### Country: LESOTHO

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY[[1]](#footnote-1)**

### Reporting period: 2013 -2018

### **I. EXECUTIVE SUMMARY**

**INTRODUCTION**

Lesotho is classified as a low human development country with a HDI value 0.497 ranking it 160 out of 188 countries in 2016 (UNDP HDR, 2017). The country has persistently faced a number of challenges major being, insecurity and political uncertainty with implications for stability, a slowdown of the economy as a result of low investor confidence, declining revenues and disenchantment of international development partners with Lesotho’s governance and a humanitarian emergency compounded by an El Niño-induced drought in mid-2015. The 2013-2018 Country Programme Document (CPD) was developed within the framework of the Lesotho United Nations Development Assistance Framework(LUNDAF) and converging towards a Delivery as One programme. The country office has implemented the CPD through strong partnerships with the government of Lesotho, development partners, UN Agencies and civil society.

Notwithstanding the above operating environment, UNDP CO has contributed positively to sustainable development in Lesotho in four (4) broad programme areas: (i) Acceleration of Inclusive Growth, (ii) Environmental Management for Sustainable Development, (iii) Good Governance and Accountable Institutions and (iv) Evidence-based policy decisions making.

In the first area, **Acceleration of Inclusive Growth**: UNDP support aimed at making Lesotho’s economy more resilient to external shocks and volatility through generation of inclusive employment**. Achievements include**: a. development of a number of key sectorial policies and strategies on business development and financial services which enabled Lesotho to improve the environment for business development, evidenced by the country improving its ranking in the World Bank Ease of Doing Business Index from 153 in 2012 to 104 in 2018. b. Youth Tracer study on impact of UNDP supported youth empowerment programmes. This has created a greater understanding of the challenges faced by the youth in empowerment and employment programmes. The study has recommended the integration of innovations and support for job creation to enhance the impact of such programmes. c. Joint action plan between the Ministry of Finance, FinMark Trust and private sector for the promotion of inclusive business to address challenges of access to finance and financial services in Lesotho and d. At the micro-level, increased employment opportunities especially amongst the youth and women, with more than 1,000 women and youth benefitting from UNDP funded entrepreneurship skills and business development training which led to a creation of 1218 jobs, relative to the planned 2000 by end of 2017 [IRRF, 2017]. **Challenges** cited under the outcome area is the absence of data for baselines and progress monitoring to clearly attribute UNDP contribution.

In the second area **Environmental Management for Sustainable Development**, UNDP assistance emphasised three inter-locking issues that enabled adaptation to climate change and increase resilience: a low-carbon economy, conservation of natural resources to secure livelihoods and production, and better management of risks related to natural disasters. **Achievements include** a. Formulation of the National Strategic Resilience Framework to ensure the country pro-actively integrates resilience and adaptation measures to natural shocks and disasters in key national, sectorial plans and strategies to address the multi-faceted challenges posed by climate induced shocks., b. Cooperation Strategy on Community Management of Protected Areas Conservations between South Africa and Lesotho developed to strengthening local communities’ capacities in promoting sustainable conservation of natural resources, c. Communities supported to implement climate smart sustainable land management initiatives which has improved livelihoods in the targeted areas, d. mobilization of USD 11,998,172 from GEF covering 2016- 2021 to promote sound environmental and natural resource management, enhance access to renewable energy and reduce the country’s vulnerability to climate change and disasters, e. Investments in renewable energy and community empowerment for range and environmental management improved livelihoods for more than 2,500 people, majority of whom were women, through increased productivity and household food security . **Challenges**- Coordination amongst partners continue to pose a huge challenge and has impacted on rate of programme implementation and delivery.

 In the third area **Good Governance and Accountable Institutions**, emphasis was placed on performance and accountability, citizen participation and mechanisms for maintaining social peace. **Achievements include**: a. Development of a National Reform Framework and Roadmap to guide the implementation of planned national reforms with a key focus on inclusive and participatory national dialogue processes. b. strengthening of governance institutions key being the Independent Electoral Commission by providing financial and technical support which enabled free and fair national elections in 2017 resulting in all parties accepting the elections results, c. improved legislative and policy environment for decentralization, resulting in increased transfer of functions from central to local governments, with 5 out of 8 pilot line ministries formalizing their transfer of functions to the local level; d; establishment of an inter-ministerial mechanism for Human Rights Treaty Bodies and improved compliance to state party reporting, e. Development and implementation of the National Anti-Corruption Strategy as a coherent, forward-looking and integrated national framework to address challenges combating corruption. This has also led to increased awareness of corruption and importance of the declaration of assets by public officers f. Another achievement was the roll-out of an Assets Declaration System for public officers facilitated by a UNDP sponsored south- south co—operation between the Lesotho and Ugandan Anti Ugandan Anti-Corruption Bodies, resulting in the first ever public declaration of assets by the current Members of the Lesotho Cabinet. g .Establishment and operationalization of District Anti-corruption Committees and Systems Integrity Committees in 12 out of 26 government ministries which was a major step towards achieving greater accountability for resources and ensuring better service delivery. and h. establishment of the Research Unit in Parliament to serve as a resource for parliamentarians and stimulate debates which are informed by research. **Challenges -** Instability in government and politicization of the public service, especially at the senior management level has resulted in frequent changes undermining continuity, effective decision making and overall development programming, implementation and management.

The fourth area **Evidence-based policy decisions making-** aimedat ensuring that decision making was based on sound policy analysis and promoted inclusivity of all key stakeholders - government, decentralised local government authorities, civil society organisations, community based organisations (CBOs) private sector and the citizenry. **Achievements include**- a. Increased awareness on the Sustainable Development Goals (SDGs) resulting in understanding on what each stakeholder [private sector, academia etc,] can play in implementing the goals. Notable was the translation of the SDGs into braille which assisted the visually impaired to join stakeholders in advocating for SDG implementation and into Sesotho to enhance citizens knowledge of the SDGs , b. Integration of the SDGs into the National Strategic Development Plan [NSDP II], and c. improving data availability, statistical evidence and use in policy and research through technical and financial support to various national institutions for effective data collection, use, analysis and dissemination. **Challenges-** There is still the need to improve timeliness and quality of data collection, analysis and dissemination to effectively inform policy and evidence based decision making.

While key targeted achievements were made by UNDP towards the outcomes as outlined above, implementation of the Country Programme Document also focused on four (4) broad themes which cut across all the outcomes (i) **gender equality and empowerment of women, (ii) capacity development, (iii) policy support and (iv) partnership building.** On **Gender equality and empowerment of women**- UNDP support resulted in a. the formulation of a National Gender and Development Policy to put in place mechanisms to promote gender equality and empowerment of women; b. the establishment of a district peace committee with nearly 50% women participation and membership which directly contributed to mitigating conflict in some of the conflict -prone districts in the country, notably in Mafeteng. c. Collaboration with the government recognised women leadership role in promoting innovations in energy and climate change initiatives resulted in more females engaging in a sector that was traditionally dominated by men, d. Provision of business development training and loans to female entrepreneurs enhanced growth of their businesses. Investments in renewable energy and community empowerment for range and environmental management improved livelihoods for more than 2,500 people, majority of whom were women, through increased productivity and household food security. Challenge: While most of the CO initiatives have elements of promoting gender equality and empowerment, engagement with the Ministry for Gender was limited, resulting in women’s empowerment initiatives being project based and un-coordinated minimizing its impact.

**Capacity development**- various capacity building initiatives were undertaken a. training on SDGs for MPs enhanced MPs' awareness of the SDGs and the roles of legislators in scrutinizing development policies and plans, interrogation of government budget allocations; and ensuring regular progress reports are submitted to Parliament for review, b. UNDP also supported the development of an SDGs booklet in the local dialect Sesotho, to deepen MPs' understanding of the goals and Agenda 2030 and to facilitate their dissemination to communities, c. capacity of the Independent Electoral Commission to effectively manage elections was enhanced, d. Improved capacity of local authorities in planning, reporting, financial management, tendering/ procurement and contract management; and project monitoring and evaluation to enhanced communities access to basic services, e. training of Parliamentary staff in research skills, to assist MPs to effectively carry out their legislative functions and make informed and evidenced based decisions.

**Policy Support** - formulation of policies, regulatory frameworks and strategies for the key national institutions to promote inclusive growth and service delivery included the National Mining Policy, National MSME Policy 2015, National Youth Policy, National Investment Policy (2016); the Ministry of Trade/One-Stop Business Facilitation Centre (OBFC) Strategic Plan (2014-2019) and Communication Strategy to promote business development and employment. Under environment, UNDP also collaborated with UNEP in the development of the National Adaptation Plan, Multi-Hazards Contingency Plan and Mitigation and Response Plan for 2015 drought situation in Lesotho were also developed. Collaboration with UN HABITAT, led to the development of a National Housing Profile which is informed the ongoing formulation of a National Housing Policy. In collaboration with WFP, UNDP supported the development of a National Resilience Framework to ensure the country adopts a pro-active approach to addressing multi-faceted challenges posed by climate induced shocks and their impacts

**Partnership building** - Key partnerships were built during the implementation of the CPD with civil society, development partners and UN agencies. UNDP CO has a partnership strategy with civil society organisations, which enhanced engagement with CSO in dialogue pertaining to monitoring of MDGs, discussions around the post-2015 development agenda and consultations around the SDGs. In the area of governance, support to civil society organizations facilitated the development of an engagement strategy for the national reform agenda with particular attention on the inclusion of women in peace building conflict prevention and social cohesion. Irish Aid, USAID and European Union were key development partners engaged and provided financial support for deepening decentralization in Lesotho and electoral process.

### **II: Country Programme Performance Summary**

|  |  |
| --- | --- |
| **Country information** |  |
| **Country Name: LESOTHO** |
| **Current Country Programme period: 2013-2018** |
| **Outcomes** | **Total Expenditure(USD)** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **33. Public and private institutions promote increased investments, manufacturing, trade and financial services and create decent employment in an inclusive and sustainable manner**. | **1,635,267** | 1. No. of jobs created for women and youth;
2. Increased access to financial services
3. No. of days to register a business
4. An agreed social protection framework for a HIV-sensitive social protection policy
 | 1. As of 2018, UNDP support led to an overall creation of 1,218 jobs for women and the youth (approximately 61%) of the 2017 target of 2, 000 jobs.
2. Whilst 2510 micro-entrepreneurs out of the planned 10,000, benefited from the UNDP supported financial intermediation, there is no data to enable reporting on a national scale.
3. Number of days for business registration reduced from 40 days to 3 days
4. The Legal and Environmental Assessment for HIV/AIDS in Lesotho was formulated and launched in November 2016
 |
| **UNDP Contribution:** the key area of support aimed at making the economy to be more resilient to external shocks and volatility through generation of inclusive employment**.**CP Outputs:1. Enablers’ for private sector development: promote MSME formation and sustainability (taxation, credit, registration, institutional setup);
2. Entrepreneurship skills development; access to financing; technical support to OBFC; trade capacity development.
3. Assessment and development comprehensive social protection options (HIV sensitive).

Progress and Achievements1. UNDP supported the Ministry of Youth and Gender to formulate the Gender and Development Policy in 2017.
2. A youth This has created a greater understanding of the challenges faced by women and youth in empowerment and employment programmes. The study has recommended the integration of innovations and support for job creation.
3. Joint action plan between the Ministry of Finance, FinMark and private sector for promotion of inclusive business to address challenges of access finance and financial services in Lesotho.
4. The mid-term CPD Outcome Evaluation Report of October, 2016, found UNDP support enabled the formulation of a large number of key sectorial policies and strategies to accelerate private sector development inclusive growth. Key among these are the National Mining Policy, National MSME Policy 2015, National Youth Policy, National Investment Policy (2016); the Ministry of Trade/One-Stop Business Facilitation Centre (OBFC) Strategic Plan (2014 – 2019) and Communication Strategy. These frameworks contributed to Lesotho’s Ease of Doing Business ranking from 153 in 2012 to 104 in 2018 and a reduction in the number of days for business registration from 40 days to 3 days.
5. Support to annual MDG reporting enabled Lesotho to track and report on its implementation of the MDGs and highlight gaps and lagging areas for policy action. UN supported the formulation of the post-2015 agenda, feeding into the SDGs. The final MDGs evaluation, ensuring that the process was inclusive of all key stakeholders, from government, decentralised local government authorities, civil society organisations, community based organisations (CBOs), private sector and others, and that this would enable more inclusive growth.
6. UNDP supported the Lesotho Youth Empowerment Survey Report which was published in 2014. The report has been used as a baseline to build up support in specific youth issues by government and other development partners.
7. UNDP supported microfinance initiative issued 2513 microloans (92% women and 8% men) for the establishment and expansion of women-owned micro enterprise. The Support to Financial Inclusion in Lesotho (SUFIL) Project, as instrumental in bringing about the policy and regulatory reforms necessary for financial inclusion for Lesotho. SUFIL helped Government to develop a National Inclusive Finance Strategy (NIFS) and contributed to the development of the regulatory framework for micro finance sector as well as create the National Microfinance platform to facilitate dialogue and co-ordination among key stakeholders in the sector. The financial literacy initiative introduced to promote mobile money banking as a means to promoting equitable and sustainable access to finance at micro, meso and macro levels of the financial sector has now been taken over by the Government and serve as the basis for the National Financial Literacy Programme. 600 of the targeted 1000 members of Village Loans and Savings Associations (VSLA) were trained to support the delivery of microfinance to a target of 10,000 clients. While only 25% of the target was reached, the enhanced capacity of the VSLAs create an opportunity to deepen their outreach beyond the project phase.

(v) As of 2017, UNDP support led to an overall creation of 1, 218 jobs, relative to the planned 2, 000 by end of 2017. Through the UNDP support, the country has  also developed policy and regulatory frameworks to unlock national capacities to create employment and job opportunities.1. Through UNDP support, the Legal and Environmental Assessment for HIV/AIDS in Lesotho was formulated and launched in October 2016 to improve the availability of information and evidence of the policy, legal and regulatory aspects governing HIV-related issues in Lesotho and to ensure that the government takes greater action and enhances a supportive and protective environment for people living with HIV and other populations who are vulnerable to, and at higher risk of, HIV exposure. Moreover, the study made recommendations for creating and strengthening an enabling environment that promotes an effective national HIV response in accordance with the Lesotho National Strategic Framework for HIV and AIDS and sexually transmitted infections (2012/13-2015/16)
 |
| **Outcomes** | **Total Expenditure(USD)** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **34. Lesotho adopts environmental management practices that promote a low-carbon climate-resilient economy and society, sustainably manages natural resources and reduces vulnerability to disasters**. | **7,100,871** | 1. No. of national/sectoral policies that promote conservation of natural resources;
2. Increase in funding for Climate Change from int. sources; Baseline: appr. $6m Target: 100% increase
3. Access to renewable energy in rural areas
4. An operational national Sustainable Land Management (SLM) model Baseline: none Target: In place & meeting rollout targets
 | 1. a. UNDP supported the formulation of the National Strategic Resilience Framework which has integrated resilience and adaptation measures to natural shocks and disasters

b. Cooperation Strategy on Community Management of Protected Areas Conservations between South Africa and Lesotho developed to strengthening local communities’ capacities in promoting sustainable conservation of natural resources. c. Communities supported to implement climate smart sustainable land management initiatives which has improved livelihoods in the targeted areasd. UNDP supported the formulation of national policies of Range Management and Soil and Water Conservation, which have been approved by Cabinet to guide the management of ranges, soils and water.1. The target of increasing the Climate Change portfolio by 100% has been achieved with the mobilization of USD 11,998,172 from GEF an almost 100% increase of the CPD baseline of US$6M.
2. The GEF/UNDP funded Sustainable Energy for All Project which aims at building on and scaling up the investments and achievements of the GEF/UNDP Lesotho Renewable Energy Based Rural Electrification project (LREBRE)(2007-2013) was launched in October, 2016 to enhance access to clean energy for undeserved rural communities and is therefore yet to show results.
3. Two key policies for Range Management, Soil and Water Conservation as well as Country Sustainable Land Management Investment Framework and an SLM Platform has been created as inputs for the SLM Model.
 |
| **UNDP Contribution:** UNDP assistance emphasised three inter-locking issues that enabled adaptation to climate change and increase resilience – a low-carbon economy, conserve natural resources to secure livelihoods and production, and better manage risks related to natural disastersCP Outputs:1. Policy advocacy, coordination and integration (into national and sectoral plans), of financing, investment and partnership options for low carbon and climate resilient renewable energy in rural areas.
2. Scaling-up of a sustainable land management model (SLM).
3. Technical assistance to Disaster Risk Management coordination and implementation

Progress and Achievements: **Renewable Energy**1. Through UNDP support the Department of Energy capacity to collect, and analyzed household energy needs undertaken. This has supported to inform the department’s strategy in the provision of clean energy to rural communities.
2. UNDP supported the development of the National Adaptation Plan to guide the adoption of a medium-term approach for reducing vulnerability to climate change impacts and facilitate the integration of climate change adaptation into on-going planning processes at national and sub-national levels. Furthermore, through UNDP support, a total of $8.2 million has been mobilized towards building local capacities for resilience against climate change shocks. The project, “Reducing vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin” aims at mainstreaming climate risk considerations into the Land Rehabilitation Programme of Lesotho for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks.” The project builds capacity at national, sub-national and local level on up-to-date climate science for the management of evolving risks and uncertainty linked to climate change.
3. Through UNDP technical and financial support, Lesotho’s solar photovoltaic (PV) industry has grown considerably, increasing the national off-grid electrification coverage and increased access of communities to clean energy services. Building on the achievements of the GEF/UNDP Lesotho Renewable Energy Based Rural Electrification project (LREBRE) (2007 to March, 2013) UNDP’s continued advocacy has resulted in the scaling up of the initial investments in installations of renewable energy systems amounting to 880KW an increase from 100KW in 2013.
4. Additionally, the growth of membership of the UNDP-initiated Lesotho Solar Energy Society (LESES) increased from 60 in 2013 to 115 in 2015 and a pledge of US$392, 857 of co-financing for a new GEF/UNDP renewable energy (SE4ALL) project, a reflection of increased awareness and private sector participation in the sector. UNDP support helped develop a robust regulatory framework that has ensured that only certified solar companies are awarded contracts for installation of solar systems by private sector, development agencies and Government, resulting in high quality and sustainable solar photovoltaic installations countrywide.
5. The US $ 22.7 million GEF/UNDP funded Sustainable Energy for All Project which aims at building on and scaling up the investments and achievements of the GEF/UNDP Lesotho Renewable Energy Based Rural Electrification project (LREBRE) (2007-2013) was launched in October, 2016 to enhance access to clean energy for undeserved rural communities and is therefore yet to show results.

**Sustainable Land Management**1. Cooperation Strategy on Community Management of Protected Areas Conservations between South Africa and Lesotho developed to strengthening local communities’ capacities in promoting sustainable conservation of natural resources
2. Communities supported to implement climate smart sustainable land management initiatives which has improved livelihoods in the targeted areas
3. UNDP supported the development of a Country Sustainable Land Management Investment Framework was produced (though it remains to be institutionalized) the integration of SLM in two national policies, a) Range Management Policy, and b) Soil and Water Conservation, which have been approved by Cabinet to guide the management of ranges, soils and water, the three key sources of land degradation in Lesotho. These policies are therefore key in promoting and scaling up sustainable land management in Lesotho. A National SLM platform has also been created for knowledge sharing of SLM issues at national and regional levels.
4. There is a notable appreciation and significant change in attitude towards protection of environment and natural resources among local communities as attested by the number of CSOs already voluntarily engaging in the land rehabilitation activities without the normal practice of cash for work. Again, there is increasing number of local communities partnering with or seeking support from UNDP and GEF SGP for community environmental protection projects and research, significantly increasing the number of advocates for environmental sustainability. Out of the 25 women honored by the Ministry of Energy and Meteorology, for their leadership and engagement in energy and climate change initiatives, 10 were members of UNDP/GEF Small Grants Scheme.

**Disaster Risk Management coordination and implementation**1. UNDP has is supporting the National Response to the El-Nino induced drought emergency declared in December, 2015 and has provided financial and technical assistance for the co-ordination of the humanitarian response as well as for the development of a National Resilience Framework to ensure Lesotho adopts a long term perspective and holistic approach to addressing issues of climate change and disasters by mainstreaming climate and disaster risk management into national development and sectoral plans.
 |
|  |  |  |  |
| **Outcomes** | **Total Expenditure(USD)** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **35. National and local governance structures deliver quality and accessible services to all citizens respecting the protection of human rights & access to justice, and peaceful resolution of conflict** | **3,501,512** | 1. Quality of public services;
2. Number and type of institutions promoting gender equality and human rights
3. % of targeted governmental entities (national and local) that meet revised standards of public service
4. An operational national peace architecture
 | 1. A national Performance Management System has been developed for the public service.
2. Establishment of a national human rights institution to enhance protection of human rights is underway
3. There has been limited progress on the implementation of public service improvement initiative due to the frequent changes in government and politicisation of the public service .1,3
4. a. National capacities for peace were enhanced and enabled dialogue facilitation by religious leaders and the establishment of local peace infrastructure to reduce conflict in the conflict prone district.

b. Development of a National Reform Framework and Roadmap to guide the implementation in of inclusive and participatory national dialogue and reforms of the constitution, parliament, security and justice sectors, and the public service. These reforms are viewed as necessary for Lesotho’s long-term political stability and economic transformation. |
| **UNDP Contribution:** emphasis was placed on performance and accountability, citizen participation and mechanisms for maintaining social peace.CP Outputs:1. Development and follow through for increased institutional performance & accountability through standards, organizational and process design, dialogue, technical inputs and targeted skill improvements focusing on public service, decentralization, non-state actors, peace building.
2. Facilitate HIV response coordination and mainstreaming across public service.

**Progress and Achievements**1. Development of a National Reforms Framework and Roadmap which supports the government to implement reforms in Lesotho key being proposal for a national dialogue
2. Independent Electoral Commission supported to conduct the 2017 Snap Elections of which results were accepted by all political parties and observer missions declaring them free and fair.
3. Inter-Ministerial reporting mechanism on state party reporting established which has improved the countries compliance to reporting obligations.
4. With UNDP support a national Performance Management System has been developed for the public service.
5. The establishment of a research unit of parliament has improved the capacity of a key national institution to ensure better representation of citizens through reliance on researched information
6. The establishment and operationalization of district anti-corruption committees and Systems Integrity Committees in twelve out of 26 government ministries is a major step towards achieving greater accountability for resources and ensuring better service delivery
7. UNDP's support led to improved legislative and policy environment for decentralization resulting in increased transfer of functions from central to local governments, with 5 out of 8 pilot line ministries formalizing their transfer of functions to the local level. The resulting harmonization of the local government policy and legal framework and transfer of key functions from the central to local authorities has contributed to better service delivery by public service closer to local communities.
8. With regard to the protection of human rights, UNDP in early 2016 coordinated the deployment of a Human Rights Upfront ‘Light Team’ (LT). This demonstrated UN leadership on human rights and enabled UNDP to contribute concretely towards the establishment of the National Human Rights Commission and to the development of a roadmap for security sector reforms as recommended by SADC.
9. Further, UNDP's support enabled the ruling coalition to build consensus on the review of the national constitution and the development of an Ideas and Options Paper which has been since been adopted by Government and become the basis of the Constitution Review Road-map. The Roadmap served as the key instrument for the government’s recently launched Lesotho Reforms Programme and stakeholder consultations in December 2016.
10. Support to the national reforms agenda not only led to the launch of the Lesotho Reforms Programme but also helped the entrenchment of the key principle of stakeholder and citizen participation in constitution making which had not been taken into account initially. It also an enabled Lesotho to satisfy requirements by SADC and development partners thus avoiding a disruptive confrontation and contributing to national stability. The reforms will lead to more accountable institutions, protection of citizens and rights, and enhanced peace and stability.
11. National capacities for peace were enhanced and enabled dialogue facilitation by religious leaders and the establishment of local peace infrastructure to reduce conflict in a conflict prone district.
12. Substantive Progress was made on the establishment of a national human rights institution to enhance protection of human rights but this been stalled by a court action brought against Government by CSOs on the appointment of commissioners.
13. Guidelines for mainstreaming HIV/AIDS in sector plans and strategies have been developed and senior public servants and gender focal persons trained in its use.
14. The moribund National AIDS Commission has been reactivated and now fully operational.
 |
| **Outcomes** | **Total Expenditure(USD)** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **36. National and lower level institutions make evidence-based policy decisions**  | **1,279,300** | 1. Proportionof sectors using an integrated management information system for planning;
2. Existence of a coordinated statistical and an integrated M&E system;
3. Availability of up-to-date data on MDGs and human development indicators
 | 1. National capacities and knowledge for key stakeholders [private sector, civil society, academia, youth and people with disability etc] on SDGs enhanced
2. a. SDG indicators relevant to Lesotho prioritized and baseline data identified to strengthen national data capacities for monitoring and reporting

b. Data and capacity gaps identified to support development of a national M&E system. 1. a. UNDP’s financial and technical support enabled Lesotho to report regularly on its implementation of the MDGs.

b. National Human Development on Leveraging Youth Capacities was developed and launched in December, 2016 |
| **UNDP Contribution**: aimed at ensuring that decision making was based on sound policy analysis and promoting inclusivity from all key stakeholders - government, decentralized local government authorities, civil society organizations, community based organizations (CBOs) and the private sector. |
| CP Outputs:1. Summary of evaluation findings (e.g. from outcome and project evaluations, UNDAF reviews, and other assessments)
2. Based on the evaluation s and/or assessments undertaken please provide a brief summary of the overall findings on the CP for the 4-year period in terms of performance effectiveness and efficiency and key achievements and lessons learned. Maximum 500 words. Two of the CPD outcome underwent a mid-term evaluation in 2016“By 2017, public and private institutions promote increased investment, manufacturing, trade and financial services and create decent employment in an inclusive and sustainable manner”; and “By 2017 Lesotho adopts environmental management practices for sustainable development that promote a low-carbon, climate-resilient economy and society, sustainably manage natural resources, and reduce vulnerability to disasters.

Progress and Achievements: 1. The effectiveness of the Country Programme CP) shows mixed outcomes at the macro, meso and micro levels. At the macro level, the CP was expected to strengthen capacities to improve the policy and regulatory environment as well as foster the leadership of key partner ministries. However, except in a few cases, many Government Ministries, Departments and Agencies are not taking the leadership expected of them as envisaged in the Project Document (PD). Hence the strengthening of MOF, MoDP and most MDAs cooperating with the UNDP in various strategic areas and in sector coordination on issues linked to inclusive growth has largely not happened.
2. On the basis of indicative evidence that shows adherence by the CO to the existing UN financial and procurement procedures, rules and regulation, which have been largely followed, during the CPD period, it can be concluded that there has been an economic use of resources, human and financial, time and equipment. However, human resource capacity constraints within the UNDP have constrained achievement of the outputs to the extent that is desirable. This is reflected in constraints associated with follow-up of key actions with implementation partners.

Summary of evaluation findings - Major Lessons Learnt:1. The key lesson learnt is that the development reform agenda is not easy to implement against background of entrenched and protracted practices over generations both in Government systems and amongst beneficiaries. Overall, this calls for extraordinary measures beyond simplistic process approaches defined in project documents to achieve outputs and deliverables; requires more long-term engagement beyond what is defined in the CPD;
2. The establishment of an enabling environment, which includes the transformation of the political environment, democratic governance structures are necessary to address the binding constraints in the development arena for both focal areas and relating to complementary issues.
3. The establishment of results-based management and results oriented performance monitoring, with penalties for non-delivery and rewards for good performance is necessary to facilitate a much needed leadership and cultural change in governance, with transparent accountability structures for development programming.
4. The implementation of the UNDP supported country programme shows that the organization has strong capacity to undertake upstream work, that is, technical assistance support to development of policies, strategies and legal frameworks. However, with an unknown and large number of national policies and strategies developed, either not implemented at all or remaining as ‘drafts’, this calls for reviewed and new approaches to the involvement of UNDP in upstream work, examining what the most binding constraints have been in the past.
5. There is need to hold IPs more accountable for delivery of results; policy level, political and institutional governance issues that need to be tackled to enable delivery of results; the IPs do not adhere to approaches that are key to enhancing of achievement of development effectiveness and accountability, especially within the GOL IPs; GOL commitment to delivery of outcomes through demonstrable commitment;
 |

**III. Country Programme Resources**

|  |  |  |
| --- | --- | --- |
| **Focus Area** | **Programme Expenditure ($)** | **% of Total** |
|  | Regular (TRAC) | Other | Total |  |
| Outcome 33 | 1,290,640 | 344,627 | 1,635,267 | 12 |
| Outcome 34 | 1,215,976 | 2,285,536 | 3,501,512 | 26 |
| Outcome 35 | 1,233,783 | 5,867,088 | 7,100,871 | 53 |
| Outcome 36 | 853,366 | 425,934 | 1,279,300 |  9 |
| Total | **4,593,765** | **8,923,185** | **13,516,950** | 100 |
| **Data sources: (please indicate the main sources from which data were obtained for this report.)**  |
| 1. CDP Outcome Evaluation on Focus Area 1: Acceleration of Inclusive Growth (Employment Generation) Author Stephen Chipika, October, 2016
2. CDP Outcome Evaluation on Focus Area 2: Sound Environmental Management for Sustainable Development Author Richard C. Worden, October, 2016
3. CDP Outcome Evaluation on Focus Area 3: ‘Good Governance and Accountable Institutions’ Author Serena ROSSIGNOLI, February 2018
4. Mid-term Evaluation: Deepening Decentralization Project by Hans De Facq, Miguel Trillo and Francois Dronnet, August 2015
5. End of Project Evaluation: Support to Financial Inclusion in Lesotho (SUFIL) Project
6. End of Project Evaluation: The Consolidation of Democracy and Good Governance (CDGG) Project by Neddy Matshalaga
7. Terminal Evaluation: Lesotho Renewable Energy-Based Rural Electrification Project (LREBRE) by Andrew Mears, and Molibeli Taele, July, 2013
8. Terminal Evaluation of the ‘Capacity Building and Knowledge Management for Sustainable in Lesotho’.
9. Lesotho ROAR 2013, 2014, 2015, 2016 and 2017.
 |

1. This assessment of results is to be prepared only in the absence of a completed Assessment of Development Results (ADR) for the cycle. [↑](#footnote-ref-1)