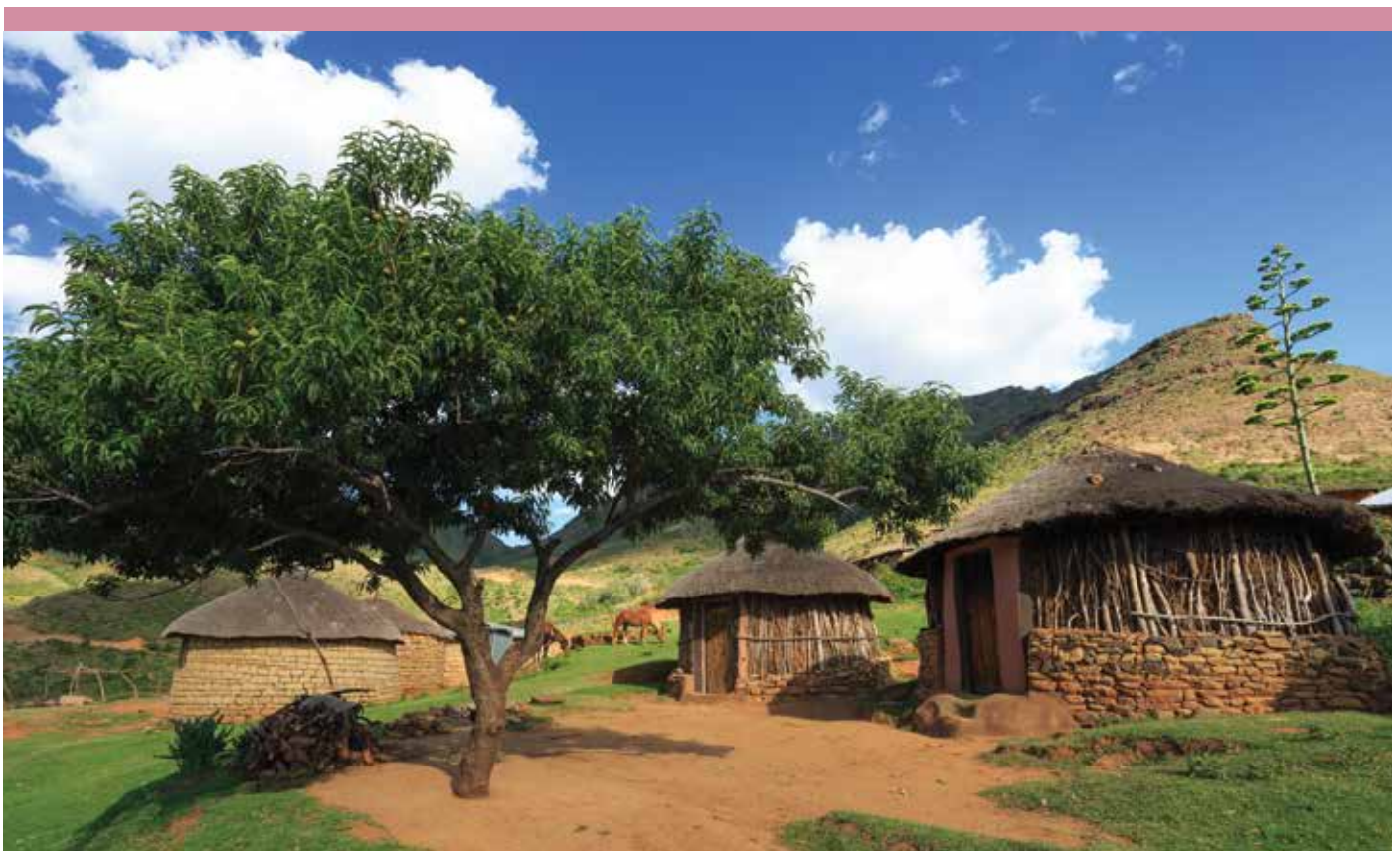
Agreements on joint resource mobilization approaches, methodology, tools and targets will form the basis of the joint UN Resource Mobilization Strategy. It will also supplement individual agency fund-raising activities. The joint strategy will not replace individual fund raising, but is intended to facilitate a more transparent, effective inter-agency coordination of resource-mobilization efforts.

The GoL and UN share responsibility to identify and mobilize funding sources. Guided by the experience of implementing



previous UN Strategic Plans in Lesotho, appropriate mechanisms will be designed to ensure opportunities for co-investment and cost-sharing between the two parties are feasible.

The UN System will also explore opportunities to champion the ideals of the Paris Declaration, Accra Agenda for Action and the Busan Partnership for Effective Development Cooperation to deepen partnerships with State and non-State actors. In the context of declining ODA in MICs, reduced opportunities for resource mobilization could lead to risks of a declining UN role in many MICs. In response and through R-UNDG Strategy in Support of MICs, the UN System will enhance its focus on partnerships at the country level with the GoL, donors and development partners, the private sector and CSOs and explore new and innovative ways for financing for development.



A man with a joyful expression, wearing a bright red short-sleeved shirt and dark trousers, stands in a rural, arid landscape. He is positioned next to a large, dark-colored bullock with prominent, curved horns. The bullock is harnessed with wooden yokes and appears to be pulling a wooden cart or plow. The ground is dry and dusty, and the background is filled with sparse, yellowish-brown vegetation under a clear sky. In the foreground, a large pile of dark, rich soil is visible, suggesting recent agricultural activity. A semi-transparent white circle is overlaid on the left side of the image, containing text and a decorative dot pattern.

## IMPLEMENTATION

- ▶ Delivering as One
- ▶ Partnerships
- ▶ Governance Structure and Management Arrangements
- ▶ Risks and Assumptions



## Delivering as One

In 2009 the GoL and UNCT agreed to launch the Delivering as One initiative with a vision to harness the combined resources, capacity and knowledge of all UN organizations operating in the country in one coherent programme. This programme was defined by a set of strategic Outcomes, with one leader of a team of mutually accountable heads of UN agencies, working with harmonized business operations, joint resource mobilization and planning and one voice.

In December 2016 the UN General Assembly adopted Resolution 71/243 on the QCPR of operational activities for development of the United Nations System. The resolution requires to better position the United Nations operational activities for development to support countries in their efforts to implement the 2030 Agenda for sustainable development. In response to the resolution, the UN Secretary-General issued reports in June and December 2017. A draft resolution to articulate the reform of the UN Development System is currently under discussion.

The design of the governance structure and implementation mechanism for the UNDAF 2019-2023 will be guided by experiences of implementing the 2013 UNDG-approved Standard Operating Procedures for the DaO in Lesotho, and will be informed by the repositioning of the UN Development System.

Effective implementation of the UNDAF 2019-2023 will require all UN agencies to promote coherence and ensure core programming principles and approaches are fully considered and applied under the unifying principle of 'leaving no one behind'. To this end, the UN System in Lesotho commits to ensuring DaO SOPs implementation in Lesotho and allocate adequate capacities and resources to UNDAF governance mechanisms.

UNCT members also pledge to ensure individual agency programming documents are developed in full alignment and in support of UNDAF 2019-2023 strategic priorities. Figure 2 presents the full governance structure for the UNDAF 2019-2023.

## Communicating as One

A new UN Communications Strategy will be developed to support the new UNDAF implementation and to further strengthen its coherent work and synchronized outreach, both internally and externally.

In line with the UNDAF 2019-2023, the Strategy will help UN Lesotho to steer its direction towards greater, result-oriented outreach and influence over the public agenda, as well as the further positioning of the UN System in the country. The Strategy will provide a framework, guidance and strategic vision for communications activities around the substantive UNDAF Pillars.

## Operating as One

As a DaO self-starter, the UNCT Lesotho piloted Business Operations Strategy (BOS) since 2014 to harmonize and ensure more coherent, efficient and effective operations at the country level. BOS as a framework has been primarily focusing on efficiency gains and reduction of costs. The country has made progress of implementing a package of basic common services and developing solutions for joint operational modalities.

Best practices include the establishment of common premises and services, piloting common ICT infrastructures, introducing ticketing systems for improving quality services, harmonization of procurement management, implementation of facility services, piloting common fleet management, reducing electricity costs and other. Based on BOS experience, UN Lesotho will develop a new generation of BOS to ensure that the implementation of UNDAF is supported through an effective BOS. This effort will also be supported by the R-UNDG Strategy in support of MICs on strengthening business operations at the country level.

## Partnerships

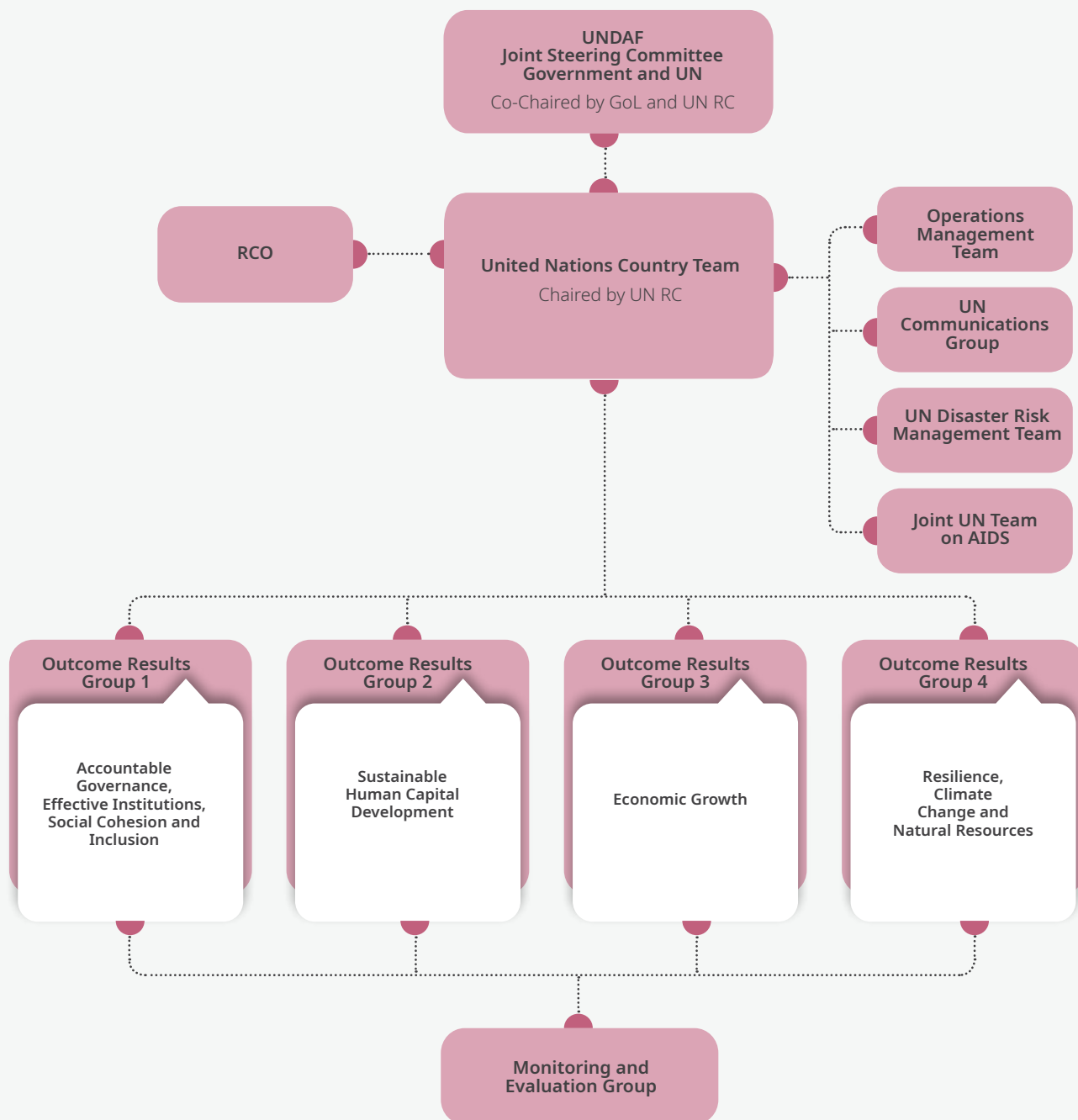
Establishing new partnerships and expanding old ones will remain a major objective of the UN System, which has taken a number of steps on this front, including by initiating and promoting creative long-term partnerships with, for example, academia, NGO coalitions, the business community and young people. The UN System will build on past lessons and pilots to design policy-level initiatives with concrete interventions to create solutions to national development challenges by catalysing innovations, South-South and triangular cooperation, and sharing corporate best practices. In doing so, the UN System will leverage its partnerships with the GoL and cultivate new partnerships with donors, civil society, the private sector, media and academia for programme sustainability.

Particular focus will be given to promote South-South cooperation and deepening engagement with SADC on two fronts based on the Regional Economic Communities (RECs) Regional Strategic Development Indicative Plan (RSDIP). Through the RSDIP Priority C on Peace and Security Cooperation, the UN will enhance its collaboration with SADC on political and governance reforms to strengthen peace and stability in Lesotho.

Support to reforming Lesotho's security sector, for example, will benefit from collaboration with SADC and expertise and experience from the region. RSDIP's Priority D on Special Programmes of Regional Dimension offers scope for South-South cooperation and learning in common areas of interest such as gender equality, private sector development, statistics, technological innovations and natural resource and environmental management.

# Governance Structure and Management Arrangements

Figure 3: UNDAF 2019-2023 Governance Structure for Lesotho



**The UNDAF Joint Steering Committee (JSC)** will be co-chaired by GoL and the UN Resident Coordinator, and will comprise members of the GoL, central and line ministries, and nominated UNCT/ Programme Management Team (PMT) members, including Outcome Results Groups chairs. The JSC will review and guide the strategic direction of UNDAF 2019-2023 implementation by overseeing development and the implementation of joint annual or semi-annual joint work plans (JWPs) for the ORGs. Based on data and evidence presented in the Joint UN Annual Results Reports, the JSC will review progress against results indicators, and assess performance in forming partnerships, resource mobilization and delivery. The JSC will be supported by a joint UNDAF Secretariat, with RCO support.

**The UN Country Team** will remain as the highest level inter-agency coordination and joint decision-making body represented by heads of agencies and with the participation of non-resident agencies. The UNCT, with the support of the United Nations' Mainstreaming, Acceleration and Policy Support (MAPS) approach, drives activities at the country level and allows for all UN entities with activities in Lesotho to work as a team in formulating common positions on strategic issues, ensuring coherence in action and advocacy. UNCT members are accountable to each other for responsible use of resources, achievement of UNDAF results, adherence to the UN programming principles and progress in UN reform. The UNCT with support from the PMT will convene to discuss partnership and joint resource mobilization priorities, advance programme implementation and strategic priority issues. The UNCT will decide on issues to be taken forward for UNDAF JSC decision-making. The UNCT is chaired by the UN Resident Coordinator, who is the UN Secretary General's designated representative in Lesotho and responsible for convening the UNCT and leading overall coordination of the UNDAF 2019-2023.

**The UNDAF Outcome Results Groups (ORGs)** are internal UNDAF four Outcomes based UN structures consisting of UN agencies that will be responsible for implementation of UNDAF and achievement of results. The four ORGs led and co-led by Heads of Agencies (Leads and Co-Leads) may choose to establish thematic sub-groups (output based) to guide achievement of each Outcome and ensure full programmatic scope of the UNDAF 2019-2023 is adequately covered. ORG Leads and Co-Leads will have responsibility for inter-agency coordination and technical support associated with implementation of the agreed UNDAF Pillars and Outcomes including on cross-cutting issues. ORGs will develop joint work plans with relevant UN organizations including NRAs and consultations with line ministries/partners, and identify outputs where two or more agencies can complement each other's efforts, including through joint programming and joint resource mobilization and outlining the roles of different members in achieving common results. The ORGs will also ensure outputs are costed, available resources identified and funding gap(s) calculated and reported on as well as periodically reviewing and revising joint work plans as necessary. For communication and reporting on results, the ORGs will

identify joint communications, advocacy and innovation opportunities to achieve common results and prepare inputs for the annual One UN Country Results Reports. Each ORG will have assigned group of focal points from each of the Technical Support groups. ORGs Leads will rotate on annual basis or bi-annual depending on the JWPs duration. The ORGs JWPs will constitute the joint UNDAF workplan and will also contribute to the UNCT AWP. This UNCT AWP will provide an accountability framework of the UN system through a set of measurable outputs. Activities and outputs in the JWPs will be primarily implemented by individual UN organizations under their respective direct responsibility, according to their financial and administrative procedures, programmatic frameworks timeframes, while two or more agencies may work towards the same output and all will plan activities supporting the same strategic Outcome and ensure coherence of actions.

The UN Programme Management Team will be embedded into the Outcome Results Groups to support implementation of the UNDAF 2019-2023. The PMT will be called upon when needed for specific advisory and technical support to UNCT.

**Office of the UN Resident Coordinator (RCO)** will provide active and direct facilitative support to the UN Resident Coordinator and UNCT as well as coordinate all inter-agency activities related to ensuring Delivering as One SOPs and UNDAF 2019-2023 implementation.

The RCO supports ten core coordination functions performed by RCs and UNCT as appropriate:

1. strategic analysis and planning;
2. oversight of the UN country programming cycle;
3. representation of and support of UN Secretariat and UN agencies/NRAs;
4. support to national coordination systems and processes;
5. development and management of shared operational support services;
6. crisis management and preparedness response;
7. external communication and advocacy;
8. human rights and development;
9. joint resource mobilization and fund management; and,
10. general UN oversight and management.

**The UN Monitoring and Evaluation Working Group (M&E WG)** will be comprised of M&E specialists/focal persons from all UN agencies. The M&E WG will be responsible to support the PMT and RGs to monitor effectively implementation of the UNDAF based on the JWPs. As such, the M&E WG will promote a results culture within the UN system and assist the RGs to apply RMB tools and principles in annual planning, monitoring and reporting. The M&E WG will also provide inputs to the Joint Annual Report and lead on the UNDAF evaluation in 2022. The M&E WG will be chaired by a head of agency and report periodically to the UNCT. The UN Communications Group (UNCG) will be an inter-agency body com-

prising agency communication and advocacy focal points. The UNCG will be responsible for development of the Joint UN Lesotho Communication Strategy 2019-2023, informed by UNDAF 2019-2023 priorities and implemented through priorities identified in JWPs. The UNCG is chaired by a head of agency and will report periodically to the UNCT, with its budget for annual work plans supported through agency cost share contributions to the UN Coordination budget.

**The Operations Management Team (OMT)** will be an inter-agency team comprising operations specialists from all UN agencies. The OMT will be chaired by senior operations professional guiding OMT work and be the liaison person for the UNCT on issues requiring high-level decision-making and policy guidance. The OMT will be responsible for development, implementation and monitoring of the BOS. Through the BOS, the OMT will harmonize business practices, reduce operational costs and duplication, enhance effective and efficient delivery and maximize economies of scale. Systematic efforts will be made to reduce overhead and transaction costs and to benchmark the efficiency and effectiveness of UN programmes to the best of public and business standards. The BOS and its annual work plans will be supported through cost-shared contributions from the UN agencies made to the common services budget of the OMT.

**The UN Disaster Risk Management Team (UNDRMT)** is a subsidiary body of the UNCT, chaired by a head of agency, to prepare and coordinate emergency preparedness and response activities, and to coordinate long terms plans for DRR and resilience building among UN agencies. The UNDRMT will work in close coordination and provide support to the PMT on cross-cutting areas of disaster risk management and resilience across UNDAF. It will comprise focal points of all UN agencies and will report to UNCT.

In case of emergencies, **the Humanitarian Country Team (HCT)** will be activated to support efforts of the GoL in terms of humanitarian response and will ensure synergies between humanitarian and developmental processes in order to build resilience and mitigate future natural hazards or other emergencies, wherever possible. The United Nations Office for the Coordination of Humanitarian Affairs (OCHA), represented by the Regional Office for Southern and Eastern Africa (ROSEA) will be supporting emergency response and response readiness activities that the UNCT might undertake in support of the Government. The HCT will be supported by the UN Disaster Risk Management Team.

Additional groups may be established throughout the implementation of UNDAF 2019-2023 and overall coordination structures may be subject to UNCT review and adjustments during the UNDAF annual reviews. Membership and modus operandi of these groups will depend on their respective scope and priorities. Leadership of the inter-agency groups

may be rotated annually or biennially and each group will be expected to have annual or biennial work plans as appropriate. The leadership will include Lead and Alternate Lead with clear TORs. Detailed Terms of References (ToRs) will be developed for each of the entities. The ToR for the JSC will be developed and approved jointly by the Joint UNDAF Steering Committee members.

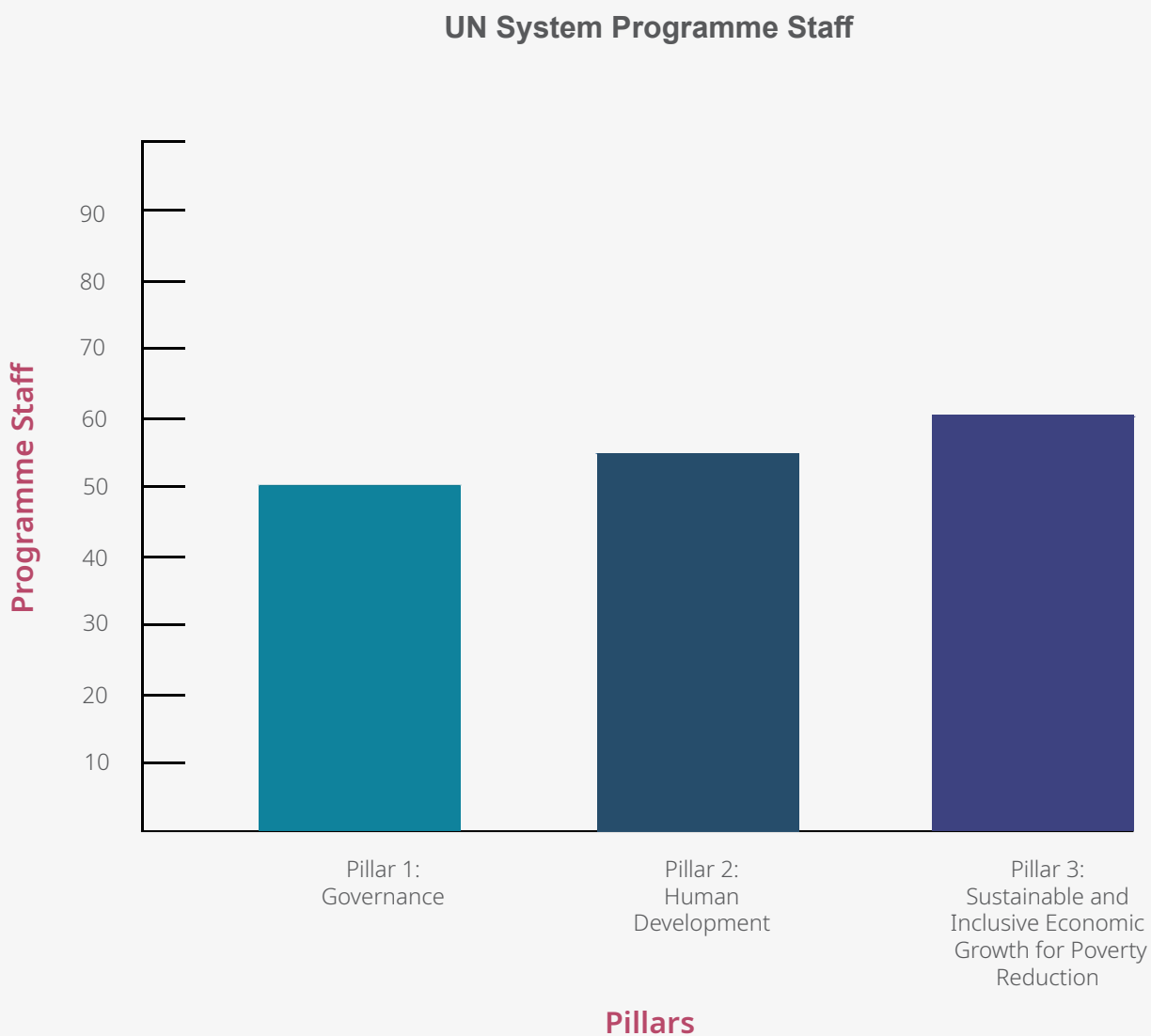
## Engagement with UN Non-Resident Agencies (NRAs)

Based on the UNDG Guidance Note on Resident Coordinator and UNCT Working Relations<sup>23</sup>, the RC may have representational responsibilities for agencies present or not, based on agreements with each agency at the country and headquarters. The RC and the UNCT will ensure inclusive measures to work closely with NRAs, to be fully informed of the mandate, priorities and requirements of the agency and promote active partnerships in meeting national priorities, according to the country context. At the same time, NRAs will take necessary measures to engage with the RC and UNCT, ensuring that they have the requisite level of technical staff at headquarters/regional/sub-regional level as appropriate to support the work of the UNCT when called upon, and are in dialogue with the UNCT about country visits and under UNDAF implementation, monitoring and reporting. The functioning of the UNCT will ensure regular communications with all active NRAs.

## Distribution of UN programming capacity across UNDAF Pillars

Due to different types of programmatic interventions required to achieve results within each Pillar, each ORG will identify the most appropriate path to achieve respective results. In preparing ToRs for ORG and designing the most effective modus operandi, due consideration will be given to the availability of UN system technical expertise and capacity. To develop the UNDAF 2019-2023, the UNCT conducted a capacity assessment of programme staff for the three Pillars. Figure 3 summarizes the results of the capacity assessment demonstrating a roughly even distribution of UN programming staff across the three UNDAF Pillars.

Figure 4: Number of UN programming staff for three 2019-2023 UNDAF Pillars



It is also recognized that human and financial resources will not remain static over the five years of UNDAF implementation and this may lead to restructuring. The UN programme staff capacity assessment will be updated annually and data will be correlated with agency information on financial expenditure rates for participating UN agencies in the three Pillars and four Outcomes of the UNDAF document. The revised information will guide annual work planning processes of the ORGs.

## Risks and Assumptions

The CCA and UNDAF formulation process identified a number of risks that could potentially influence Lesotho's development context in the foreseeable future:

- Political instability and ineffective governance as a result of an unstable coalition government structure. The high turnover of governments in the past decade and lack of majority support for existing political parties that have resulted in political instability in Lesotho. The current political climate has created a politicized public service with government officials using their influence for personal gain. The legislative and executive branches also have limited capacity to execute policies effectively. The UN in Lesotho remains engaged with government counterparts to ensure the delivery of development initiatives to the country. By identifying mechanisms to strengthen good governance structures, to enhance the capacity of duty-bearers and to promote the voice of rights holders, the UN supports a sustainable solution to current challenges.
- Environmental degradation and climate change impacts on the country's development. Lesotho will continue to face significant climate shocks such as recurrent droughts, dry spells, frost, strong winds, hailstorms, pests and floods that negatively impact on communities and households' livelihoods, with serious consequences for people's food security. The convergence of multiple vulnerabilities in Lesotho is likely to continue creating a complex risk profile, in which poor households and communities are chronically exposed to a wide range of economic, health, environmental and climate threats and shocks. Through disaster risk initiatives and efforts to identify the complexities of inequality, the UN promotes through this programme a range of approaches that seek to address and strengthen people's resilience.
- Poor economic growth and increased inequality. Burdened by political instability, climate change and environmental degradation, Lesotho risks slow economic growth, reduced foreign direct investment, food insecurity and limited creation of jobs for the youth. The country will continue to rely heavily on imports from South Africa. Excessive dependence on Southern

Africa Customs Union (SACU) revenue, reliance on miners' remittances and textile exports to the United States continues to make the country vulnerable to external shocks. By engaging the private sector in development initiatives, the UN seeks to bolster efforts to create opportunities for people to become employed and contribute their families' and communities' economic development.

- Increased demand for social protection from the poor and vulnerable groups like women-headed households, orphans and PLWD, in particular those leaving in rural areas. With increased poverty, food insecurity and negative effects of climate change, a significant number of Basotho will continue to need and demand social protection services and empowerment. New statistics and generated data will help to refine indicators and approaches to ensure that the UNDAF is adjusted to better address vulnerable groups' needs.
- High incidences of HIV and negative impacts of AIDS on the country's development and social sector, especially among young people, increasing public resources allocated to health sector and overstressing the health system nationwide. Continuing its work, the UN will scale up support of effective practices and innovations for equitable access to and utilization of quality education, prevention, treatment and other health and social protection services.
- Poor quality education/training and health systems and institutions is increasing risks of limited participation in basic education, access to quality basic health services and poor-quality graduates, which exacerbates limited linkages between education and labour market needs. Integrating the private sector into development initiatives will help to bridge gaps and develop the skills required for the market sector.
- Limited financial support from development banks and partners (bi- and multi-lateral partners), leading to insufficient national finances and foreign currency inflows to finance government developmental and social programmes. The UNDAF will continue to build on its engagement with bi- and multi-lateral partners, as well as continuing to integrate the lessons learned from the 2017 QCPR study to enhance donor engagement.
- Addressing the funding gap is an area of attention for the UNCT to ensure that proposed activities will effectively and efficiently target those groups left furthest behind. With increasing constraints on core funding, there is a need for an appropriate mix of financial instruments and innovative approaches. Mechanisms that allow for system-wide coherence at the country level, such as inter-agency pooled funds<sup>24</sup>, will be examined and adapted to allow for funds for the UNDAF goals to be met.

<sup>24</sup> United Nations General Assembly Economic and Social Council, A/72/61-E.2017/4 (2016).

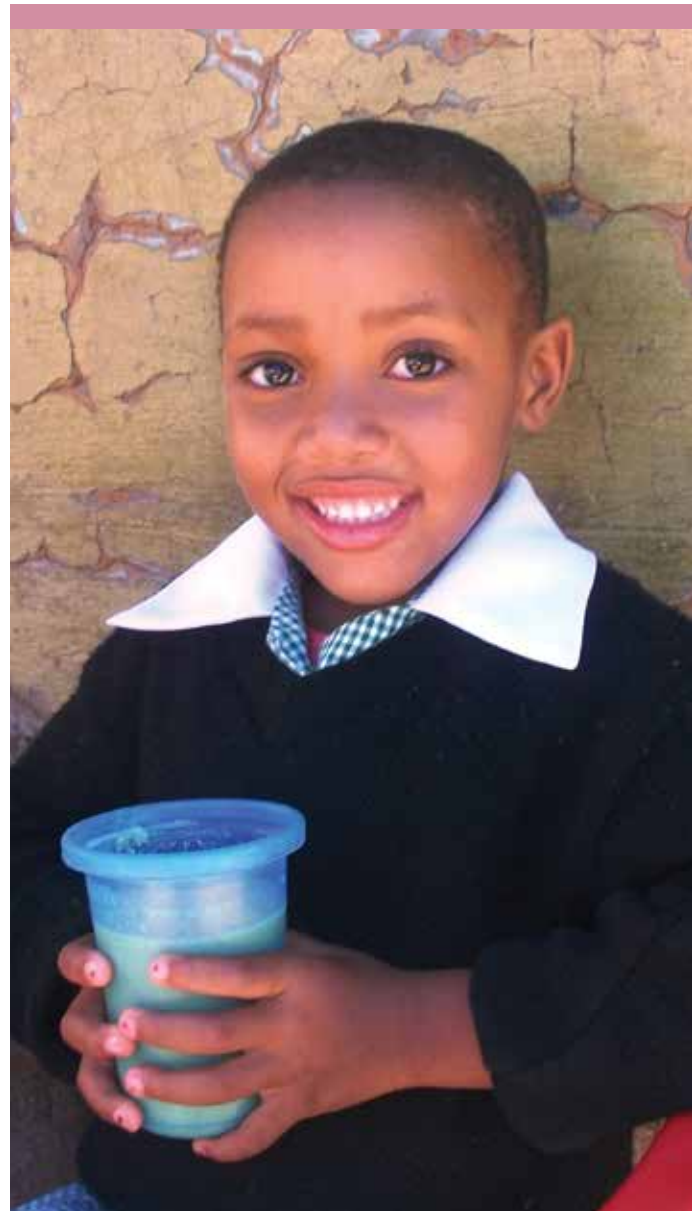


The UN System was guided by these risks when developing strategic prioritization for the UNDAF 2019-2023. Furthermore, as part of the ToC exercise (see Annex 4), risks and assumptions were identified for all three UNDAF 2019-2023 Pillars. In addition to risks highlighted by the CCA, the UN System identified key risks that could potentially challenge implementation of the UNDAF 2019-2023, such as weak government coordination arrangements leading to duplication and disruption of implementation or priority shifts. In the event of changes in government, delayed implementation process of the SDGs framework and alignment of the SDGs and NSDP processes, inadequate financial and technical capacity of partners to implement activities, reduced UN leverage due to shrinking UN resources, ineffective natural resources management, an unpredictable investment climate, global and regional economic shocks, corruption and an increasing 'brain drain'.

The UN System also identified assumptions that must be realized to ensure effective implementation of the UNDAF 2019-2023. These include the GoL's political will and capacity to deliver inclusive economic growth and poverty reduction, private sector capacity, resources and will to contribute to inclusive economic growth, citizens (key populations) with the willingness and capacity to participate effectively and take advantage of opportunities. The GoL and private sector committed to implementing the NSDP II and the 2030 SDG Agenda, establishment of legal, policy and planning frameworks, financial resources to support implementation of UNDAF 2019-2023 and political stability.

Most risks and assumptions identified in the CCA and ToC are beyond the UN system's sphere of influence and the five-year programming cycle for UNDAF 2019-2023. However, ORGs will be mindful of significant changes in key risks and assumptions during annual work planning processes and particularly when designing intervention strategies.

The work to address the risks will be part of strategizing on the likelihood and possibility to disrupt programming. The United Nations will regularly evaluate the operational, socio-political and emerging risks associated with delivery of the identified strategic results. Changes in the development arena in Lesotho may also influence strategic guidance and oversight provided by the JSC in terms of guiding the UN System to provide services to areas in need with the greatest potential impacts.





## MONITORING AND EVALUATION



Monitoring and evaluation will ensure effective and efficient delivery of UNDAF Outcomes by reviewing performance, using evidence for timely and strategic decision-making and learning from experiences for results achievement. UNDAF monitoring will be continuous throughout the programming cycle of the 2019-2023 UNDAF to track progress towards identified results and whether the ToC of change (see Figure 4 below, as well as Chapter 1 and Annex 4) identified at the design stage is still valid or should be revised during implementation. Monitoring and evaluation approaches will tailor approaches to be the most applicable to understanding the successes and challenges of implementation in part by focusing on the changes of the people targeted through the interventions. Monitoring will enable the UNCT and implementing partners to determine the continued relevance of the UNDAF's original design and ensure programming adjustments are made when necessary.

Using well-formulated indicators, UNDAF monitoring systems will track performance to assess if UN programming is reaching and benefitting intended groups (women, children, youth and PLWD). As part of performance tracking, monitoring spotlights how the UN system works together and allocates resources to make positive contributions to achievement of national goals and targets within the SDGs framework. The UNDAF also envisages that indicators may be updated based on news statistics and through data generated as part of UNDAF activities. In cases where there is a lack of data to help track changes on groups the furthest behind, the UNCT will review the monitoring and evaluation framework in 2019 when new data becomes available to update and refine the indicators. This is particularly the issue for PLWD and other groups where gender and age disaggregated data is currently unavailable.

Figure 5: Monitoring and Evaluation



The 2019-2023 UNDAF is built around three thematic Pillars with four Outcomes monitored through 22 indicators. The indicators and targets established in the UNDAF Results Matrix (see Annex 1) will form the basis to measure progress and determine if the UN has positively impacted on Lesotho's development progress.

The ORGs will develop Joint Workplans (JWPs) on annual basis capturing joint initiatives undertaken by each respective group. JWPs will include a CBF update per Pillar (or Pillars) and form the basis of annual reporting that contributes to the Annual Joint UN Results Report. This joint Outcome report is prepared by RCO based on inputs from RGs, with support from the M&E WG, OMT and UNCG. It is prepared with guidance from the PMT and submitted through the UNCT to the UNDAF Joint Steering Committee, focused on joint results achieved in any one year.

In 2022 an independent evaluation of the UNDAF 2019-2023 will be undertaken. It will assess whether the UN, with GoL support, has contributed to progress towards the Outcomes and achievement of planned development results. The evaluation will be guided by the UN Evaluation Group's evaluation norms and standards. It will also assess if the UN has successfully mainstreamed normative principles.

The UNCT is committed to using UNInfo as a tool to establish the UNDAF Results Framework online, allowing easier access to ORGs undertaking joint monitoring as well as draw summaries and graphs for use in annual reports and monitoring meetings. UNInfo can monitor the UNDAF and Business Operations Strategy.

The joint M&E Plan and calendar for the UNDAF 2019-2023 is included in Annex 5. The main focus of the M&E Plan is monitoring progress towards the strategic Outcomes through the UNDAF Results Matrix and its indicator framework. In addition, the M&E Plan outlines a number of complementary monitoring and review exercises at UNCT and agency levels, including the Annual Report of the Resident Coordinator. The plan also sets out important milestones in terms of surveys and data-collection exercises relevant to the indicator framework as well as activities relating to national-level M&E capacity building, including UN contributions to different government reports on human rights-related issues. This data gathering will be built around strategies that further clarify root issues among groups and assist in refining activities to address these issues. In addition, the plan provides data on national partner major partner major data collection activities. This plan will also enable the UNCT to identify the best period to review the indicators when more information becomes available.

Data collection and analysis are key components of UN system-supported activities, which have a common focus in developing capacities on evidence-based policy-making and producing disaggregated data (by gender, age group or other social criteria) to monitor impacts of national policies and plans. The M&E WG, with focal points in all RGs, supports these activities and ensures such activities are linked to the M&E framework for JWPs of ORGs. Therefore, at the time of writing this document, not all relevant information on UN agency M&E activities as integral parts of annual joint work plans was available. Such data will be progressively introduced to complement joint M&E activity plans.



## 1 UNDAF 2019-2023 Results Framework

Pillar 1: Accountable Governance, Effective Institutions, Social Cohesion and Inclusion	MEDIUM-TERM COMMON BUDGETARY FRAMEWORK (USD, mln)		
	Total (A)	Projected to be available (B)	To be mobilized (C)
	19,413,097	11,463,359	7,949,738
<b>NSDP II Priority:</b> Strengthening the national governance and accountability systems			
<b>Related SDG (s):</b> 5, 8, 10, 16, 17			
<b>UN Agencies:</b> IOM, UNDP, UNFPA, UNICEF, WFP, WHO; and NRAs - ILO, UN Women			
<b>UN Partners:</b> PMO-DMA, GoL (Min. of Justice, Law, Defence, Public Service, Foreign Affairs, Finance, Development Planning-BoS, Trade & Labour, Home Affairs, Local Government; Parliament, Correctional Service, Judiciary), CSOs, SADC			
RESULTS	INDICATORS		
<b>Outcome 1.1:</b>  By 2023, government and non-governmental in- stitutions deliver their mandates and uphold good governance, rule of law and human rights, with all people having improved ac- cess to justice and participating in social and political deci- sion-making processes in a peaceful environment.	<b>Indicator 1:</b>	Proportion of seats held by women in the National Assembly	
	<b>Related SDG indicator:</b>	5.5.1/5.5.2	
	<b>Baseline:</b>	25.3 per cent (2017)	
	<b>Target:</b>	30 per cent (2023)	
	<b>Data source:</b>	MDG report 2012, SDG report	
	<b>Indicator 2:</b>	Existence of an independent national human rights institution	
	<b>Related SDG indicator:</b>	16.a.1	
	<b>Baseline:</b>	No (2018)	
	<b>Target:</b>	Yes (2023)	
	<b>Data source:</b>	UPR (Universal Periodic Review 2015, 2019)	
	<b>Indicator 3:</b>	Percentage of children under 18 whose births are registered	
	<b>Related SDG indicator:</b>	16.9.1/17.19.2	
	<b>Baseline:</b>	48 per cent	
	<b>Target:</b>	70 per cent	
	<b>Data source:</b>	DHS	
	<b>Indicator 4:</b>	Proportion of recommendations or action points of national dialogue and reforms implemented.	
<b>Related SDG indicator:</b>	16.5.1/16.5.2/16.6.2 and indices		
<b>Baseline:</b>	0 per cent (2017)		
<b>Target:</b>	50 per cent (2023)		
<b>Data source:</b>	National Reforms Framework and Roadmap ("Lesotho We Want")		

## 1 UNDAF 2019-2023 Results Framework

	<b>Indicator 5:</b>	Lesotho's ranking in Democracy Index
	<b>Related SDG indicator:</b>	16
	<b>Baseline:</b>	56 (2017)
	<b>Target:</b>	40 (2023)
	<b>Data source:</b>	The Economist Intelligence Unit annual report
	<b>Indicator 6:</b>	Proportion of SDG indicators for which data is collected and up-to-date
	<b>Related SDG indicator:</b>	17
	<b>Baseline:</b>	40.4 per cent (2018) – further information to be provided
	<b>Target:</b>	70 per cent (2023)
	<b>Data source:</b>	SDG indicator mapping (BOS)
	<b>Indicator 7:</b>	Lesotho's overall score on the Migration Governance Index
	<b>Related SDG indicator:</b>	10.7
	<b>Baseline:</b>	54.5
<b>Target:</b>	70	
<b>Data source:</b>	The Economist Intelligence Unit report	

# 1 UNDAF 2019-2023 Results Framework

Pillar 2: Sustainable Human Capital Development	MEDIUM-TERM COMMON BUDGETARY FRAMEWORK (USD, mln)		
	Total (A)	Projected to be available (B)	To be mobilized (C)
	124,292,202	94,961,814	29,330,389
<b>NSDP II Priority:</b> Improving the country's productivity and innovation capacity by strengthening human capital through investments in health, education and training			
<b>Related SDG (s):</b> 1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13, 17			
<b>UN Agencies:</b> FAO, IOM, UNAIDS, UNDP, UNFPA, UNICEF, WFP, WHO and NRAs - IAEA, ILO, ITC, UN Women			
<b>UN Partners:</b> School proprietors, churches, traditional leaders, family, CSOs/networks/initiative groups, Ministries of Finance; Labour and Employment, Education and Training; Social Development, Health; Development Planning; Gender and Youth, Sports and Recreation; Local Government and Chieftainship Affairs; Justice, Human Rights and Correctional Service; Police; Home Affairs; Agriculture; and Prime Minister's Office- Disaster Management Authority, BoS, NAC, CHAL, other development partners			
RESULTS	INDICATORS		
<b>Outcome 2.1:</b>  By 2023, all people, particularly the most vulnerable, benefit from gender-responsive social policies and programmes for the sustainable and equitable realization of their rights.	Indicator 1:	Maternal and under 5 mortality ratio	
	Related SDG indicator:	3.1.1; 3.2.1	
	Maternal Mortality ratio		
	Baseline:	1,024 deaths per 100,000 live births (2014)	
	Target:	300	
	Under 5 mortality rates		
	Baseline:	85 per 1,000 live births	
	Target:	62 per 1,000 (aligned to MoH RMNCAH strategic plan)	
	Data source:	Demographic and Health Survey	
	Indicator 2:	Percentage of currently married women (aged 15 – 49 years) with unmet need for Family Planning	
	Related SDG indicator:	3.7.1	
	Baseline:	18 per cent (LDHS 2014)	
	Target:	11 per cent by 2023.	
	Data source:	LDHS	
	Indicator 3a:	HIV Incidence in adults 15-49 years.	
	Related SDG indicator:	3.3.1	
	Baseline:	14.20 per 1 000 (17.20 for females; 11.70 for males)	
	Target:	5.50 (6.6 for females; 4.5 for males). Target based on Global Prevention Targets (75 per cent reduction from 2010)	
	Data source:	MoH (Spectrum) Estimates	
	Indicator 3b:	HIV Incidence in young women 15-24 years.	
Related SDG indicator:	3.3.1		
Baseline:	17.4 per 1 000		

# 1 UNDAF 2019-2023 Results Framework

<b>Target:</b>	7.0 (Target based on Global Prevention Targets (75 per cent reduction from 2010))
<b>Data source:</b>	MoH (Spectrum) Estimates
<b>Indicator 4:</b> Net cohort survival rate (primary)	
<b>Related SDG indicator:</b>	Not an SDG indicator but an MDG indicator (2.2)
<b>Baseline:</b>	72.7 per cent (2016)
<b>Target:</b>	95 per cent
<b>Data source:</b>	Annual Educational Statistical Report (MOET)
<b>Indicator 5:</b> Allocation to social protection as per cent of GDP.	
<b>Related SDG indicator:</b>	1.b.1
<b>Baseline:</b>	9 per cent (2016)
<b>Target:</b>	11 per cent. Target based on National Social Protection Strategy (2015-2025)
<b>Data source:</b>	The Government of Lesotho Budget Estimates
<b>Indicator 6:</b> Prevalence of stunting amongst children under 5 years	
<b>Related SDG indicator:</b>	2.2.1
<b>Baseline:</b>	33 per cent (2014)
<b>Target:</b>	25 per cent (aligned with MoH RMNCAH-N strategy)
<b>Data source:</b>	LDHS
<b>Indicator 7:</b> Prevalence of Gender Based Violence among women experienced in a lifetime.	
<b>Related SDG indicator:</b>	5.2.1
<b>Baseline:</b>	86 per cent (2014)
<b>Target:</b>	80 per cent
<b>Data source:</b>	Gender Links Gender-Based Violence prevalence survey



# 1 UNDAF 2019-2023 Results Framework

Pillar 3: Sustainable and inclusive economic growth for poverty reduction	MEDIUM-TERM COMMON BUDGETARY FRAMEWORK (USD, mln)		
	Total (A)	Projected to be available (B)	To be mobilized (C)
	113,080,960	52,972,030	60,108,930
<b>NSDP II Priority:</b> Supporting inclusive and sustainable economic growth and private sector led job creation			
<b>Related SDG (s):</b> 1, 2, 5, 6, 7, 8, 9, 10, 12, 13, 15, 17			
<b>UN Agencies:</b> Outcome 3.1: FAO, IOM, UNDP, UNFPA, UNICEF, WFP, WHO and NRAs - IAEA, IFAD, ILO, ITC, UNCDF, UNCTAD, UNEP, UNIDO, UN Women, UNWTO Outcome 3.2: FAO, IOM, UNDP, UNICEF, WFP, WHO and NRAs - IAEA, IFAD, UNCDF, UNIDO			
<b>UN Partners:</b> MoDP, MoF, MTI, MSB&C, MFRSC, MAFS, MTEC, MoH, MEM, MGYS, MLab&Em, OPM, BOS, DMA,CBL, LCCI, PSF, LNFOD, Women's Ent Network Entrepreneurship Network, EU, World Bank, GEF			
RESULTS	INDICATORS		
<b>Outcome 3.1:</b>  By 2023, government and private sector increase opportunities for inclusive and sustainable economic growth, improved food security and decent work especially for women, youth and people with disabilities.	<b>Indicator 1:</b>	Proportion of men, women and children of all ages living in poverty in all its dimensions	
	<b>Related SDG indicator:</b>	1.2.2& 8.3.1	
	<b>Baseline:</b>	49.5 per cent	
	<b>Target:</b>	40 per cent	
	<b>Data source:</b>	UNDP Human Development Report – Multi-dimensional Poverty Index (MPI) (2016: data 2009)	
	<b>Indicator 2:</b>	Prevalence of moderate or severe food insecurity in the population, by urban and rural areas	
	<b>Related SDG indicator:</b>	2.1.2	
	<b>Baseline:</b>	24.2 per cent (rural=30 per cent, urban=15.3 per cent)	
	<b>Target:</b>	10 per cent no recurrence of major ecological disaster – 30 per cent containment of ecological disaster impact	
	<b>Data source:</b>	Lesotho Vulnerability Assessment Committee, Vulnerability Assessment and Analysis Report 2017	
	<b>Indicator 3:</b>	Average monthly earnings (Maloti) of female and male employees, by occupation	
	<b>Related SDG indicator:</b>	8.5.1; 5.5.2; 5.4.1	
	<b>Baseline:</b>	Average: M 3457.52, F 2498.32 = -27.74 per cent	
	<b>Target:</b>	Average: Increase 8 per cent M, 10 per cent F = M 3734.12, F 2748.15 = -26.4 per cent	
	<b>Data source:</b>	Labour Force Survey 2008	
<b>Target</b>			
	<b>Occupation</b>	<b>Male</b>	<b>Female</b>
	Legislators, Senior Officials & Managers	9311.23	5100.30
	Professionals	7332.40	7251.76
	Technicians & Associate professionals	4581.25	3497.27
	Clerks	2043.31	1997.11
	Service workers & shops & market sales workers	2172.46	1471.53
	Skilled Agricultural & Fishery workers		
	Craft & related trades workers	1129.61	1452.34
	Plant & machine operators & Assemblers	2890.67	1641.11
	Elementary occupations	2717.06	1164.40
	Armed Forces	1598.20	819.29
		3565.09	3086.40

# 1 UNDAF 2019-2023 Results Framework

	Target		
	Occupation	Male	Female
	Legislators, Senior Officials & Managers	9311.23	5100.30
	Professionals	7332.40	7251.76
	Technicians & Associate professionals	4581.25	3497.27
	Clerks	2043.31	1997.11
	Service workers & shops & market sales workers	2172.46	1471.53
	Skilled Agricultural & Fishery workers		
	Craft & related trades workers	1129.61	1452.34
	Plant & machine operators & Assemblers	2890.67	1641.11
	Elementary occupations	2717.06	1164.40
	Armed Forces	1598.20	819.29
		3565.09	3086.40
	<b>Indicator 4:</b> Proportion of working age population that have employment in formal and informal sector by sex, and age		
	<b>Related SDG indicator:</b>	8.5.2; 8.3.1	
	<b>Baseline:</b>	M15-24= 4.9, F15-24= 2.2, M25-34= 9.5, F25-34= 6.1, M35-64= 12.1, F35-64= 9.3 (total 44.1 per cent)	
	<b>Target:</b>	M15-24= 5.9, F15-24= 5.2, M25-34= 10, F25-34= 7.6, M35-64= 12.1, F35-64= 9.8 (total 50.6 per cent)	
	<b>Data source:</b>	Lesotho Population and Housing Census Analytical Reports 3A & 3B (2016)	
<p><b>Outcome 3.2</b></p> <p>By 2023, the people of Lesotho use natural resources in a more sustainable manner and the marginalized and most vulnerable are increasingly resilient.</p>	<b>Indicator 5:</b>	Proportion of land that is degraded over total land area	
	<b>Related SDG indicator:</b>	15.3.1	
	<b>Baseline:</b>	14.88 per cent (4548.13 km2)	
	<b>Target:</b>	11.88 per cent (3629.71 km2)	
	<b>Data source:</b>	Lesotho Land Cover Atlas (FAO 2017)	
	<b>Indicator 6:</b>	Proportion of land under improved range management	
	<b>Related SDG indicator:</b>	15.4.2	
	<b>Baseline:</b>	Improved: 52.79 per cent (16129 km2), Degraded: 15.94 per cent (4870.17 km2)	
	<b>Target:</b>	Improved: 55.79 per cent (19611.74 km2), Poorly Managed: 12.94 per cent (27052.54 km2)	
	<b>Data source:</b>	Lesotho Land Cover Atlas (FAO 2017)	
	<b>Indicator 7:</b>	Proportion of population living in households with access to energy and financial services	
	<b>Related SDG indicator:</b>	1.4.1	
	<b>Baseline:</b>	Electricity(households): Total=36; Urban=67; Peri-Urban=43 Rural=11 Formally Financially Served: Total= 58.1; Urban= 71.9; Rural=51.8	
	<b>Target:</b>	Electricity(households): Total=41; Urban=73; Peri-Urban=48; Rural=16 Formally Financially Served: Total=66.2; Urban= 80; Rural=60	
	<b>Data source:</b>	National Energy Survey (2018); FinScope (2011)	
	<b>Indicator 8:</b>	Proportion of Household Heads with secure tenure rights to land, with legally recognized documentation, by sex and type of tenure	
<b>Related SDG indicator:</b>	1.4.2, 5.a.1		
<b>Baseline:</b>	60.9 per cent		
<b>Target:</b>	66 per cent		
<b>Data source:</b>	Lesotho Population and Housing Census Analytical Report 3B Socio Economic Characteristics (2016)		

## 1 UNDAF 2019-2023 Results Framework

	Tenure Status	Sex of Head of Household		Total
	Lease hold Title deed Form C Total	Male	Female	16.5 3.6 40.8 60.9 per cent
		10.5 2.3 25.8 38.6	6.0 1.2 15.0 22.3	
	Tenure Status	Sex of Head of Household		Total
	Lease hold Title deed Form C Total	Male	Female	16.5 3.6 40.8 66 per cent
		11.5 2.7 26.3 40.5	7.5 2 16.0 25.5	

## 2 UMDAF 2019 - 2023 Common Budgetary Framework by Agencies

AGENCY DETAIL TABLE			
AGENCY	(A)	(B)	(C)
	TOTAL (USD)	PROJECTED TO BE AVAILABLE (USD)	TO BE MOBILIZED GAP (A-B) (USD)
FAO	20,000,000	2,000,000	18,000,000
IAEA	1,821,000	1,821,000	0
ILO	1,600,000	250,000	1,350,000
IOM	1,300,000	270,709	1,029,291
ITC	6,850,000	435,000	6,415,000
FAD	21,500,000	15,500,000	6,000,000
UNAIDS	5,000,000	4,247,250	752,750
UNDP	26,640,000	11,557,272	15,082,728
UNEP	950,000	640,000	310,000
UNFPA	14,890,834	10,890,834	4,000,000
UNICEF	52,000,000	47,000,000	5,000,000
WFP	66,500,000	49,000,000	17,500,000
WHO	16,440,855	13,805,138	2,635,718
UNWTO	800,000	0	800,000
UNCDF	7,400,000	700,000	6,700,000
UNCTAD	3,600,000	1,200,000	2,400,000
UN WOMEN	800,000	0	800,000
UNIDO	8,693,570	80,000	8,613,570
<b>TOTAL</b>	<b>256,786,259</b>	<b>159,397,203</b>	<b>97,389,056</b>

### 3 UN Agencies Budgets Overview by UNDAF Pillars and Outcomes

PILLAR OUTCOME DETAIL TABLE				
Pillar I: Governance	Agency	(A)	(B)	(C)
		TOTAL (USD)	PROJECTED TO BE AVAILABLE (B) (USD)	TO BE MOBILIZED GAP(A-B) (USD)
<b>Outcome 1.1</b> By 2023, government and non-governmental institutions deliver their mandates and uphold good governance, rule of law, and human rights and all people have improved access to justice and participate in social and political decision-making processes in a peaceful environment	ILO	200,000	50,000	150,000
	IOM	300,000	0	300,000
	UN Women	200,000	0	200,000
	UNDP	5,830,000	1,859,000	3,971,000
	UNFPA	744,542	543,515	201,027
	UNICEF	5,000,000	4,000,000	1,000,000
	WFP	3,375,000	2,000,000	1,375,000
	WHO	3,763,555	3,010,844	752,711
<b>Total Pillar I</b>		<b>19,413,097</b>	<b>11,463,359</b>	<b>7,949,738</b>
Pillar II (Human Capital)	Agency	(A)	(B)	(C)
<b>Outcome 2.1</b> By 2023, all people, particularly the most vulnerable, benefit from gender-responsive social policies and programmes for the sustainable and equitable realization of their rights	FAO	2,000,000	500,000	1,500,000
	IAEA	855,000	855,000	0
	ILO	400,000	100,000	300,000
	IOM	600,000	270,709	329,291
	UN Women	300,000	0	300,000
	UNAIDS	5,000,000	4,247,250	752,750
	UNDP	1,200,000	200,000	1,000,000
	UNFPA	11,912,667	8,716,773	3,195,894
	UNICEF	37,000,000	33,000,000	4,000,000
	WFP	55,000,000	41,000,000	14,000,000
	WHO	6,524,535	5,872,082	652,454
<b>Total Pillar II</b>		<b>124,292,202</b>	<b>94,961,814</b>	<b>29,330,389</b>
Pillar III Sustainable and inclusive economic growth for poverty reduction	Agency	(A)	(B)	(C)
<b>Outcome 3.1:</b> By 2023, government and private sector Increase opportunities for inclusive, sustainable and job-rich economic growth, improved food security and decent work especially for woman, youth and people with disabilities	FAO	10,000,000		10,000,000
	IAEA	866,000	866,000	0
	ILO	1,000,000	100,000	900,000
	IOM	100,000	0	100,000
	ITC	3,350,000	235,000	3,115,000
	IFAD	6,000,000	5,000,000	100,000
	UN Women	300,000	0	300,000
	UNCDF	4,400,000	400,000	4,000,000
	UNCTAD	3,600,000	1,200,000	2,400,000
	UNDP	6,954,000	1,490,000	5,464,000
	UNEP	950,000	640,000	310,000

### 3 UN Agencies Budgets Overview by UNDAF Pillars and Outcomes

	UNFPA	2,233,625	1,630,546	603,709
	UNIDO	3,693,570	40,000	3,653,570
	WFP	2,500,000	500,000	2,000,000
	WHO	1,810,925	1,448,740	362,185
	UNWTO	800,000	0	800,000
<b>Total Outcome 3.1</b>		<b>48,558,120</b>	<b>13,550,286</b>	<b>35,007,834</b>
<b>Outcome 3.2</b> By 2023, the people of Lesotho use natural resources in a more sustainable manner and the marginalized and most vulnerable are increasingly resilient	FAO	8,000,000	1,500,000	6,500,000
	IAEA	100,000	100,000	0
	IOM	300,000	0	300,000
	IFAD	15,500,000	10,500,000	5,000,000
	UNCDF	3,000,000	300,000	2,700,000
	UNDP	12,656,000	8,008,272	4,647,728
	UNICEF	10,000,000	10,000,000	0
	UNIDO	5,000,000	40,000	4,960,000
	WFP	5,625,000	5,500,000	125,000
	WHO	4,341,840	3,473,472	868,368
<b>Total outcome 3.2</b>		<b>64,522,840</b>	<b>39,421,744</b>	<b>25,101,096</b>
<b>Total Pillar III</b>		<b>113,080,960</b>	<b>52,972,030</b>	<b>60,108,930</b>
<b>TOTAL UNDAF 2019-2023</b>		<b>256,786,259</b>	<b>159,397,203</b>	<b>97,389,056</b>

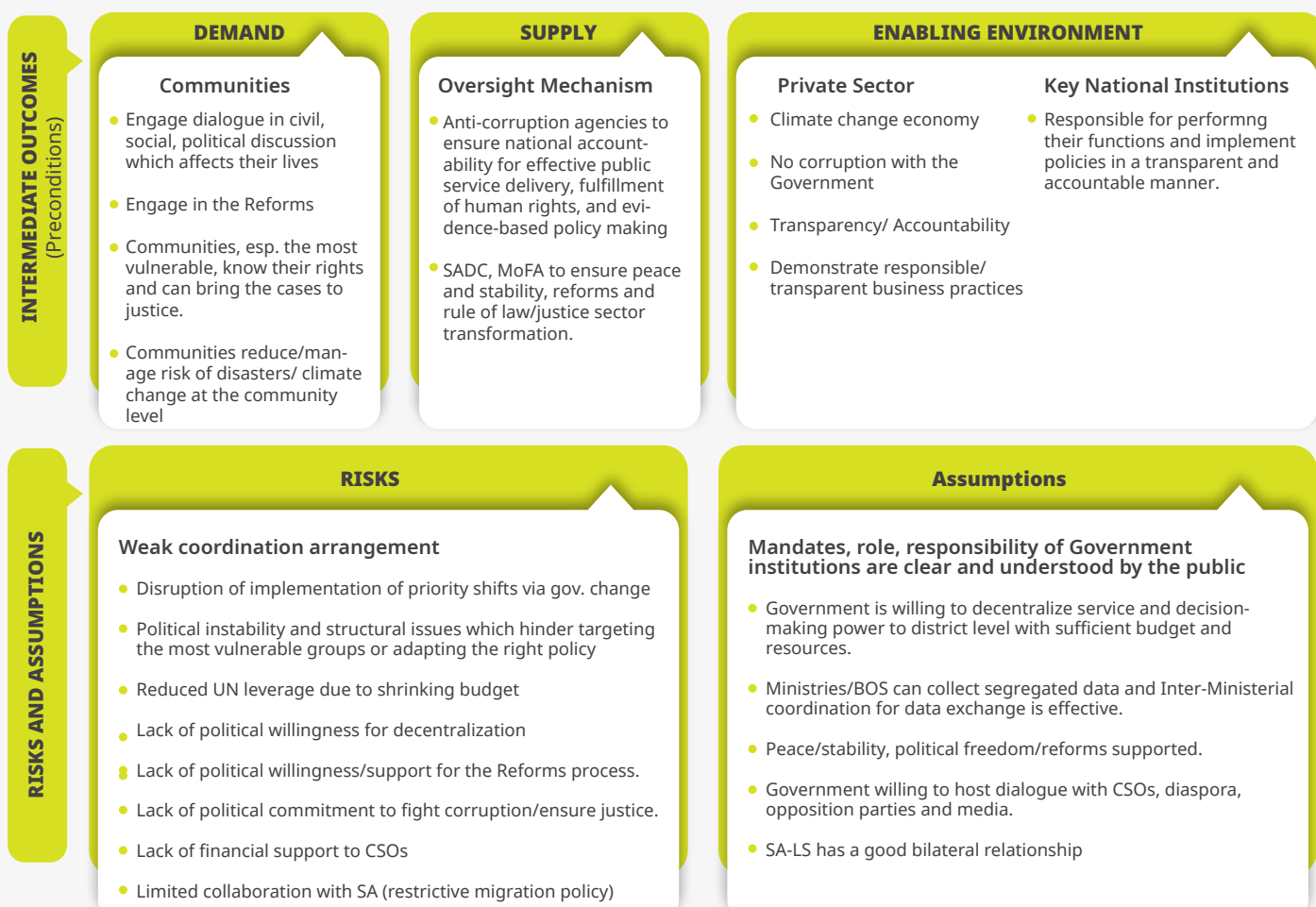
## 4 Theory of Change for UNDAF 2019-2023 Pillars

### Pillar 1: THEORY OF CHANGE SCHEMATICS

**NDSP II PRIORITY:** Strengthening the national governance and accountability systems.  
**UNDAF Pillar 1:** Accountable Governance, Effective Institutions, Social Cohesion and Inclusion.



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 in a peaceful environment.



## 4 Theory of Change for UNDAF 2019-2023 Pillars

### STRATEGIC INTERVENTION AREAS

#### CROSS CUTTING ISSUES

- Output 1:** Increased capacities of institutions to enable effective delivery of mandates including during times of humanitarian needs
- Output 2:** Coordination bodies, oversight, partnerships, structures and systems for implementation of key national frameworks are decentralized, in place and functional at all levels
- Output 3:** Government and partners are able to generate, access and apply evidence to inform policy formulation and decisions relating to the implementation of social and economic sector programmes including SDG
- Output 4:** National monitoring and evaluation systems for policy, strategy and programme implementation of resilience, disaster risk reduction, and job creation mechanisms established
- Output 5:** An all-inclusive, open, and participatory national reforms process is in place and functioning.
- Output 6:** Capacities and functions of rule of law and human rights institutions and systems strengthened to expand access to justice and citizen participation and reporting of international instruments and commitments
- Output 7:** Local and national level mechanisms are strengthened to facilitate dialogue and mitigate conflict
- Output 8:** Capacities of non-state actors is enhanced for improved civic participation and transparency, social accountability, equity and quality of public investment

#### DUTY-BEARERS

School proprietor  
Most schools are privately owned)

MOET  
(special education)

MOSD, Donors  
(partners)

#### RIGHTS-HOLDERS

Children with Disabilities

Herdboys

OVC

Women and adolescent girls

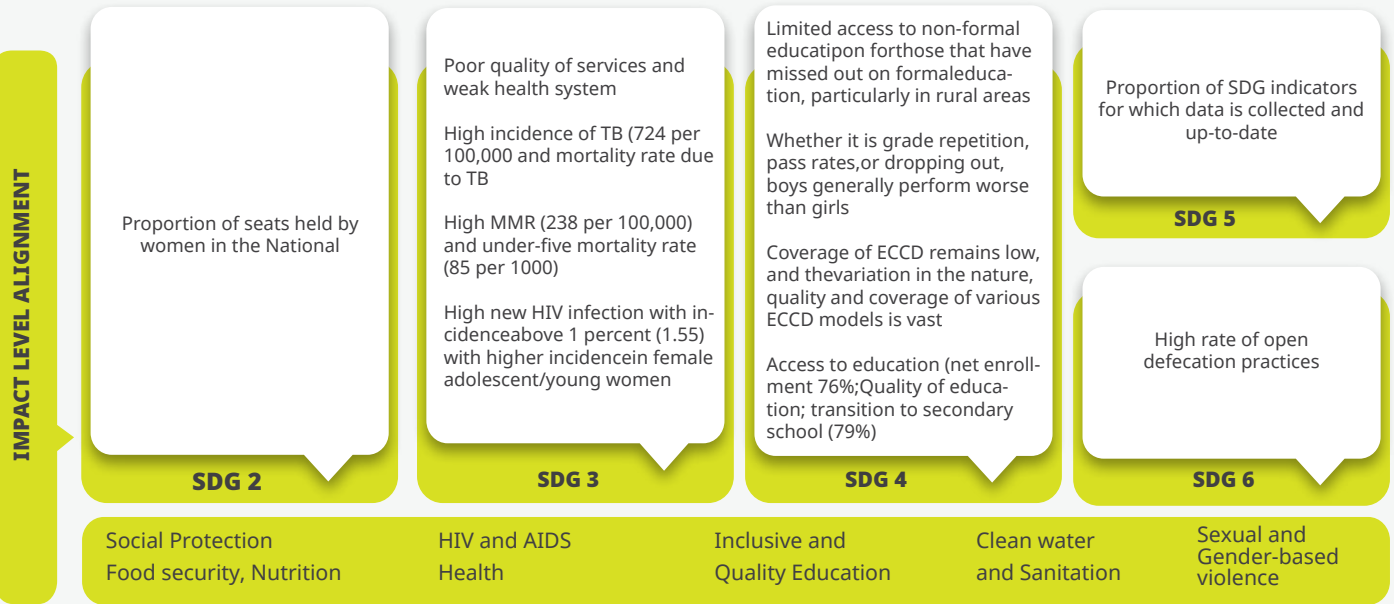


## 4 Theory of Change for UNDAF 2019-2023 Pillars

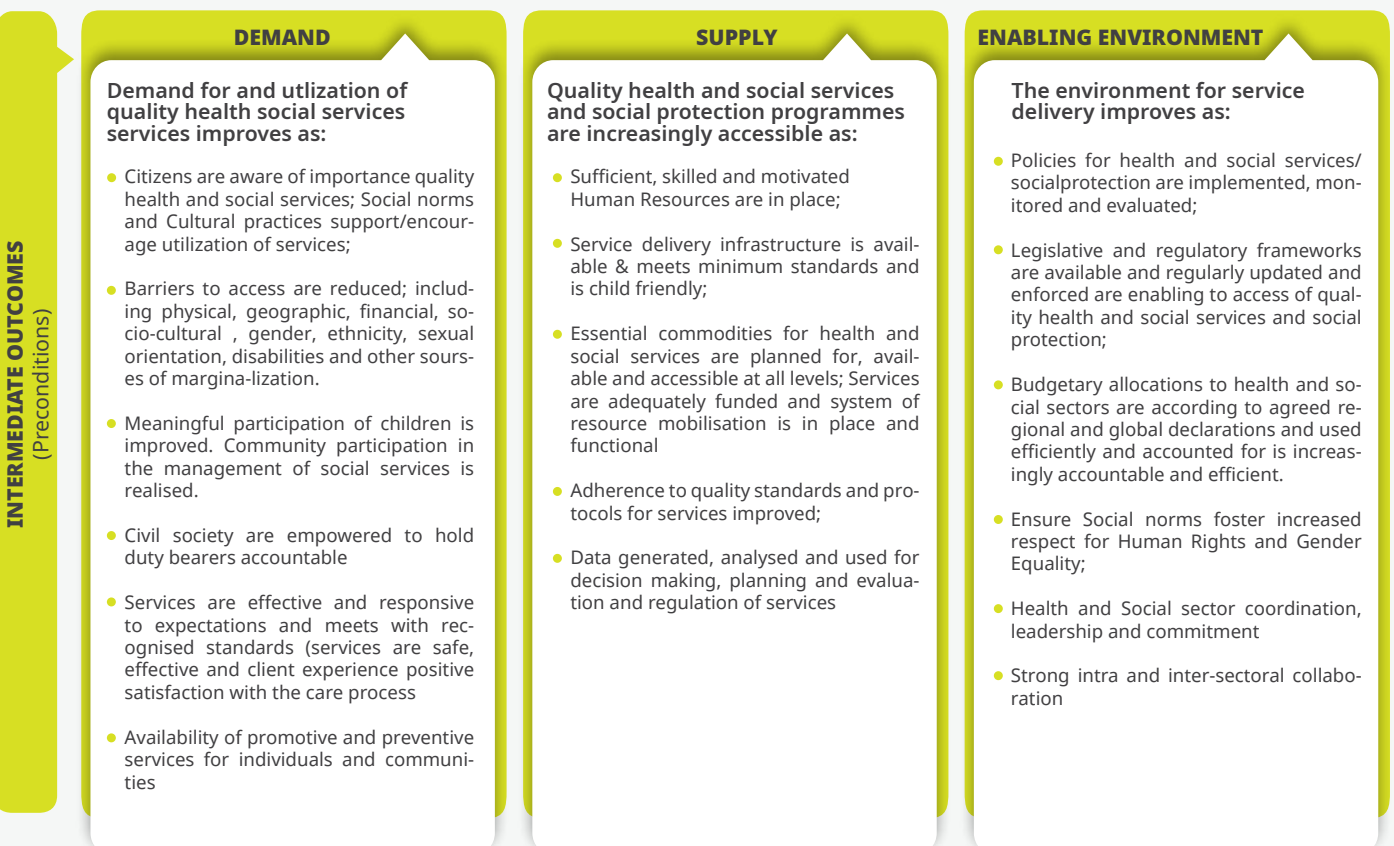
### Pillar 2: THEORY OF CHANGE SCHEMATICS

**NDSP II PRIORITY:** Improving the country's productivity and innovation capacity by strengthening human capital through investments in health and education and training.

**UNDAF Pillar 2:** Sustainable Human Capital Development.



**Outcome 3: By 2023, all citizens including women and children, particularly the poor, most vulnerable and marginalized benefit from evidence-based, shock and gender responsive social protection and social services for the sustainable and equitable realization of their rights**



## 4 Theory of Change for UNDAF 2019-2023 Pillars

### RISKS AND ASSUMPTIONS

#### RISKS

- Negative norms;
- Cultural practices and attitudes;
- Inappropriate channeling of resources;
- Service providers' negative attitudes;
- Cross-border disease;
- Donor dependency;
- Lack of skills;
- Brain drain;
- Shrinking UN resources;
- Decentralization policy is not implemented.

#### Assumptions

- Civil Society and other partners will continue to raise resources & operate scale up interventions.
- Public participation & engagement increases with technology / connectivity
- The private sector buy-in and investment in 2030 Agenda
- Timely & accurate / dissemination of major population surveys
- Country will be stable for implementing the national development agenda

### Potential UN Outputs

#### CROSS CUTTING ISSUES

Strengthened intersectoral collaboration  
National financing for national development

Strong monitoring and evaluation system including  
regular data generation, analysis and use

Poverty reduction  
Climate change

- Output 1:** Health facilities and community health structures in all 10 districts have the capacity to deliver integrated quality gender sensitive RMNCAH, Nutrition and WASH services, including for NCDs (UNICEF, UNFPA, WFP, UNAIDS, WHO, IOM)
- Output 2:** Stakeholder capacities strengthened for the implementation of policies, standards, guidelines and manuals for improved health, HIV and Nutrition-related interventions including workplace safety, (WHO, UNICEF, UNFPA, UNDP, WFP, UNAIDS, IOM, ILO, FAO, IAEA)
- Output 3:** National agencies and stakeholders have strengthened capacities for reducing new HIV and TB infections, improving care and treatment for vulnerable children, adolescents and women, migrants, including support services for OVC and other special groups (UNAIDS, UNICEF, UNFPA, UNDP, IOM, WFP, WHO)
- Output 4:** Capacity of stakeholders improved for provision of inclusive in formal and non-formal education for all children including those with disabilities. (UNICEF, UNFPA, WFP)
- Output 5:** Strengthen capacities for prevention and mitigation of the consequences of GVB and addressing trafficking in persons with enhanced regulatory and enforcement mechanisms at all levels (UNICEF, UNFPA, IOM)
- Output 6:** Strengthened integrated social protection system to provide equitable social protection services. (UNDP, UNFPA, UNICEF, WFP, ILO)
- Output 7:** Country capacity enhanced for prevention, preparedness, response, mitigation and recovery to emergency/humanitarian needs at all levels based on the all-hazard and whole-of-society approach (WHO, UNFPA, UNICEF, WFP, FAO, IOM, UNAIDS)

#### DUTY-BEARERS

School proprietor/Churches MOET (special education) MOSD, Donors (partners)	traditional leaders country celebrities /prominences champions, family and peers CSOs/networks/initiative groups	MOH MODP MGYSR MOLG NAC CHAL
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#### RIGHTS-HOLDERS

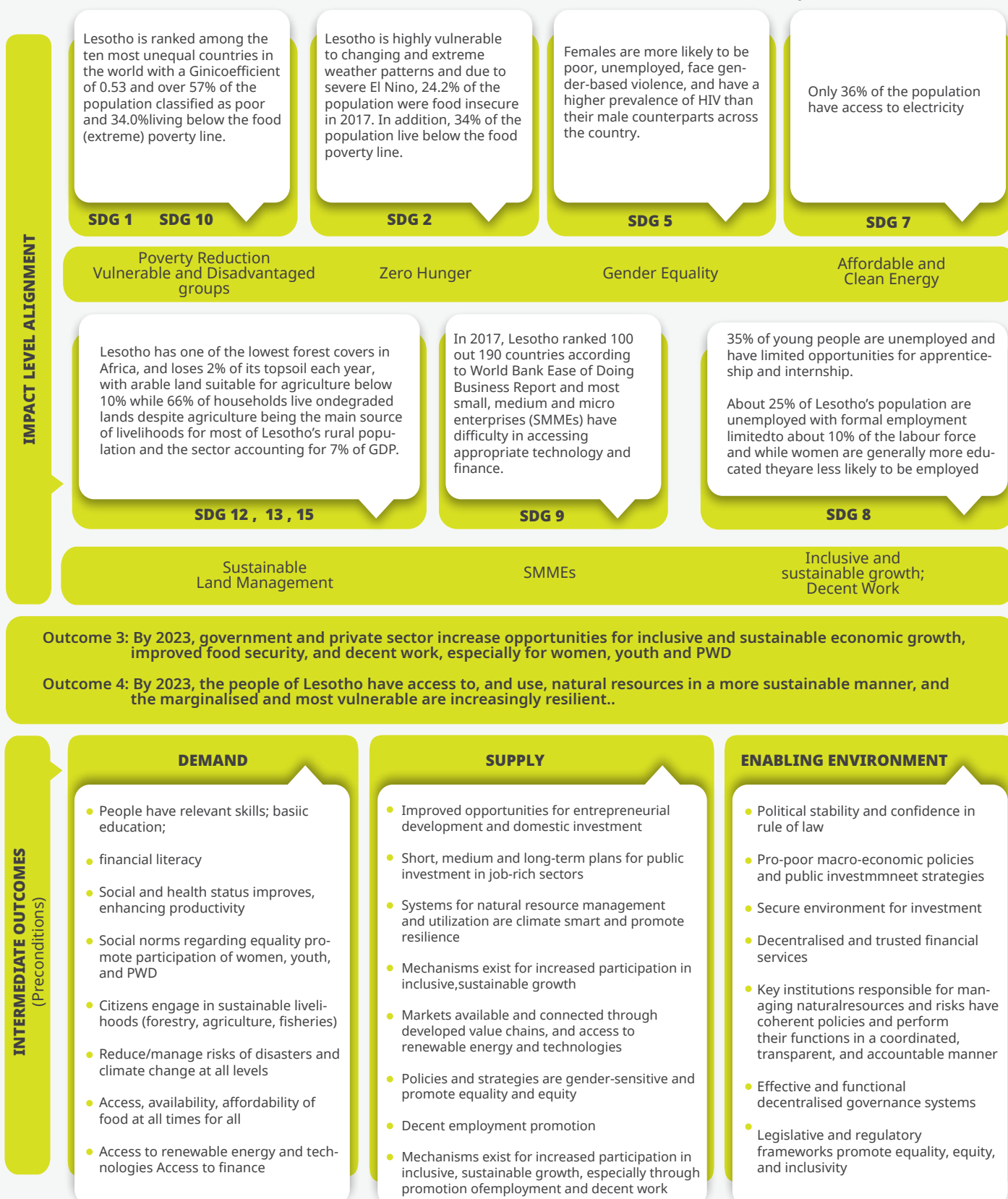
Children and young people with disabilities	Herdboys OVC	<b>Women and adolescent girls and boys:</b> <ul style="list-style-type: none"> <li>• Migrants</li> <li>• Key Population (SWs) and special groups</li> </ul>
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## 4 Theory of Change for UNDAF 2019-2023 Pillars

### Pillar 3: THEORY OF CHANGE SCHEMATICS

**NDSP II PRIORITY:** Supporting inclusive and sustainable economic growth and private sector-led job creation.

**UNDAF Pillar 3:** Sustainable and Inclusive economic Growth for Poverty Reduction.



## 4 Theory of Change for UNDAF 2019-2023 Pillars



## 4 Theory of Change for UNDAF 2019-2023 Pillars

### DUTY-BEARERS

Chiefs	Ministry of Health	MDP
Local councilors, town + physical planners	Disaster Management Authority	MTI
District councilors	Department of customs and excise	MF/CBL
DA head of household	Development partners	MSBD
Farmers associations	CBOs	MLE
Groups of ministries	NGOs and civil society	MGY
MAFS, MFRSC,	Private sectors:	Agriculture and forestry
MTEC, MLG, MSB,	Service providers	Ministry of water,
Ministry of finance,	Suppliers	Min of Energy and Met
Police	Finance institutions	Ministry of Public Work
	Donor	Organized labour

### RIGHTS-HOLDERS

Entrepreneues  
 Farmers  
 Herdboys and girls  
 Resource users  
 Young people, Women, PWD,  
 Elderly, and other vulnerable groups  
 FHH + MHH + CHH  
 Employers and workers organizations  
 Migrants

## 5 2019-2023 Monitoring and Evaluation Workplan

Monitoring	2019	2020	2021	2022	2023
<b>Joint UN System Monitoring:</b>					
Annual monitoring reports – annual work plan results	√	√	√	√	√
Annual monitoring of any joint initiatives, joint programmes	√	√	√	√	√
Annual monitoring of the Business Operation Strategy (BOS)	√	√	√	√	√
Annual monitoring of the UN Communication and Advocacy work plan	√	√	√	√	√
Annual monitoring Joint UN Programme on SRHR/HIV and SGBV	√	√	√	√	√
<b>Agency Monitoring:</b>					
Crop assessment (FAO)/(WFP)	√	√	√	√	√
Crop Forecasting (FAO)	√	√	√	√	√
Lesotho Vulnerability Assessment (FAO)/(WFP) (WHO)	√	√	√	√	√
Lesotho Vulnerability Assessment Update (FAO)/(WFP)(WHO)	√	√	√	√	√
Vulnerability Assessment Baseline (FAO)/(WFP)(WHO)	√				
Monitoring of range – management (FAO)	√	√	√	√	√
Migration Governance Index (IOM)	√	√	√	√	√
Migration Profile (IOM– under fund mobilization)					
Adolescent Friendly Health Services (UNFPA)	√	√	√	√	√
Delivery of Comprehensive Sexuality Education in Schools (UNFPA)	√	√	√	√	√
Midterm review of RHCS Program (UNFPA)	√	√	√	√	√
Joint UN Programme on SRHR/HIV and SGBV (UNFPA)	√	√	√	√	√
Quality of Care Assessment (WHO)	√				
System of Health Accounts (WHO)	√	√	√	√	√
Global School Based Student Health survey (WHO)			√		
Global Analysis and Assessment of Drinking water (WHO/UNICEF)		√			√
Strategic Assessment for Abortion (WHO)	√				
<b>Reporting</b>					
<b>Joint UN Reporting</b>					
One UN Country report – combined results from all Outcome Results Groups submitted through the UNCT to the Joint UNDAF Steering Committee	√	√	√	√	√
Joint Programme Monitoring System (Joint Team on AIDS)	√	√	√	√	√
<b>Agency Reporting</b>					
Post – Harvest Assessment (FAO)	√	√	√	√	√
Global AIDS Monitoring (UNAIDS)(WHO)	√	√	√	√	√
EPI Joint Reporting (WHO/UNICEF)	√	√	√	√	√
<b>Evaluation</b>					
<b>Joint UN System Evaluation</b>					
Annual review of the UNDAF (UNCT)	√	√	√	√	√
Independent Evaluation of 2019-2023 UNDAF (UNCT)			√	√	
<b>Agency Evaluation:</b>					
Evaluation of range management (FAO)	√				
Evaluation of Sanitation program: The case of Community Led Total Sanitation Model (CLTS) in Lesotho (UNICEF)		√			

## 5 2019-2023 Monitoring and Evaluation Workplan

Monitoring	2019	2020	2021	2022	2023
Evaluation of the impact Social Safety Nets on Lesotho's Economy <b>(UNICEF)</b>		√			
Evaluation of National Policy for Integrated Early Childhood Care and Development <b>(UNICEF)</b>					
Evaluation of community strengthening initiative on ending child abuse and exploitation in Lesotho <b>(UNICEF)</b>					
Evaluation of community strengthening initiative on ending child abuse and exploitation in Lesotho <b>(UNICEF)</b>					
NASA and fiscal space analysis to increase domestic investments in SRHR/HIV and SGBV <b>(UNAIDS)</b>	√	√			
Efficiency and cost effectiveness studies to support advocacy efforts to scale up the provision of evidence based integrated SRHR/HIV and SGBV programmes <b>(UNAIDS)</b>		√	√		
Generate evidence to fast track HIV prevention responses especially for adolescent girls and young women <b>(UNAIDS)</b>		√	√		
Joint external evaluation of international health regulation 2005 (WHO) Comprehensive HIV review <b>(WHO/UNAIDS/UNICEF / UNFPA/UNDP)</b>					
Comprehensive HIV review <b>(WHO/UNAIDS/UNICEF / UNFPA/UNDP)</b>			√		
Mid-term evaluation of the Country Program (2019 – 2023) <b>(UNDP)</b>			√		
Thematic Evaluation on role of UNDP to conflict prevention and political stabilization in Lesotho <b>(UNDP)</b>		√			
End of project Evaluation of Lesotho Data for Sustainable Development <b>(UNDP)</b>	√				
Thematic Evaluation of role of UNDP in creating inclusive employment in Lesotho <b>(UNDP)</b>	√				
Mid-term evaluation for Sustainable Energy for All <b>(UNDP)</b>			√		
Terminal Evaluation on Reducing Vulnerability from Climate Change <b>(UNDP)</b>				√	
Terminal Evaluation on Sustainable Energy for All <b>(UNDP)</b>			√		
Midterm evaluation of promoting conservation, sustainable utilization and fair and equitable benefit-sharing from Lesotho's Medicinal Plants for improved livelihoods <b>(UNDP)</b>			√		
Mid-term evaluation of Integrated Watershed Management to combat land degradation and enhance the flow of agro-ecosystem goods and services for improved livelihoods in the Sebatana watershed of Lower Senqu Basin <b>(UNDP)</b>			√		
SDP Survey on availability and accessibility of reproductive health commodities including maternal life-saving commodities <b>(UNFPA)</b>	√		√		√
NIDI Resource Flows Survey on Family Planning <b>(UNFPA)</b>	√	√	√	√	√
Evaluation of the Safeguard Young People Program <b>(UNFPA)</b>	√				
Midterm and End Program Evaluation for integrated SRH/HIV/SGBV <b>(UNFPA)</b>	√		√		
Joint External Evaluation of IHR 2005 <b>(WHO)</b>			√		√
Comprehensive HIV/TB Review <b>(WHO)</b>			√		
Midterm Review of RMNCAH-N <b>(WHO)</b>	√				
STEP Survey <b>(WHO)</b>			√		
Mid-term review of the Country Strategic Plan <b>(WFP)</b>					√
Evaluation of the Country Strategic Plan <b>(WFP)</b>					
<b>M&amp;E Capacity Development</b>					
<b>Joint UN System Capacity Development:</b>					
Training in UNINFO for M&E Working Group and Outcome Results Group members	√				
Strengthen the capacity of the government to monitor school feeding programme <b>(WFP)</b>	√	√	√	√	√
Strengthen the capacity of government to monitor public work programme <b>(WFP)</b>	√	√	√	√	√
Enhancing migration data in SADC region (including Lesotho) <b>(IOM)</b>	√	√			

## 5 2019-2023 Monitoring and Evaluation Workplan

Monitoring	2019	2020	2021	2022	2023
<b>Agency Capacity Development</b>					
Training of LVAC on Integrated Food Security Phase Classification (IPC) both chronic and acute. (It should be noted that IPC chronic is conducted once in every 5years) <b>(FAO)</b>	√				
Strengthen country capacity to address gaps in strategic information (e.g. key populations size estimates, gender sensitive SRHR/HIV M&E) and utilization to inform programme and policy development <b>(UNAIDS)</b>		√	√	√	
Strengthen government capacity on early warning system <b>(WFP)</b>	√	√	√	√	√
<b>Surveys</b>					
Joint UN System Surveys					
Multiple Indicator Cluster Surveys (MICS7) <b>(UNICEF)</b>				√	
HBS 2021/2022- Assessment of Multiple overlapping Deprivation and Monetary Poverty <b>(UNICEF)</b>			√		
Labor Survey- with emphasis on child labour and exploitation <b>(UNICEF)</b>	√				
Lesotho Demographic and Health Surveys (LDHS) 2019 <b>(UNFPA)(UNICEF) (UNAIDS)</b>	√				
Gender Based Violence Survey <b>(UNFPA)</b>				√	
LDHS 2019 <b>(UNICEF) (UNAIDS)(WHO)</b>	√				
<b>Agency Surveys</b>					
Agricultural Census <b>(FAO)</b>	√				
SDP Survey on availability and accessibility of reproductive health communities including ma-ternal life-saving commodities <b>(UNFPA)</b>		√		√	
Demographic Dividend <b>(UNFPA)</b>		√			
Health Labour market Survey <b>(WHO)</b>	√				



## 6 Basis of Cooperation

### Partnerships, Values and Principles

Whereas the Government of Lesotho (hereinafter referred to as 'the Government') has entered into the following:

#### Resident Agencies:

- With the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement (SBAA)), which was signed by both parties on 22 March 1990;
- With the United Nations Children's Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 30th November 1994;
- With the World Food Programme (WFP) Basic Agreement between the Government of the Kingdom of Lesotho and the United Nations and World Food Program Concerning Assistance from the World Food Program signed on 11st November 1968;
- With the World Health Organization (WHO) a Basic Agreement for the provision of technical advisory assistance signed on 11st December 1967;
- With the Food and Agriculture Organization (FAO) of the United Nations a Host Country Agreement (HCA) concluded between the Government of the Kingdom of Lesotho and FAO Representation in Lesotho on 09 September 1981;
- With regard to the United Nations Population Fund (UNFPA), through the Standard Basic Assistance Agreement (SBAA) signed by UNDP and the Government on 22 March 1990, to be applied, mutatis mutandis, to UNFPA;
- With the United Nations Programme on HIV/AIDS (UNAIDS) through the Standard Basic Assistance Agreement (SBAA) signed by UNDP and the Government on 22 March 1990, to be applied, mutatis mutandis, to UNAIDS;
- With the International Organization for Migration (IOM) a Memorandum of Understanding between the Government and IOM of 10th March 2011.

The UNDAF 2019-2023 will, in respect of each of the United Nations System Agencies, Funds and Programmes signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement

between such United Nations System Agencies, Funds and Programmes and the Host Government.

#### Commitments of the Government

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the first section in this annex, The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to the Agencies' property, funds, and assets and to its officials and consultants, In addition, the Government will accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government.

The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and its officials, advisors and agents, None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by the Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

- Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement'.
- Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this Note Verbal or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities. Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circular).



UNITED NATIONS  
LESOTHO



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