



 **LESOTHO (2019-2023)**

**COUNTRY PROGRAM DOCUMENT (CPD)**

**Mid -Term Evaluation (MTR)**

**EVALUATION FINAL REPORT**

**Stephanie Hodge**

**International Evaluation Specialist (IES)**

**Tŝo Sechaba‬**‬‬‬‬‬

**National Evaluation Specialist (NES)**

**Date Submitted: October 30, 2021**

Contents

[i. Acknowledgements 4](#_Toc84796626)

[ii. Acronyms and abbreviations 5](#_Toc84796627)

[iii. Executive summary 7](#_Toc84796628)

[1. Introduction 22](#_Toc84796629)

[1.1. Purpose of the evaluation 22](#_Toc84796630)

[1.2. Scope & Methodology 22](#_Toc84796631)

[1.3. Evaluability analysis 22](#_Toc84796632)

[*2.* Evaluation Phases (Updated Schedule attached in Annex) 23](#_Toc84796633)

[*2.1.* Desk Phase 23](#_Toc84796634)

[2.2. Data Collection 23](#_Toc84796635)

[2.3. Analysis and Synthesis Phase 23](#_Toc84796636)

[2.4. Dissemination Phase 23](#_Toc84796637)

[3. Limitations 24](#_Toc84796638)

[4. Structure of the evaluation report 24](#_Toc84796639)

[5. Program description and development context 24](#_Toc84796640)

[5.1. Development Context (Problems that the Program sought to address) 24](#_Toc84796646)

[5.2. Updated context 2019 – 2023 26](#_Toc84796648)

[5.3. Theory of Change 27](#_Toc84796649)

[6. Evaluation findings 29](#_Toc84796650)

[6.1. Relevance 29](#_Toc84796651)

[6.2. Effectiveness 34](#_Toc84796652)

[6.2.1. Pillar One – Governance and Peacebuilding Unit 35](#_Toc84796653)

[6.2.2. Pillar Two – Sustainable and Inclusive Economic Growth 40](#_Toc84796654)

[6.2.3. Pillar Three – Energy and Environmental Sustainability 48](#_Toc84796655)

[6.3. Efficiency 54](#_Toc84796656)

[6.4. Partnerships 56](#_Toc84796657)

[6.5. Cross Cutting Issues: Human Rights, Poverty, Gender 59](#_Toc84796658)

[6.6. Sustainability 60](#_Toc84796659)

[7. Key Findings, Lessons and Conclusions 62](#_Toc84796660)

[8. Recommendations 64](#_Toc84796661)

[9. Annexes 69](#_Toc84796662)

[9.1. Evaluation Terms of References (TORs) 69](#_Toc84796663)

[9.2. Evaluation Matrix 69](#_Toc84796664)

[9.3. Questionnaire for other stakeholders and implementing partners 69](#_Toc84796665)

[9.3.1. National focal point questionnaire 69](#_Toc84796666)

[9.3.2. Non – Country partners’ questionnaire 69](#_Toc84796667)

[9.3.3. Local Stakeholder questionnaire 69](#_Toc84796668)

[9.4. List of people interviewed 69](#_Toc84796669)

[9.5. List of documents reviewed 70](#_Toc84796670)

[9.6. Evaluation questionnaire for project implementation 71](#_Toc84796671)

[9.7. MTR IRRF Log frame results table - Indicators 72](#_Toc84796672)

[9.8. Evaluation Consultant Agreement Form 77](#_Toc84796673)

[9.9. Report Clearance Form 78](#_Toc84796674)

## **Acknowledgements**

The evaluation was led by Stephanie Hodge as the Evaluation Manager who provided guidance, input and support throughout the evaluation process. Tŝo Sechaba provided invaluable insights as a member of the evaluation team. Both evaluation team members worked together on the evaluation design and formulation and contributed to reviews of the evaluation report.

The evaluation team would like to thank the representatives of the Government of Lesotho Ministries, Institutions and organizations who generously gave their time and effort to meet with the evaluation team in July and August 2021. The evaluation team further acknowledge the cooperation and collaboration of the principal government implementing partners and other stakeholders for openly and truthfully sharing information with the evaluation team.

Special gratitude goes to the UNDP Lesotho Country Office, in particular Ms. Betty Wabunoha (Resident Representative), Ms Nessie Golakai – Gould (Deputy Resident Representative), Ms. Mabulara Tsuene, Mathabo Chaoana and the UNDP Project Staff who facilitated the evaluation mission in Lesotho. The evaluation team is grateful for the assistance provided by Program Officers who assisted in arranging meetings for the evaluation team the preparation and coordination of this exercise was made possible by their dedication and commitment, we are therefore, thankful for their professionalism.

The evaluation team is especially thankful to UNDP Lesotho Country Office, implementing project partners in the Government of Lesotho, Institutions and Civil Society Organizations whose invaluable assistance and guidance helped to shape the evaluation. The concluding views expressed in this document are of the consultants and not those of the staff of the UNDP.

## **Acronyms and abbreviations**

| **Acronyms** |
| --- |
| AWPs | Annual Work Plans |
| BEDCO | Basotho Enterprises Development Corporation |
| BOS | Bureau of Statistics |
| CCL | Christian Council of Lesotho |
| CO | Country Office |
| CPD | Country Program Document |
| CSOs | Civil Society Organizations |
| DOE | Department of Energy |
| ES | Evaluation Specialist |
| EU | European Union  |
| FAO | Food and Agriculture Organisation |
| GCF | Green Climate Fund |
| GDP | Gross Domestic Product |
| GEF | Global Environmental Facility |
| GoL | Government of Lesotho |
| HACT | Harmonised Approach to Cash Transfers |
| ILO | International Labour Organization |
| IOM | International Organization for Migration |
| MAFS | Ministry of Agriculture and Food Security |
| MDP | Ministry of Development Planning |
| MEM | Ministry of Energy and Meteorology |
| M&E | Monitoring and evaluation |
| MFRSC | Ministry of Forestry, Range and Soil Conservation |
| MGYSR | Ministry of Gender and Youth, Sports and Recreation |
| MJL | Ministry of Justice and Law |
| MoF | Ministry of Finance |
| MOU | Memorandum of Understanding |
| MPPS | Ministry of Police and Public Safety |
| MTEC | Ministry of Tourism, Environment and Culture |
| MTI | Ministry of Trade and Industry |
| MTR | Mid – Term Review |
| LDC | Least Developed Country |
| LOA | Letter of Agreement  |
| NDC | National Determined Contributions |
| NEX | National Execution  |
| NGOs | Non – Governmental Organizations |
| NIM | National Implementation  |
| NRA | National Reforms Authority |
| NSDP II | National Strategic Development Plan II 2019 – 2023  |
| NUL | National University of Lesotho |
| OECD-DAC | Organization for Economic Co-operation and Development/Development Assistance Committee |
| RFI | Request for Information |
| ROARs | Results Oriented Annual Reports |
| RVCC | Reduce their Vulnerability from Climate Change |
| SADC | South African Development Community |
| SES | Social and Environmental Screening |
| SESP | Social and Environmental Screening Procedure |
| SDGs | Sustainable Development Goals |
| SP | Strategic Plan |
| TORs | Terms of reference |
| UN | United Nations |
| UNDAF | United Nations Development Assistance Framework 2019 - 2023 |
| UNDP | United Nations Development Program |
| UNFPA | United Nations Population Fund |
| UNICEF | United Nations International Children’s Emergency |
| UNDS | United Nations System  |
| UNRC | United Nations Resident Coordination  |
| WB | World Bank |
| WFP | World Food Program |
| WHO | World Health Organization  |
| VFM | Value for Money |

## **Executive summary**

The Country Program Document (CPD) for Lesotho (2019-2023) was formally adopted by the Executive Board of the United Nations Development Program (UNDP), the United Nations Population Fund (UNFPA), and the United Nations Office for Project Services in September 2018 signaling the formal start of a new program cycle. UNDP Lesotho Country Program Document (2019-2023) is informed by the 2030 Agenda for Sustainable Development, anchored on the National Strategic Development Plan (NSDP II) (2019- 2023) and the United Nations Development Assistance Framework (UNDAF) 2019–2023 and guided by the UNDP Strategic Plan, 2018–2021. The NSDP II 2019- 2023 prioritizes the promotion of inclusive and sustainable economic growth and private sector-led job creation as well as strengthening Governance and Accountability Systems in the next five years to address challenges of political instability, persistent poverty, non-inclusive economic growth, and inequality.

The CPD provided the basis for the design of a new set of three multi-year programs approved for implementation in January 2019 and which constituted the basis of UNDP’s programming in the new five-year cycle. The UNDP program is structured around three pillars: (a) governance, accountability, social cohesion, and stability; (b) sustainable and inclusive economic growth; and (c) environmental sustainability, climate change, and resilience. The program seeks to leverage synergies with other United Nations agencies and contribute to the achievement of the Sustainable Development Goals.

UNDP Lesotho commissioned an independent midterm review of the CPD in July 2021, to assess progress towards the achievement of the CPD outputs/outcomes to understand UNDP’s contribution to both the UNDAF and NSDP II including the global development Agenda 2030, drawing lessons that would inform the remainder of the program period. In this respect, this has been a facilitated but fully independent exercise that has looked at the program internally and externally to inform the how and what as far as the remaining period of the program cycle, drawing on experience and lessons learned over the past period.

**Summary of conclusions, recommendations and lessons**

This Lesotho UNDP CPD Mid-Term Evaluation (MTR) has employed OECD DAC criteria for development evaluation. The Criteria includes Relevance, Efficiency, Effectiveness, and Sustainability, also including Partnerships as indicated in the terms of references (TORs). A description of the methodology including data collection is included in the body of this report. Generally, the evaluation and data collection methods were mixed. The evaluation included two senior consultants, one international and one national. The international consultant provided methodological leadership and overall responsibility for the report. The national consultant was jointly responsible for the final outcome and responsible for spot checking actual activities and providing a national perspective. The focus was a forward oriented review and course correction at MTR based on shifts in context if needed. While this review is evidence-based and has reviewed all the inputs and relevant documentation, as a mid-point of reflection, the MTR has focused on the orientation of results and on garnering the CPD partners and stakeholder’s inputs and their perceptions of the development results.

**RELEVANCE**

* ***A highly relevant and needs /priority-based CPD***

The CPD is highly relevant and based on years of good relationships, learning from previous cycles, and ongoing effective adaptive management. The three work pillars (Governance, Inclusive Growth, and Energy and Environment) were developed inclusively with partners and reflect the needs and priorities. It is aligned to the NSDP II, UNDAF, and Lessons Learned from past programs and has been informed by the 2030 Agenda for Sustainable Development, and guided by the UNDP Strategic Plan, 2018–2021. (See each pillar analysis below in the report)

* ***Significant changes in the operating and political context since inception***

There are significant changes in the operational and political context and now impact on the original drivers, and prior assumptions especially for synergies between the pillars. There is an urgent need to review the emphasis and focus of pillar work and to forge greater inter-linkages and focus areas between. The ongoing Covid 19 recovery plan as well as national reforms will require intensive engagement and follow-up actions to take advantage of the new opportunities.

* ***UNDP CPD Modality and UNDP Comparative Advantage are positioned, appropriate, and effective but more emphasis can go to inter-sectoral coordination for results.***

The stakeholders interviewed across the groups share a consensus that the UNDPs comparative offer is sound; the modes, such as planning, coordinating, and mobilizing partnerships to sustainable development, poverty alleviation, and peace and to engage fully with the government on the new post-national reform dialogues planning and Covid 19 recovery processes. Opportunities in this new context emerged regarding social economic recovery planning post COVID 19 for inter and cross pillar approaches for results. Partners and UNDP’s principal counterpart stakeholder MDP say that the CPD program work can be at times spread too thin and projects are short and small in terms of funding.

* ***TOC and Logical framework emphasis a UNDP ‘Nexus’ Sustainable Development***

Three principles interlinked: "nexus" pillar areas are linked to overall outcome goals of sustainable development and poverty alleviation. The nexus programming is thus UNDP’s comparative offer for sustainable development and poverty alleviation. The pillars have different work focus and counterparts, and in practical terms, degrees of separation. Monitoring is needed to support key groups with inclusion and opportunities across pillars - Private Sector, Gender, and Youth.

* ***CPD Design – Need for cross-cutting services to advocate more the brand and for greater synergies. The new*** *Accelerator Lab* ***can be further moved upwards across the pillars as a supportive mechanism for emerging areas*.**

The evaluators noted that the boundaries of the pillars are false, giving undue to nexus programming with the assumption that these programs are being monitored as one about the silos that still beg for an office to retreat into. This tendency for silo creeps is a modality issue that is not unique to UNDP Lesotho. Ways to work as one integrated nexus issue program include using strong branding and internal and external communication on the nexus offers, having good knowledge management function across the program, expressing learning and linkages, and strong support for cross-pillar monitoring including with the government counterparts.

 **EFFECTIVENESS**

* ***The CPD has been satisfactorily contributing to the overarching CPD-UNDAF goals and the expected outcomes it has set.***

The CPD has made a solid and highly respected contribution to the priorities and the processes (including political) that the government and UN partners have in place and agreed on.  The UNDP's comparative position in governance and sustainable inclusive economic development is the main UNDP CPD offer as an integrator. With the new enabling environment, the UNDP can call on its integrator role to support a tighter and streamlined country program that matches the current development, relations and opportunities. The opportunity for moving CPD work toward transformative level results is good based on the current context. With regards to the pillar level results, UNDP output level work has been contributing to the targets it had set.

Some pillar specific recommendations

**Pillar 1 – Governance and peacebuilding**

* The current program was deliberately designed because of lessons learned from the previous program entitled Program for Reform of Governance, Rights and Empowerment for Sustained Stability (PROGRESS) (2016-2020) PROGRESS were guided by the overall objectives as set out in the **Country Program Document 2013 – 2018** outcome statement ‘… **democratic Governance and civil institutions** strengthened to undertake the peaceful resolution of disputes, deepen democratic governance, human rights, and active citizen participation’.
* PREGA 2019-2023 was thus conceived in parallel to the start of the *national dialogue and reforms process* and through dialogue and assessments, seven thematic areas have been designed as part of an action plan. Interventions were designed through the project Steering committee. It is a highly relevant program matched to UNDP mandate and comparative offer and has grown over years of good relationships and funding responsive project had also positioned UNDP to support the current national context which is readied for more transformative results across the nexus of equitable and sustainable human development linked to inclusive growth work (see pillar below).

**Gender dimensions in governance**. The pillar is working with the Independent Electoral Commission (IEC) to develop a program whereby women participation and representation in the next general elections can be increased. For instance, Women candidates enjoy same rights and status as their male counterparts, in as far as elections administration is concerned. The only special dispensation is vis-a-vis local government elections where one third of seats are reserved for women candidates in every Electoral Division (ED).

* Currently, reforms are happening in IEC, and it is still necessary to learn what can be supported. The pillar supported the local election in which there is a special clause for women for local government election. UNDP is currently seeking to learn how this can be supported for national elections particularly for constituencies while for proportional representation that has been addressed through a zebra formation whereby 20 out of 40 seats are reserved for women.

**Pillar 2- Inclusive Growth**

* The IG pillar is highly relevant to the current national sustainable development agenda. Building on the 2013-2018 CPD document goals, an important assumption for the IG pillar was that partnerships for this CPD would complement competitive business environment and employment creation efforts through support to enhanced institutional coordination, private sector development and support to the development of a conducive policy environment and coordination.
	+ The evaluation found that the work UNDP is doing in this pillar and in particular to follow up the COVID economic recovery planning had provided a unique window of opportunity for more results-oriented engagement with business across sectors and more private sector coordination support as it also links to results around good governance, economic recovery to Covid19, youth, women, trade, recovery, and peace /nation building. In this regards the pillar can also continue to focus on informal and small business and supporting African Continental Free Trade as an opportunity for growth. Issues of people living with disabilities also need to be considered.

**Pillar 3 – Environment and Energy**

* Finally, the third pillar is also highly relevant to the needs and particular in the rural areas. All projects in the portfolio were informed by the NSDP II priorities, Lesotho’s National Adaptation Programs of Action (NAPA) on Climate Change 2007, National Electrification Master Plan 2007, National Climate Change Policy. The results achieved to date, if determined by a reading of the logical framework are mixed. All pillars are on target and progressing with the exception of some results not on target due to the effect of Covid 19 which if closely monitored can be achieved in the remaining cycle of the CPD. In reality, most of the activities around capacity development (functional and technical capacities) activities have been completed. While a significant amount of achievement has been made to date and will continue to be made in the remaining CPD cycle, funding prioritization and resource mobilization remains key for the remaining project activities that contributes to CPD outputs.

**EFFICIENCY**

* ***CPD is efficient and well managed***

With regards to the achievement of results vs resources investment- evaluators found efficiencies in several adopted strategies and management mechanisms – value for money, the economics of management procedures and oversight systems, accountability, and coordination. In particular, the accelerator lab has proven a good mechanism for integrating emerging issues and obtaining synergies between the pillars upstream Policy and downstream and for bridging pilot work in the communities to the policy level work through a design process.

* ***Need for resource mobilization and work on partnerships*.**

With regards to efficiency and sustainability issues (the longer-term structural changes envisioned by the program), the evaluators found stakeholders having a consensus on the need for resource mobilization and partnerships.  Stakeholders say innovative and sustainable financing is needed to scale up and sustain the economic development and environmental-focused natural resources and business programs. A view to sustainability and scale-up through identifying sustainable financing to operationalize programs would contribute to good governance institutional architecture and peacebuilding as well as increase livelihood in the short term.

**SUSTAINABILITY**

* ***Financial***

The program evaluation highlighted throughout the report the issue of small inputs. Stakeholders mention that one of UNDP's advantages is its ability to mobilize resources for longer and bigger initiatives including innovative financing and private-public partnerships. The evaluation found the need to build CPD capacities for resource mobilization and partnership work. As it is mentioned and discussed throughout the report, innovative financing is needed to scale up and sustain economic development and environmental-focused natural resources business programs.

* ***Institutional***

Through this evaluation, it was found that a key cross-cutting thematic comparative offer of UNDP is institutional capacity development. For inclusivity and sustainability, governance pillar team is looking for means to continue to influence governance processes as the form will follow function. UNDP is positioned to continue to build effective and inclusive institutions that meet the needs of the society in the post-national dialogue planning period. The legal, policy, and institutional reforms could form an organic basis for sustaining the results where they are engraved in law. Here evaluators found that UNDP can be proactive with the legal vision and consultancies to position the discussion of what a good government might look like in post-Covid 19 economic recovery and national reforms. This will yield in a tighter program focused on sustaining the governance and economic recovery results and sharing the business and development benefits for all. Under inclusive growth, for example, more work on assessing and implementing the value chains organizational and institutional elements with a gender focus i.e. gender-sensitive and general cooperatives and parastatal institutional arrangements.

* ***Socioeconomic***

In terms of social-economic sustainability, the CPD is providing a nexus offer that highlights its comparative offers regarding inclusive sustainable development. The program has mainstreamed some issues that require monitoring and explicit programs in this new operating post reforms dialogues and government environment, being youth, women institutions, private sector and CSOs engagement. This requires focus on inter-sectoral coordination and strategic donor partnerships. The sustainability of the good governance work is also interlinked with the economic development and increasing opportunities for rural, women, and youths to partnerships civically and economically. Here the CPD need focused and targeted work including identifying partnership with the relevant UN agencies on the institutional and legal work for youth and women, and private sector convening for its role in inclusion in economic activities. Innovative financing is needed to scale up and sustain the economic development and environment programs.

* ***Environmental***

For environmental sustainability – poor disenfranchised people (from public service and inclusion in the economy) are forced to degrade the environment and use up valuable natural resources i.e. waste issues, trees for energy, and decentering governance of the land and natural resources distill more stewardship. Due to the general approach of encouraging communities to take ownership of the land through voluntarism, the work is showing sustainability – one good example is that community members from Ha-Makhabane village have started voluntary work regarding their rangeland rehabilitation while villagers from Maphutsaneng emphasized that they will continue what they have been taught by UNDP and Ministry about managing their natural resources (both villages are from Khoelenya Community Council). Furthermore, the Ministry of Forestry, Range, and Soil Conservation has indicated continued support to those affected.

For renewable energy products and mini-grids, the issue of sustainability is twofold. On the one hand, engagement of the private sector will drive this initiative as the private sector is driven by profits, well managed, and willing to invest in this sector. But on the other hand the issue of disposable income by beneficiaries makes this questionable as most people indicated that the products are too expensive and this is further exacerbated the impact of COVID 19. However, the FSS is expected to be in operation until such time that project promoters/developers gain sufficient confidence that the risks of investing in off-grid renewable energy base electrification and Energy Centers have been minimized and/or eliminated through the project. UNDP has partnered with UNCDF to support the disbursement of financial incentives to developers and to build national capacity, hence the establishment of the FSS – Investment Committee which will manage funds.

Scaling up these programs in law is key to enabling environment for rural development and equitable access to most vulnerable and marginalized and to protect the countries assets. This program also needs broader enablers such as the internet and subsidies to kick start the rural economies- here the program can include more MDP pilot project monitoring to see the bottlenecks for their future planning purposes.

**PARTNERSHIPS**

* Partnerships are instrumental for results both in terms of mobilizing resources and in the successful coordinated approach to the implementation of initiatives. Evaluators found that UNDP objectives and priorities presented in the PCAP lack approach for deciding on partnerships based on their success potential against the overarching CPD results framework and operational modalities. The feedback from consulted partners however suggests general satisfaction with the quality and technical support provided by UNDP. UNDP is described as a respected and valued partner and most partners are motivated to continue the partnership with UNDP. Having an up-to-date partnership and resources and results framework strategy will support results. The window is currently wide open for discussion and a partnership strategy that looks at the issue of sustainable development and economic recovery much more holistic and considers the current conducive enabling environment and need for all of UNDP pillars work, the role of nature and resilience, business, including youth and women economic participation, economic empowerment and development, peace, and prosperity.

**CROSS CUTTING AREAS**

* ***UNDP has integrated gender and human rights perspectives in the design, implementation and monitoring and evaluation of CPD projects.***

Presently, the pillar inputs address gender-related matters in the context of implementing partners. Programs are tailored according to the specific needs of different gender groups and their perspectives actively sought by the implementing partners, including validation information provided.

While the issues are cross-cutting, for human rights as well as for gender and youth, the need expressed was for more direct monitoring and activities for attribution of these results across pillar. Additionally, stakeholders agree that a strategic engagement, donor coordination, and partnering plan with the government and the business sector is urgently necessary and can take advantage of the open windows i.e. current Covid 19 recovery planning and regional and national interest in the economic and development sector with regards to national reforms and good governance.

However, human rights strategies and action plans are missing for vulnerable groups and indigenous people, those who are not as strong as they could be, as is the case with gender. For example, gender issues are well addressed in the projects as most beneficiaries are women and young people, the issues of vulnerable people are not well articulated.

**MTR Evaluation Ratings and Achievement Summary Table for the CPD** (for more details refer to annex 9.7 IRRF in this report regarding indicators, baselines and targets)

|  |  |  |  |
| --- | --- | --- | --- |
| **Criteria or measure** | **CPD outputs** | **MRT Ratings** | **Achievement description** |
| Relevance | All from three pillars | HS | A highly relevant and needs/priority based CPD aligned to national priorities |
| Effectiveness (progress towards results) | 1.1. Capacities of Government and national stakeholders strengthened to undertake and sustain gender-responsive, inclusive and participatory institutional and governance reforms processes | S | Percentage of women participation at dialogue on reforms has been exceeded (43%) on the forums and conferences held while proportion of PwDs, women and gender equality are contained in 2nd Plenary Report and awaiting finalization on the ongoing national reforms. |
| 1.2. Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability | S  | Needs assessment of Electoral Commission has been completed which was led by Mission from UN personnel and this has resulted in development of program of action for IEC. Therefore, IEC is to develop a program where women will be capacitated to participate and increase their representation in the next general elections as currently are benefiting from zebra formation of proportional seats while in local government there are electoral divisions (EDs) reserved for women which constitute one-third representation. |
| 1.3. Civil society and citizen have strengthened technical capacities for advocacy, public participation, oversight and social accountability | S  | Forums have been held for strengthening public participation even though there are no bills in National Assembly sponsored by private citizens. |
| 1.4. Capacities of CSOs, communities and institutions at national and local level strengthened for conflict prevention, peacebuilding and social cohesion | S  | Capacities for CSOs and local communities, and data informed mechanisms are ongoing. |
| 1.5. Rule of law and national human rights institutions and systems have strengthened technical capacities to promote inclusion, transparency and accountability | MS | NHRC Act 2016 & DCEO strategic plan reviewed & Judicial Sector supported with infrastructure (ICT) and technical capacities (Judges). However, no update regarding existence of effective measures adopted to mitigate and remedy corruption at sub – national and sectoral levels |
| 2.1. National and local level institutions have enhanced technical capacities to coordinate and facilitate effective planning, implementation, analysis and national reporting on the SDGs using innovative and data driven-solutions | S  | Capacity building have been completed and support ongoing regarding collection disaggregation data |
| 2.2. Capacities of government institutions and private sector improved to create competitive and gender-sensitive business environment and enable effective economic participation of MSMEs | U  | While gender sensitive policy and planning instruments have been developed, they have not been into mainstream sectors where they can be owned and implemented. The only opportunity is the ongoing national reforms where these initiatives can be integrated into mainstream sectors. |
| 2.3. Capacities of national public and private sector institutions strengthened to promote enterprises development | U  | Though businesses have been established by youths and created jobs in agriculture and technology sectors but much has to be done in terms of data regarding sustainability of those businesses, access to formal financial services and disaggregated by gender and age. Hence, speeding up process of OBFC is crucial. |
| 3.1. Capacities of key institutions and sectors at national and local levels enabled to scale-up and enforce rangeland management initiatives for sustainable natural resources management | S | Approximately 20000 hectares of land under protection and data is still been collected to get the exact hectares under land protection. Communities are implementing sustainable land management programs and benefiting from interventions supported by UNDP even though is not available of number of communities engaged in these initiatives and people benefiting disaggregated by sex. |
| 3.2. Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth | MU | Only 2 plans/policies have been completed.**Work on this component as is behind schedule** |
| 3.3. Capacities of national government and private sector strengthened to enable universal access to clean, affordable and sustainable energy | MU | 7 energy centers are operational and 8 concessions have been signed but to be constructed.Though much has been done with regard to ground work but the project set up too wide a scope to be achievable in the timeframe available. It was not adequately designed to overcome institutional, policy and financial barriers identified in the feasibility studies. There was insufficient design work to build a central team of core expertise to undertake most of the project and transfer skills and outputs into mainstream policy, planning and organisations.**Work on this component as is behind schedule.** |
| Efficiency | Governance and Peacebuilding Unit | S | 51% of financial resources utilized at MTR |
| Sustainable and Inclusive Economic Growth | MS | 49% of financial resources utilized at MTR |
| Energy and Environment  | S | 51% of financial resources utilized at MTR |
| Sustainability | Across all pillars | ML | There are moderate risks due to financial resources availability to continue after the projects funding are expended by implementing partners and beneficiaries. However, there is commitment from IP and beneficiaries to continue implementing project activities due to capacity provided by UNDP. |
| Partnership Strategy | Across all pillars | S | All partnerships are contributing positively towards CPD outputs. There are no overlaps but more partnerships should be sought with CSOs and Private Sector. However, opportunity still exist for complementary partners such WB regarding PPP with establishment of mini-grids. |
| Cross – Cutting issues | Across all pillars | S | Gender and human rights are integrated in projects even though human rights strategies and action plans are missing for vulnerable groups and indigenous people, whom are not as strong as they could be, as is the case with gender. |
| CPD implementation and adaptive management | All pillars outputs | MS | Most projects have overly constrained by Covid 19. Implementation of some components allows effective and efficient project implementation and reactive management, but others require corrective action and revision of targets. Significant scope adaptation is required, that is, a consolidated focus, for the CPD outputs to have a chance at being implemented within the remaining timeframe. |

**Key for MTR Ratings:**

**Highly Satisfactory (HS)** Objective/output is expected to achieve or exceed all its targets,

without major shortcomings. Progress towards the objective/output can be presented as “good practice”

**Satisfactory (S)** Objective/output is expected to achieve most of its targets with

only minor shortcomings

**Moderately Satisfactory (MS)** Objective/output is expected to achieve most of its targets but

with significant shortcomings.

**Moderately Unsatisfactory (MU)** Objective is expected to achieve its targets with major

shortcomings.

**Unsatisfactory (U)** Objective/output is not expected to achieve most of its targets.

**Highly Unsatisfactory (HU)** Objective/output has failed to achieve its midterm targets and is

not expected to achieve any of its targets

**Key for Sustainability Rating:**

* **Likely (L)** Negligible risks to sustainability; The main achievements are

about to be reached at the close of the project and should be maintained for the foreseeable future.

* **Moderately Likely (ML)** Moderate risk; At least some achievements should be

maintained, given the progress towards the outputs of the achievements of the mid-term review

* **Moderately Unlikely (MU)** Significant risks that the main achievements are not maintained after the closing of the project, with the exception of certain

products and activities.

* **Unlikely (U)** Strong risks that output achievements and major products are

not maintained.

**Recommendations Tables**

|  |  |  |  |
| --- | --- | --- | --- |
| **Rec #** | **MTR Recommendation** | **Entity Responsible** | **Time frame** |
| **A** | **Category 1:  CPD Relevance**  |   |   |
| A.1  | **Key recommendation:*** ***Revisit the theory of change (TOC) and plan for greater synergies between the pillars with a refocus the work in the new context. Develop an accelerated results plan on the key planning opportunities, that is, Covid 19 Economic Recovery and Post National Reforms planning work.***
	+ To improve CPD program relevance (to be fit for purpose in the current context), the UNDP CPD management should guide and monitor all three pillars work to focus on UNDP modalities and comparative advantages for coordination and convening in order to take advantage of the new political and operating post COVID 19 context, to build new partnerships around the emerging areas (Health systems with UN partners) and UNDP legacy institutional development programs in three pillars for transformative level results.
	+ To improve the TOC narrative re-tighter program, the proponents highlighted that UNDP’s work on inclusive economic growth is a good entry point for supporting further nation building and peace processes, augmenting the post national dialogues and reforms and improve economic participation as well provide concrete inputs to effective recovery planning. In practical terms, this means moving forward with dialogue with partner and planning more integrated results featuring the inclusive growth overarching tagline offers an entry point for sustaining results. Stakeholders say the focus on inclusive growth and the green economy value chains and support to small businesses, the links of digitization on results across the program i.e. civic participation, e-governance and public services delivery and for supporting small rural business with a focus on youth and women’s economic empowerment is central to sustaining the national reforms, peace building and Covid 19 recovery process. Modes such as coordination of sector, that is, business and partnership with key groups, i.e. SADC and the regional Africa Agenda are part of this exercise. This exercise to develop an acceleration plan can be facilitated with a workshop and skilled monitoring facilitator.
 |  UNDP /GOL |  Immediate effect  |
| **B** | **Category 2:  CPD Effectiveness/Efficiency/Implementation & adaptive management of the projects**  |   |   |
| B.1 | **Key recommendation:*** ***Operationalize the accelerated results plan and institute key actions for management as stated below (Improve projects monitoring):***
	+ CPD Managers can schedule regular monitoring of pillar level results i.e. and practice of instituting pillar level program level MTR and formative evaluations against the UNDP nexus offer.
	+ CPD Managers can include the (MDP) and other relevant stakeholders in field visits to see broader bottlenecks affecting the current projects.
	+ Develop a detailed operational work and implementation plan for all remaining activities linked to resources (e.g funds).
 |  |  |
| B.2  | **Key recommendation:*** ***Strengthen the project team’s capacities in participatory planning and monitoring:***
	+ Pillars can work together to take stock of the current context and plan an integrated and accelerated results plan taking into consideration the current opportunities for transformative level results. Modes such as coordination of sectors i.e. business/private sector and partnership with key groups i.e. SADC and the regional Africa Agenda are part of this exercise. This exercise to develop an acceleration plan can be facilitated with a workshop and skilled monitoring facilitator.
	+ CPD Managers can build greater synergies between pillars and further position UNDP for future program and partnerships, by instituting mechanisms for the cross cutting CPD services as a priority: knowledge management plan and related cross pillar and audience learning activities, i.e. social media program, case studies, advocacy branding and communication of UNDP nexus offer.
	+ CPD Managers can move the accelerator lab upward over the pillars in the organizational aspect and institute it as a mechanism for design thinking and integration emerging areas.
 | UNDP /GOL |  Immediate effect  |
| **C** | **Category 3:  Partnerships**  |   |   |
| C.1 | **Key recommendation:*** ***UNDP should develop a strategic approach to partnership building, i.e develop a strategic and programmatic approach to partnerships in a refined and researched written document (resourcing, monitoring and implementing). This should be linked to the accelerated results plan based on the rationale highlighted above.***
	+ UNDP should further focus its partnerships to support its priorities and better plan the resources needed for partnering.
	+ UNDP should plan more carefully for the partnerships that are needed for achieving their outputs/priorities in the CPD including influence and resourcing.
	+ UNDP should engage a smaller number of high influence, committed and strategic level (program level) partners than be involved in numerous partnerships that do not directly contribute to their priorities.
	+ UNDP should also continuously evaluate the socio-economic environment and regional imperatives the country is in as it is difficult to attract direct investment because of geographical situation and size of the economy.
	+ UNDP should monitor and evaluate the result of these partnerships on a regular basis to ensure that the partnerships are leading to results and functioning efficiently.
	+ UNDP should regularly update its partnerships as indicated in PCAP.
 |  UNDP /GOL |  Immediate |
| C.2 | **Key recommendation:*** ***Work toward reporting that captures UNDP achievements with partners:***
	+ Consider how the program units should develop an integrated approach for tracking, analyzing, and making public the results delivery or performance in each partnership.
	+ The achievements should be linked to CPD results framework and due attention should be given to how partnership achievements can be attributed to progress to long – term results.
 |  UNDP /GOL |  Immediate |
| C.3 | **Key recommendation:*** ***Improve information sharing and coordination on partnership:***
	+ Systematic sharing of information about partnerships, their function, successes and challenges can be a key learning tool for UNDP to improve the effectiveness and efficiency of partnerships.
	+ Increase reporting on CPD outputs across pillars. Information on the achievements in each partnership should be shared internally and among partners and made publicly available.
	+ Information sharing is also important for ensuring a coordinated approach to working with various partners.
	+ Include documentation of processes, lessons and best practices with partners.
 |  UNDP /GOL |  Immediate |
| C.4 | **Key recommendation:*** ***Enhance partnership engagement to become more strategic:***
	+ Develop tools for systems analysis of strategic partners to undertake strategic choices of partners.
	+ CPD Managers can target the program for (policy influence and enhanced coordination) and undertake partnership building beyond public sector partners, international agencies and enhance those relations based on stakeholder analysis matrix on influence (impact) and interest as much partnership is not reflected on PCAP strategy.
	+ UNDP should include partners in their strategic planning and further develop the approaches to engaging them, for instance, for detailed project descriptions as was highlighted by NUL that Lehokela Crime Alert App lacked detailed project description and UNDP to support all initiatives (not only those GoL is interested in them but all those contributing to national priorities as indicated by CCL. CPD managers can develop a new partnership plan as part of the visioning and accelerated CPD post MTR implementation strategy exercise mentioned above. Key strategy level resourcing and sector influence partners such as SADC and others can be included as per the finding of this MTR.
 |  UNDP /GOL |  Immediate |
| C.5  | **Key recommendation:*** ***Build more partnerships with civil society organizations and private sector:***
	+ Identify CSOs and private sector that will positively contributes to CPD outputs as they are agents of change and significant results could be achieved through their partnerships.
 |  UNDP /GOL |  Immediate |
| **D** | **Category 4: Cross cutting Areas**  |   |   |
| D.1 | **Key recommendation:*** **Continue working on cross-cutting issues to be inclusive of all groups:**
	+ Work to develop specific policies with respect to vulnerable groups (PwDs, marginalized etc)
	+ In line with the recommendation above for accelerated results plan, CPD managers can institute more concrete mechanisms for monitoring and supporting cross pillar level expected results especially those concerning women, and youth, disabled (particularly vulnerable groups) related development support targets.
	+ Do communicate and position UNDP’s expected results with the development of a strategic knowledge management (KM) and integrated results branding strategy linked to the acceleration plan.
 |  UNDP /GOL |  Immediate  |
| **E** | **Category 5: Sustainability**  |   |   |
| E.1  | **Key recommendation:*** **Articulate vision for sustainability**
	+ Develop an exit strategy linked to the accelerated CPD strategy responding to the institutional, economic, social and environmental risks to sustainability and taking into consideration the current operation context and the greater opportunities for results as highlighted by this report. For instance, UNCT engagement in the health sector, economic sector planning post – Covid and governance institution planning and targeting post-national dialogues, greater partnership to accelerate results, i.e. with SADC, African Union and cross border economic agents.
	+ Build exit strategies both in partnership and program design including support to diversify resources (such as funds) mobilization.
	+ UNDP should explore and build consensus to both implementing partners and beneficiaries of what UNDP end support will be like and how this will affect partnership.
 |  UNDP /GOL |   Immediate |

**Thematic level Recommendations**

|  |  |
| --- | --- |
| 1. **Governance and Partnerships**
 | Time |
| **Relevance**  |  |
| * For GP, post national dialogues follow up with NRA planning is ongoing and poses an opportunity for continued close engagement post MTR.
* In terms of design, the governance and government program can further target especially at the policy and institutional level work on vulnerable persons, youth, and gender equity. UNDP assistance might be best positioned to build on the national reforms efforts and become a gateway or voice in that work on institutional development to support youth on issues of capacities and youth engagement that need a voice to organize youth groups and penetrate other groups. An opportunity exists for scaling up the policy and institutional work on supporting youth.
 | Immediate |
| **Effectiveness** |  |
| * For pillar work on strengthening governance institutions, it can further track and support the current work they are doing. Future support is dependent on continued engagement and follow up of the national reforms in particular IEC and parliament UNDP can continue to support government institutional development by better positioning to support form follows function and building the principle of good governance in those institutions post NRA. UNDP can support with a visioning and or gap assessment exercise of what the future institutions could look like post reforms. Here UNDP can further align the existing program support with the NRA action plan. Dialogue with NRA on how to further align the current program and strategically provide technical input to support the process with key target areas- youth, gender, and rural and disabled voices inclusion is also suggested in the interim.
 | Immediate |
| * The pillar can continue to have an active role in the coordination of national peacebuilding and unity as an interlocker and closely align with SADC regional agenda.  UNDP can continue to provide supportive coordination to new Peace architecture.
 | Immediate |
| * An expanded program of pillar support for the comprehensive justice sector is called for. The pillar might develop an expanded program of support for comprehensive justice sector reforms by building on the ongoing national reforms process as the anchor. Additionally, UNDP can support positioning institutional development opportunities to build on the commitment of the current judiciary leadership to transform and optimize service delivery to all Basotho targeting the most vulnerable and disadvantaged groups such as women, people with disabilities, elderly, and youth.
 | Immediate |
| * Digitization is a key area for e-government services, good governance and rule of law/peacebuilding innovations that support participation, and the pillar can continued to support such initiatives.
 | Immediate |
| **Efficiency**  |  |
| * For governance pillar structural change and impacts level results, the GP pillar program can be planned for results in connection with the two other pillar expected results and work program both upstream and downstream. Synergistically planned and executed, all will together have a greater impact.
 | Immediate |
| **2. Sustainable and Inclusive Economic Growth (IG)** |  |
| **Relevance**  |  |
| * For IG pillar, to address the changes in operating context and need for continued relevance, the work of the IG economic pillar can be raised with branding and advocacy and planning for successful engagement and projects to influence the economic recovery and express urgency of its potential contribution toward transformative level results – further align the national economic development work including engaging with the private sector and economic growth with the National Covid Economic Recovery planning.
 | Immediate |
| * Engage into partnership talks with the World Bank and GoL on the Covid 19 economic recovery and the potential to scaling up the business ecosystem with a focus on supporting value chains ecosystems including innovative financing, institutional development work, i.e., be more programmatic with a focus on private sector platform feasibility, and cover both agricultural and manufacturing. Embark on a more programmatic view and enhanced monitoring of the business ecosystem for structural changes and impact level results.
 | Immediate |
| * To build on new emerging opportunities from the successful UNDP joint UN Covid 19 response, the pillar can procure financing and technical support with UNICEF and WHO and others in the UNCT for the health system requirements in a scale-up for the socioeconomic aspects of a functioning health system.
 | Immediate |
| * The pillar management can adjust the indicator in the logical framework for current cycle, to state a focus on the public sector, so if UNDP adjusts this focus for the target at MTR, the target will be met by end of cycle. For the private sector, there will be important future partnership building and coordination work as discussed through this report work. The MTR suggest to amend output one, changing the wording to "enable all economic agents" and not just a focus on the private sector.
 | Immediate |
| * The pillar can engage in improved CPD level monitoring i.e. for the cross-pillar area results especially concerning governance, business, women, and youth-related economic development targets.
 | Immediate |
| **Effectiveness**  |  |
| * Pillar assistance can be provided on a short-term basis to help government partners develop policy instruments for the business ecosystem to get established and to set up authorities for piggery and poultry.
 | Immediate |
| * To address challenges found around mobilizing the finances and resource mobilization, to support the operationalization of the policy level initiatives and the results of the upstream exercises UNDP does with the government, gaps need to be addressed to make the programs more effective. To capitalize on UNDP added values and identify resourcing for results, the IG pillar can embark on resource mobilization and innovative private-sector financing initiatives. This work can be linked to improved overarching coordination of the business sector with the WB and GoL which are critical next steps.
 | Immediate |
| * To increase the likelihood of scale up and national budget support to the pilot economic development initiatives, employ more direct monitoring of the community and pilot level work with the national government counterparts, including the MDP as the principal counterpart. By bringing in the MDP to monitor the downstream programs, the work can be fully monitored, and the partnership can move forward programmatically around the overarching CPD-expected results of sustainable development and poverty alleviation. UNDP can continue to help government partners set up the legal frameworks and do donor coordination including more concrete work to support the agro subsectors. A mismatch was identified in programming, for instance, that prevents the population groups from accessing the capital they need to grow their small business.
 | Immediate |
| **Efficiency**  |  |
| * For the digital innovations introduced during COVID, i.e., digital monitoring by community health workers is done only for COVID. Consider extending digital monitoring nationally to other areas including linking to the vital register related to illness.
 | Immediate |
| **3. Environment and Energy**  |  |
| **Relevance**  |  |
| * Pillar, GOL and donors should continue to support activities under the potential second phase as these activities would still be within the scope.
 | Immediate |
| * Pillar, GOL and donors need to update the project’s logical framework to reduce the gaps in the outputs, change indicators so the progress can be measured within the project’s time frame, and remove any activities the implementers have accepted that will not be completed under the current phase of the project.
 | Immediate |
| **Effectiveness**  |  |
| * To improve overall effectiveness, the pillar management can enhance monitoring i.e. Monitor holistically and considering the nexus linkages taking into consideration the new context, i.e. links between the work on good governance, inclusive growth, gender and youth and environment and energy.
 | Immediate |
| * Pillar can collaborate with GoL to devise a strategy of how vulnerable people can be subsidized to have access to renewable energy.
 | Immediate |
| * Pillar, the GoL and donors can develop monitoring, evaluating, and learning methodology and plan which will be consistent with the complex context in which these projects operate for a potential second phase of funding.
 | Immediate |
| * Pillar can coordinating with World Bank to upscale the establishment of mini–grids in Lesotho through Public – Private Partnership (PPP) arrangement.
 | Immediate  |

**Lesson Learned**

*Table 1 Lesson Learned table for Interrogation by CPD managers*

|  |  |  |
| --- | --- | --- |
| Criteria  |  |  |
|  |
| Design | Needs and Priorities of Country -Fit for purpose  | Highly relevant work. Very positioning and good relationships. The overall operating context has changed. UNDP is firmly positioned. The accelerator lab has been good to integrate emerging issues and as a method of designing project with design thinking.  |
| CPD Program Modality and Learning Approach  | Need for more cross-cutting programs and monitoring for key areas Gender, Youth and Private sector - Results Plan and Indicator framework. |
|  |
| Implementation | Implementation and Delivery  |  With regards to monitoring the current projects, more downstream monitoring with main development partner at the planning ministry (MDP) can include field visits to see broader bottlenecks. This will support their enhanced knowledge about key bottlenecks i.e. rural internet, subsidies, disposable incomes.  |
| Knowledge management and communications (Effective-ness)  | As highlighted above, the CPD need more integrators and learning /advocacy of nexus program and synergies across pillar and these are mechanism for exactly supporting this.  |
| Stakeholder engagement - Partnerships  |  Updating the partnership strategy is an adaptive management exercise. In light of the MTR and the new operating and political context, the partnership strategy can be updated regularly. It might focus on the need of the CPD to be more programmic across pillars – focus on coordination and convening and resource mobilization for larger /longer initiatives.  |
| Administration andprocurement  | Excellent results. The stakeholder agree the procurement has been effective and not a main issue for delivery. Delivery has been robust across the portfolios.  |
|  |
| Results | Replication/catalyzing/ scaling up | Projects are small in budget and have a short time frame. In this regard the call has been for consideration of how to work with partners to link up pilots and catalyzing activities with greater resource and cross programmic synergistic approach to the transformative areas of potential change and that can sustain the long time work on good governance i.e. sustainable economic recovery and development with a focus on PS, Youth and Gender institutions and economic development and resilience to health and other disasters.  |
| Institutional capacity building results  | UNDP can be proactive with a vision and consultancies to position its vision of what a good government and sustainable development –economic growth might look like post Covid and NR19 and national reform dialogues NRD - inclusive, democratic, and focused on business and development benefits for all. Never been a better opportunity to step up positioning.  |
|  |
| Sustainability | Financial |  Need for staff to consider the partnership and resource mobilization work in the Country office staff plan. The call is for innovative financing and more focus on donor partnership with greater financing to scale up and sustain the governance and institutional development pilot work, the coordinate and operationalize (especially the agricultural part) the post Covid 19 economic recovery /development and the environment and natural resources business programs.  |
| Institutional | Time to be proactive with the vision and consultancies to position UNDP for supporting the vision of what a good, strong and accountable institutions with respect for human rights look like post Covid 19 economic recovery and national reforms and also implement a focus on business and development benefits for all. Under inclusive growth more work on assessing and implement further work for value chains and institutions with a gender focus i.e. gender sensitive cooperatives and parastatal institutional arrangements.  |
| Socioeconomic  | Need for more focused work on institutional development for youth and women as well as people with disabilities and economic inclusion. Need for resources mobilization and partnership work in the Country office HR. Innovative financing is needed to scale up and sustain the economic development and environment programs. |
| Environmental  | These programs are key to enabling environment for rural development and equitable access to most bearable and marginalized and also to protect the countries assets. These programs need broader enabler like internet and subsidies to kick start the rural economies. Urbanization issues of increasing importance as well, plastic re-cycling and other in possible collaboration with UNEP and UNHABITAT |

## **Introduction**

## **Purpose of the evaluation**

A new Country Program Document (CPD) for Lesotho (2019-2023) was formally adopted by the Executive Board in September 2019 signaling the formal start of a new program cycle. UNDP Lesotho Country Program Document (2019-2023) is informed by the 2030 Agenda for Sustainable Development, anchored on the NSDP II (2019- 2023) and the United Nations Development Assistance Framework (UNDAF) 2019–2023 and guided by the UNDP Strategic Plan,2018–2021. The NSDP II 2019- 2023 prioritizes promotion of inclusive and sustainable economic growth and private sector-led job creation to address challenges of political instability, persistent poverty, non-inclusive economic growth and inequality.

The UNDP program is structured around three pillars :(a) governance, accountability, social cohesion, and stability; (b) sustainable and inclusive economic growth; and (c) environmental sustainability, climate change and resilience. The program seeks to leverage synergies with other United Nations agencies and contribute to the achievement of the Sustainable Development Goals.

The CPD provided the basis for the design of a new set of three multi-year programs approved for implementation in January 2019 and which constituted the basis of UNDP’s programming in the new five-year cycle. Taking into account the above, this mid-term review seeks to assess progress towards the achievement of the CPD outputs/outcomes in order to understand UNDP’s contribution to both the UNDAF and the National Strategic Development Plan 2019 – 2023 including the global development agenda 2030, drawing lessons that will then inform the remainder of the program period. In this respect, the facilitated exercise will look both internally and externally to inform the how and what as far as the remaining period of the program cycle, drawing on experience and lessons learnt over the past period.

## **Scope & Methodology**

The evaluation has been evidence, theory- and principle-based, following the UNDP guidelines as well as international standards and criteria and guidelines of the OECD-DAC: relevance, efficiency, effectiveness, sustainability, and lesson learned (guidelines/standards for evaluating development and humanitarian Program s). It has employed a range of qualitative and quantitative methodologies. It was participatory, ensuring the inclusion of all relevant stakeholders’ perspectives. The evaluators aimed to make an unbiased, objective, evidence-based assessment of the Program’s stated achievements/results.

The evaluation specialists were externally recruited to provide objectivity for a useful, balanced, and forward-oriented terminal evaluation. The evaluation consultants were responsible for the conduct and the overall implementation across four phases: inception /framework development, research, data collection, data analysis, and then a final report writing process.

The standard evaluation criteria guided the development of the evaluation matrix and questionnaire (annex) for assessing the Program results and performance. These findings were augmented by a set of strategic questions developed as the inception study progressed. The partnership efficacy and Program performance assessment were based on actual results.

## **Evaluability analysis**

Based on the evaluability assessment, it was concluded that the CPD was ready for evaluation. The conclusion was based on the following reasons;

* A formal program design or model was in place. That is, the program has a design or model lays out its goals and objectives, as well as their relationship to program activities.
* The program design or model is sound. That is, program is designed to address specific needs or to solve specific problems. Furthermore, it has realistic and achievable goals, plausible objectives that can be measured, and activities related to those objectives.
* The program has the capacity to provide data for an evaluation even though the measures to assess their progress in achieving the goals and objectives are not clearly stated in some instances.

## **Evaluation Phases (Updated Schedule attached in Annex)**

## **Desk Phase**

The first phase (July 2021) included an extended inception period to reconfirm the client’s and the two evaluation specialists understanding of the TOR and to undertake an in-depth desk study of the documentation and resources and results framework. The first phase cumulated in a set of core evaluation questions and all tools for gathering data. The first step included obtaining expert and evaluation stakeholder agreement on final methods (during Covid) and the draft evaluation matrix (questions to guide implementation). The standard OECD DAC criteria of efficiency, effectiveness, relevance, and sustainability was used. The specialist’s developed a survey tool in line with the evaluation question matrix (annex). A drop box folder for all relevant program documentation was created and shared. Finally, to achieve ownership and legitimacy of the process, a validation evaluation inception workshop was hosted with the UNDP –Government evaluation reference group (annex) by teams.

## **Data Collection**

The second phase (Late July to Mid-August 2021) included conducting online interviews (see full list of who was interviewed in annex) with key stakeholders in person and online and disseminating several questionnaires/survey (see Annex tools). The consultations were mixed, collecting data through a survey, focus group, questionnaires, teams’ meetings and a review of the reports and case studies. The second phase information gathering /validation included staging interviews with the Deputy RR, the program and project officers, government representatives, in-country development partners. Groups interviewed were from the private sector, NGO/CSOs, civil society, and other implementing partners. The data collection included a combination of comprehensive desk review, interview, focus groups, and field visits to key project sites: RVCC in Mohale’s Hoek and the COVID surveillance app in Mokhotlong. A questionnaire was disseminated. Interviews and focus groups were conducted by zoom or telephone, teams’ online calls made with key government stakeholders and UNDP support staff. The evaluators transcribed and coded all notes throughout the process.

## **Analysis and Synthesis Phase**

The analysis phase included conducting in depth reviews of three pillars expected results, coding key themes and issues emerging from the data and validation against the CPD’s stated expected results, indicators and strategies - theory of change. A draft evaluation report was then provided to the UNDP reference group to gather feedback. Finally, the evaluation results were presented to governments, donors, and other stakeholders.

## **Dissemination Phase**

The final stage (August -September 2021) included efforts to finalize the report after receiving inputs. It further required incorporating the comments received. The evaluation specialist shared the final findings report with the client and discussed the lesson learned.

## **Limitations**

The evaluation process was slightly limited by Covid-19 travel restrictions. Normally, there would be international consultant travel to visit the offices and project sites. However, this evaluation was conducted by two senior evaluators, one national and one international and relied heavily on virtual meetings with digital surveys and joint discussions with key resource persons (see list of interviewed in annex) as well as a spot check field visit to projects in rural area and the city by the national evaluator. The evaluators shared the work and analysis. To compensate for the issue and limitations of COVID, the team employed a longer desk study and conducted more intensive work with the UNDP monitoring team in order to offset the limitations. As the evaluation progressed, the evaluators maintained the flexibility of whom to interview by using snowballing to identify key informants. All of the interview notes were transcribed and coded.

## **Structure of the evaluation report**

The report has main sections separated into distinct: Background, Program description, Findings: Relevance, Effectiveness, Efficiency, Partnerships, Cross-Cutting Areas: Gender, Human Rights and Poverty, Sustainability, Main findings and conclusions, Recommendations, Lessons learned.

## **Program description and development context**

1.
2.
3.
4.
5.

## **Development Context (Problems that the Program sought to address)**

Lesotho is a landlocked country, classified as a Lower Middle-Income Country (LMIC). The country achieved an average economic growth rate of 4.5 percent between 2011 and 2015[[1]](#footnote-2) and its gross national income per capita increased from $630 to $1,270 owing to the government’s commitment to fiscal consolidation, economic growth diversification, infrastructure and human development. By 2015 Lesotho had significantly improved literacy rates at 98.6 percent for girls and 90.6 percent for boys. Representation of women in parliament increased from 17 percent in 2003 to 25 percent in 2015[[2]](#footnote-3). Lesotho improved its ranking in the World Bank Ease of Doing Business Index from 153 in 2012 to 104 in 2018.

Despite the progress, unemployment and inequalities have persisted in Lesotho. It remains one of the poorest countries in Sub-Saharan Africa and is categorized amongst the Least Development Countries (LDCs) with a Human Development Index of 0.527 which is above the average of 0.513 for countries in the low human development group and below the average of 0.547 for countries in Sub – Saharan Africa and ranking 165 out of 189 countries and territories[[3]](#footnote-4). Poverty is highest in the rural areas which account for about 77 percent of the country’s estimated 2 million people[[4]](#footnote-5). An estimated 57.1 percent of Basotho[[5]](#footnote-6) live below the national poverty line, and 34 percent below the food poverty line of Maloti 138 ($10.30) per adult per month.[[6]](#footnote-7).

Inequality increased from a Gini Coefficient of 0.549 (2016)[[7]](#footnote-8) to 0.553 (2019)[[8]](#footnote-9) ranking 139 out of 162 countries in the 2019 index, when adjusted for gender inequalities, placing it amongst the ten most unequal countries in the world. The working population is estimated at 1, 346, 770 of which 52% were females and about 672, 711 persons were in the labour force, either employed (512, 445) or unemployed (151, 266)[[9]](#footnote-10). The official unemployment rate is estimated at 22.5% using the strict or narrow definition of unemployment, remained high in Lesotho and the difference between men and women was marginal; it was slightly higher among men (22.6%) than women (22.4%), while for youth, it was higher for females (31.1%) than males (27.1)[[10]](#footnote-11). Furthermore, according to LFS 2019 the expanded unemployment rate was estimated at 38.3% which includes discouraged jobseekers who have stopped looking for work during the survey period because of various reasons, and this rate implies a high number of discouraged jobseekers which requires policy interventions targeted towards reducing unemployment rate. HIV prevalence is estimated at 25 percent and is highest among women of 15 – 49 years at 29.7 percent[[11]](#footnote-12).

Politically, Lesotho’s 51 years of-independence have been marked by cyclic instability, insecurity, and fractious politics. While the Ibrahim Index of African Governance (2017) ranks Lesotho 15th 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 further slipped 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 commitment 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.

Lesotho is ranked among the top 10 best performing countries on gender equality in Africa[[12]](#footnote-13). However, its ranking on the Global Gender Gap index dropped from 16 in 2013 to 73 in 2017, due to widening gaps in political, economic and labor participation of women. Lesotho’s highest representation of women in governance is in local government at 49 percent (2017), but the share of women's representation in the National Assembly has regressed from 25 percent (2015) to 24 percent in (2017). Social exclusion is highest among people with disability, with only 3 percent employed, and no political representation[[13]](#footnote-14).

Lesotho has extreme climatic conditions characterized by droughts, floods, frosts, hail, and snowstorms. Climatic changes are evidenced by increasingly warmer conditions and lower rainfall with significant implications for agriculture, food security, poverty, and vulnerability, as the sector accounts for livelihoods of 70 percent of the of population, most of whom live in rural areas.[[14]](#footnote-15). This exacerbates vulnerability among the poor and rural communities who tend to have lower coping capacities.

Increased use of natural resources for farming, grazing, and fuel[[15]](#footnote-16) has resulted in high environmental degradation, posing both economic and governance challenges, with access to grazing land fueling communal conflicts, particularly during the drought. Lesotho has 18.9 percent arable land and one of the lowest forest coverage in Africa. Land classified as degraded accounts for 14.9 percent of total area. Annual depletion of natural resources is estimated at 4.6 percent of gross national income and the country loses at least 2 percent of its topsoil annually due to erosion. About 66 percent of households live on degraded land[[16]](#footnote-17).

Lesotho is dependent on imported fossil fuels for its household energy requirements, transportation and industrial sectors. The demand for imported petroleum products has been on the rise, increasing from 217.7 million liters in 2010 to 225.3 million liters in 2014[[17]](#footnote-18). Household electrification rate is 30 percent, with 36 percent for urban and peri-urban, 8.65 percent for rural households, 60 percent of which still use biomass for heating and cooking[[18]](#footnote-19). The potential for renewable energy resources such as wind, hydropower and solar remains largely untapped.

Lesotho has undertaken a systematic mapping to align the SDGs to the thematic pillars of the new National Strategic Development Plan (NSDPII) 2018/19–-2022/23, to advance sectoral linkages and integration of SDGs into the national agenda. However, due to weak sectoral coordination, limited evidential analysis and data, national prioritization and mainstreaming of the SDGs’ and targets and indicators have not been concluded.

* 1.

## **Updated context 2019 – 2023**

Poverty, unemployment, and inequality remain significant challenges. In 2020, UNDP reported that COVID-19 and associated national lockdown, affected Lesotho’s development agenda. The economy contracted by 6%; Poverty increased by 2% especially in the rural areas; and 20% of the population became food insecure as result of COVID-19. The Human Development Index stands at 0.527; an increase of 5.8% between1990-2019; Lesotho ranking 165 out of 188 countries. The population living below the poverty line is 34% and the Gini coefficient has deteriorated from 0.51 in 2017 to 0.58 in 2020 signaling growing inequality. Overall unemployment is 32.8%; highest among women at 39, 7% and youth at 32.3%. COVID has exacerbated unemployment, especially in the tourism and textile and clothing sectors, affecting youth disproportionally and fueling protest, with youth demanding government action for jobs creation. The situation was also aggravated by thousands of Basotho returning home after COVID mine closures in South Africa.

Continuing political polarization led to the resignation of the Prime Minister in May 2020 amidst murder allegation involving his spouse. A new coalition government was installed, the 4th in five years. The new government remains committed to the recommendations of the Lesotho National Dialogue and Reforms process; a National Reform Authority was enacted in February 2020 to oversee the reform agenda. To strengthen rule of law UNDP has supported the Judicial Sector with high-profile cases. Following the UPR 2019, Lesotho has revised its Act establishing the Human Rights Commission, ensuring Paris Principles compliance, and submitted same to the parliament for adoption.

Agricultural productivity continues to decline because of climate change. Between 2018 and 2019, food production decreased by 76% due to drought and farmers dependence on rain-fed agriculture. Many smallholder farmers do not have access to irrigation or climate smart agricultural technologies, whilst many pastoralists have experienced steady land degradation. Drought in the 2019/2020 season have further increased reduced harvest in 2020.

In response to COVID and above challenges, UNDP quickly adjusted its programming, human and financial resources to support the government's immediate response and recovery initiatives, earning it space as a trusted partner in times of need. 15% of its core resources reprogramd to support the response whilst mobilizing additional funds through RFF and MPTF. Youth employment, small business enterprise development programming and ongoing programmatic support to national reform process and reducing vulnerabilities to climate change also prioritized.

## **Theory of Change**

The Theory of Change TOC provided in the CPD document is illustrated by the diagram provided below. The overall expected outcome is political stability, reduced poverty and inclusive economic growth. The Logical framework provide the breakdown of the UNDP inputs as they are expected to contribute to the higher order indicators. See annex 1.

****

To address the overarching development challenges of political instability, persistent poverty., non-inclusive economic growth and inequality, the program is structured around three pillars: (i) Governance, Accountability, Social Cohesion and Stability; (ii) Sustainable and Inclusive Economic Growth; and (iii) Environmental Sustainability, Climate Change and Resilience. The CPD program document is built upon past CPD cycle lessons and learning -to create inclusive solutions to national development challenges. The program would leverage synergies with other UN agencies and contribute to the implementation of the SDGs.

**Governance, Accountability, Social Cohesion and Stability**

The governance pillar is aligned to the UNDP Strategic Plan Signature Solution 2: Strengthen Effective, Inclusive and Accountable Governance and is expected to enhance good governance, social accountability and cohesion. It is also based on the AFRICA’S PROMISE: The UNDP Renewed Strategic Offer In Africa. It has two major components. The first component focuses on supporting the implementation of inclusive national reforms of the political and constitutional systems including parliament, the security, justice and public sectors. These reforms are regarded as critical for political stability, institutional effectiveness, transparency, and accountability of government. It also focuses on supporting citizen participation especially in the national reforms agenda. The second output is focused on institutional capacity building of democratic institutions and peace architecture.

**Sustainable and Inclusive Economic Growth**

In line with the UNDP Strategic Plan Signature Solution 1 – Keeping People Out of Poverty, and Inclusive Economic Growth, this pillar aims to address poverty, inequality and limited employment and livelihoods opportunities, especially among women, youth and PwDs. Lesotho recognizes agriculture, manufacturing, technology, tourism and creative industries as key drivers for growth and employment. UNDP will promote economic participation, for women, PwDs and youth in these sectors to foster social inclusion and equity, and the dependence of PwDs on the national Social Protection Scheme. UNDP best practices, South-South Cooperation, and business models were to be adopted to promote collaborative platforms towards inclusive growth.

**Environmental Sustainability and Resilience to Climate Change**

This pillar is aligned to the UNDP Strategic Plan Signature Solutions 3, 4 and 5: enhance prevention and recovery for resilient societies, nature solutions for planet and closing the energy gap. UNDP will work with relevant government agencies to implement the National Strategic Resilience Framework in a gender-responsive and risk-informed manner. The program thus intended to focus on scaling up and replicating piloted sustainable land management models and best practices to support community groups, women, PwDs and youth in regions that are highly susceptible to climate change impacts, environmental hazards and land degradation. The pillar also would facilitate participation of the private sector in the achievement of universal access to clean, affordable and sustainable energy.

## **Evaluation findings**

## **Relevance**

**Finding: CPD is highly relevant and designed based on the NSDP, UNDAF and common country situational analysis, national priorities, UNDP corporate strategy and is needs and priority based.**

UNDP Lesotho CPD 2019-2023 is aligned to the NSDP II 2019 - 2023, UNDAF 2019 - 2023 and past programs, and it is informed by the 2030 Agenda for Sustainable Development, anchored on the NSDP II and UNDAF 2019–2023 and guided by the UNDP Strategic Plan, 2018–2021. The NSDP II 2019- 2023 prioritizes promotion of inclusive and sustainable economic growth and private sector-led job creation to address challenges of political instability, persistent poverty, non-inclusive economic growth and inequality. The CPD builds on past experience and lessons and balances policy-level initiatives with concrete interventions to create inclusive solutions to national development challenges. In line with the principle of leaving no one behind, the stated intentions include to enhance the inclusion of women, youth and persons with disabilities (PwDs) in the socio-economic and political processes of the country, by catalyzing innovations, South–South and Triangular Co-operation and sharing corporate best practices. It also intended to leverage its partnership with the Government, and cultivate new partnerships with bilateral and multilateral donors, civil society, private sector, media and academia for program sustainability.

**Finding: The Governance Pillar (GP) is highly relevant and needs-based. GP is fully aligned with key government priorities. Learning from previous CPD cycles have supported the formulation of the current program and positioned UNDP.**

The UNDP CPD 2019–2023 governance pillar is linked to the UNDAF outcome one and the pillar has five outputs. The current activities including the support to the national dialogue and reforms process, follow through from the previous cycle and lesson learned that the work should focus more on the challenges of instability. UNDP reflected on challenges caused by political insecurity due to the need for laws, social norms, and changes in the constitution. The learning was that there was no point in strengthening only institutions and that the root causes must be directly supported hence the current program. The current governance program was thus conceived in parallel to the start of the national dialogue and reforms process and through dialogue and assessments seven thematic areas have been designed as part of an action plan. Interventions were then designed through the project decision-making implementation committee.

**Finding: The IG pillar is highly relevant and aligned with national and international goals. - aligned to the CPD UNDP and UNDAF expected outcomes.**

According to the project document, UNDP’s support to Accelerated Inclusive Growth through enhancing business registration processes, access to finance, and development of key sectoral policies facilitated economic resilience and contributed to improved business environment and competitiveness. In collaboration with the Government and private sector, UNDP’s pilot project on business management and entrepreneurship development contributes to heightened awareness of the need for inclusive private sector development, particularly targeting women and youth. This support also facilitated grants for start-up loans for entrepreneurs and women-led community groups, enabling employment and income generation for beneficiaries.

The three capacity-building outputs are indirectly contributing to the UNDAF overarching targets and indicators. This work program is directly linked to NSDP's focus on economic growth. It falls under the UNDP program on sustainable development and poverty alleviation with a focus on innovation. In this program, UNDP also focuses on SMEs as well as women and youth economic empowerment.

The pillar work program is encapsulated by a program framework designed signed to support evaluators with monitoring, mobilize resources and develop partnerships. The program support document was developed in response to the CPD and is aligned with the results and outputs of the UNDAF expected results and portfolio. (The program document and other projects are the principal monitoring framework and capacity-building modality for results).

**Finding: The Environment /Energy Pillar is highly relevant to the outcome level goals.**

The CPD projects are contributing to national priorities and have been informed by the NSDP II priorities, Lesotho's National Adaptation Programs of Action (NAPA) on Climate Change 2007, National Electrification Master Plan 2007, National Climate Change Policy Implementation Strategy (CCPIS) 2017, and the National Climate Change Policy 2017–2027. The issue of environment and climate change remains relevant today; therefore, the relevance of this pillar remains of importance in the Lesotho context. Areas in which the CPD could make improvements include providing a forum for the prioritization of the program and open and transparent discussion about the intervention priorities with beneficiaries. Furthermore, capacity development activities in support of CPD stakeholders continue to remain relevant.

**Finding: Changes in operational and political context, drivers, and assumptions**

The evaluators found that the assumptions and drivers were logically contrived and fit the operating context at the time. The CPD was built on the achievements/lessons of the previous CPD with analysis and problems trees informing the framework. It has three interlinked pillars and a results monitoring plan all aligned to UNDAF. Most output indicators hail directly from the UNDP Strategic Plan IRRF- and in cases, these are verbatim. For the capacity building outputs, the CPD development process was developed in consultation with national stakeholders and each led by own program head to determine problem and related solution trees upon which the UNDP CPD Theory of change was based.

The CPD operational context changed with COVID 19 and the recent outcomes of the national reforms dialogue and process. With Covid 19 UNDP adjusted programming, repositioned itself and through accelerator lab dealt with these emerging areas effectively. In response to COVID, UNDP quickly adjusted its programming, human and financial resources to support the government's immediate response and recovery initiatives, 15% core resources had been reprogramed to support the response whilst mobilizing additional funds through RFF and MPTF.

The CPD and the UNDAF were approved prior to the historic conclusion of the national reforms process which saw consensus on seven thematic areas of reform. This national consensus had ushered in a NRA to oversee the national reforms and fundamental re-structure the governance systems in Lesotho.

With the new political and operational context–post COVID-19 Recovery, post national reforms and with local regional events impacting the peace process i.e. riots in South Africa and intensifying joblessness and poverty and exclusion. A unique opportunity has opened to envision what might be the new functions (institutional architecture), policies (subsidies and finance), and services. The current context presents a unique opportunity for UNDP to be proactive and position to its comparative offers in ways it was not have been able for over two decades. The opportunities with the new context is enabling for the UNDP vision for inclusive sustainable development through inclusive /sustainable economic recovery and ongoing political and governance reforms. Thus in relation to these areas continuing to enhance focused work on coordination, data and evidence-based monitoring and planning, and good governance and support to planning post national reforms dialogues – on institutional architecture.

In 2020, Lesotho was impacted by the first global epidemic in over century. The impact on Lesotho, as on the rest of world, has been devastating not only on the health and well-being on the nation and people, and the wider socio-economic environment. The implication of COVID 19 on UN and UNDP programming in Lesotho has been significant. It has opened up the space for engagements on issues of health and social protection, democratic governance, sustaining peace, social cohesion and rule of law and enabled the UN/UNDP to work with key national partners on strengthening evidence- based planning and monitoring based on the true picture/reality on the ground rather that political realities. Data collection was imperative to help understand and deal with the crisis in real time. The UN team came together to support the response in this way.

UNDP Lesotho has been using design thinking in the Governance work and through the Accelerator Lab initiatives i.e. for small innovative initiatives and for emerging issues. These approaches and the mechanism introduced has supported more relevant programs and innovation for the governance work and for the UN interagency COVID 19 response and economic recovery in particular. Additionally, COVID has compelled UNDP to enter into new territories as a concerted UN response to the COVID and readiness for a possible support to post COVID recovery and build back better through work in the health sector, engagement in the national reforms process; support to the upcoming electoral cycle, new programming scenarios including the design of new programs and mobilizing new resources.

With the changes in operating environment (the government is committed to the national reforms and recovery), the opportunity to strengthen the CPD program in the short term (to end of current cycle) and the next cycle (long term) towards transformative level results has emerged. Additionally, as COVID 19 forced the resources to be reprogramed and per the MTR evaluation, for further results (see the effectiveness section under inclusive growth-accelerator lab), follow-through is necessary.

**Finding: TOC and Logical framework are sound but need strategies for synergy and linkages between pillars for outcome level results.**

As mentioned above, three principles interlinked: "nexus" areas are linked to overall outcome goals of sustainable development and poverty alleviation. The nexus programming and the coordination links between these them is representing the UNDP Lesotho comparative offer for sustainable development and poverty reduction, peacebuilding.

All project outputs were reviewed and relevant, contributing to the needs and priorities of the government as well as UNDP and UN priorities for SDG support and implementation. The evaluation however, found the CPD need a stronger connecting narrative about its nexus integrator role and nexus program offer (sustainable economic development and peacebuilding) siting the new context and particularly for results around the cross cutting issues (youth, human rights, gender) with a longer term roadmap to transformative change. It might spell out more clearly and directly, the broader program integrated narratives and provide more focus on the cross cutting services (knowledge management, communications, monitoring). Another problem highlighted by interviewees was about out being spread to broad in terms a focus on small projects vs bigger inter-sectoral programs.

Stakeholders say and the evaluators agrees that while there are established programs, the pillars tend to operate in silos and more integration is needed to enable UNDP for its real comparative advantages such a convening and coordination roles and abilities, especially within the current context, which has changed drastically, offering new opportunities and entry points, i.e., COVID and NRA follow-up. A holistic program approach with one nexus program document is better than one with three less coherent programs and little projects that are falling from different ministries. The UNDP modes come into play here with a call both from the stakeholders and the operating context for focus on coordination of larger inter-sectoral initiatives i.e. focus on the business and value chain coordinated work is one example in term of orientation for big push sustainable development and linked economic growth. See more analysis on this opportunity under the Inclusive growth pillar.

The targeting and focus of the aforementioned crosscutting issues –gender, private sector, youth, others marginalized groups are currently mainstreamed. While UNDP is monitoring these results for partnership and focused growth-type programs, the need is to make clear programmatic links to these targeted groups for economic development and peace development. While these program have direct UN partners, UNDP’s comparative role is to convene and coordinate including with its central work on public and private sector and business engagement /coordination, participation and institutional development and how a focus on these groups links to peace and economic prosperity for all. All these can use better cross-pillar monitoring.

**Modality and Comparative UNDP Advantage**

**Finding Opportunities for positioning (for outcome level results) are emerging. A new political context as well as a post Covid 19 recovery environment and a government refocus on transformative results.**

Generally, stakeholders are happy with the UNDP approaches including for capacity development, donor coordination, and technical support. The types and the how of UNDP CPD support include normative, capacity building by projects, institutional strengthen, policy advice, accelerator lab innovation and design thinking, technical assistance, procurement assistance. Stakeholders interviewed confirmed that while the traditional modalities are effective new approaches and modes of work are welcome for the overarching national implementation modality.

In keeping with new and changed context mentioned above, the stakeholders say UNDP might place a greater emphasis in the short run on key modes such as planning, coordinating, and mobilizing partnerships for sustainable development, poverty alleviation, and peace by engaging fully with government on the ongoing priority planning and visioning processes: including the follow-up plan of the NRA and that while is a short – term modality, it is through NRA that, executed proactively can lay foundations for poverty alleviation and long lasting peace. If support for coordination, coherence and planning linked to the NRA processes is missed, relevant stakeholders say it will be difficult to achieve these goals.

With capacity development approaches, stakeholders are generally happy with UNDP activities and responsiveness but say efficiencies can be gained for transformative level results (policies operationalized with budgets and bills passed for reforms, i.e., youth institutions), with a tighter, streamlined program mirroring the new context and an integrated CPD approach. This means in particular, with emphasis on joint monitoring across pillars, and by bringing a principal government planning partner into the monitoring of CPD-level results with regular visits to projects in the communities to see development bottlenecks, i.e., disposable income, evidence to influence the SDG data project budget, issue with business and internet access, and/or subsidies for innovative financing schemes. Having a more tightly defined and integrated program is key. Partners and UNDP’s principal counterpart stakeholder Ministry of Development Planning (MDP) say (in a constructive way) that the CPD program seems to be thinly spread.

**Cross-cutting services need enhancements**

Stakeholders agree that cross pillar synergies that encourage a one vs three program move away from silo tendencies can be improved. This generally would be through a focus on cross-pillar services: knowledge management, monitoring, and communications. In addition, the accelerator lab has emerged as example of an effective cross-pillar mechanism for integrating emerging issues into the program but is situated under inclusive growth. It is keeping UNDP relevant and introducing design thinking, and innovation in its capacity building approach. The evaluator noted that the boundaries of the pillars while false, are giving undue attention to nexus programming with the assumption that programs are being monitored as one in relation to the silos that still beg for an office to retreat into. This tendency for silo creep is a modality issue that is not unique to UNDP Lesotho. Ways to work as one integrated nexus issue program include using strong branding and internal and external communication on the nexus offers, having good knowledge management function across the program, expressing learning and linkages and strong support for cross-pillar monitoring including with the government counterparts.

**UN reforms have not negatively influenced the relevance of UNDP support to Lesotho. UNDP is acting Resident Coordinator**.

The UNDP is the lead on governance and also technical lead on COVID socio-economic assessment and recovery planning across the UNRC system. In terms of the UN reform agenda with the delinking the UN Coordinator role, this has had a minimal effect on the UNDP leadership and role in Lesotho. UNDP continues to lead the sectors especially on Governance and with regards to cross sector sustainable development programming. In terms of the delinking of UN RC, not much change has been experienced. However, it has had a positive effect to clarify UNDPs leadership in the governance and sustainable development arena. The RCs role is to coordinate the UN system to avoid overlaps, and UNDP as the interlocker has the SG special distinction in governance and is the UN focal point on governance issues. The system and coordination are very important in Lesotho as the UN agencies and their implementing partners must speak from one script. The reform support work has been exclusively led by UNDP. For peace, governance, and especially elections, UNDP takes the lead. In addition, while UNDP leads a UN governance thematic group exists that works around these issues. The UN system, i.e., UNDAF, has a joint working plan. Certain activities will be supported by each agency and the rule is to avoid overlap.

The evaluators also learned that the UN Reform Resolution tasks UNDP to provide countries with an “integrator function” to accelerate progress towards the SDGs by tackling multiple interlinked and interdependent development challenges. In Lesotho, this focus at HQ has translated into stronger UN joint projects supporting the SDGs and financing of the SDGs. These UN joint government projects and vision of integrator are most prominent in the Inclusive growth portfolio.

## **Effectiveness**

**(Also see the Annex - IRRF Results Table Vet – The commentary below is generally consensus from stakeholder augmented by the consults with Implementing partners and document review -evaluations)**

As highlighted in the discussions above, the UNDP CPD has been contributing to a relevant program designed and aligned to the UNDAF and NSDP II outcome level targets and indicators. UNDP has been reporting of these expected results using data from program and from other sources i.e. economist. To deal with some of the systemic issue such as need for national data, UNDP has been working on supporting Lesotho plan and build capacity for monitoring linked to the SDGs and the national plans. With regards to its work on capacity development across three pillars to support sustainable development and peace, it has been making a solid and highly respected contribution to the priorities and the process that the government and UN partner have in place and agreed on. The UNDP CPD program at MTR is building on UNDP comparative position in governance and sustainable inclusive economic development find itself in a unique position to take forward its offers in a new context as integrator and donor coordinator in a much more instigated and streamlined focused program that matched the current development relation and opportunities. This unique opportunity for moving UNDPs support work toward transformative level results and building and redistributing wealth and supporting inclusive growth has not been in this pace for over 20 years according to interviews.

While there was some level of issue with attribution and targeting, UNDP output level work has been contributing to the targets it had set.

With regards to the question of whether the CPD modality enabled UNDP to be influential in national debates addressing poverty and inequality for vulnerable groups, this was noted by stakeholder interviewed as being effective. Notably with the emerging areas, UNDP can support the process of setting new priorities and convene development forums to share such key supportive research i.e. institutions for sustainable development, civic engagement, inclusive economic recovery in the broader sense. Here stakeholder say UNDP is positioned and highly regarded by its development partners, especially government partners but might do better to help government capitalize and resource bigger programs per its convener role. This means UNDPs coordination and resourcing abilities and to better mobilize partners in development for results. Evaluator observed the opportunity to employ the major programs Governance and PREGA and Economic Development SMES to engage more partners, and resources. Having adequate resourcing pilots for scale up was highlighted by all stakeholder as a key issue. Here, a focus on resource mobilization and innovation financing is the way forward. The following sections provides a deeper dive with analysis to substantiate these findings based on stakeholder consultation and document review.

## **Pillar One – Governance and Peacebuilding Unit**

* *How effective has the CPD program been on issues related to governance and peacebuilding, youth and women (as well as other relevant stakeholder groups), geographic considerations? What might be done to improve results in these areas at MTR?*
* *Has UNDP support has contributed towards an improvement in national government capacity and poverty reduction?*

**Finding: Strategy and Logical framework – political and operating context changed. Adaptive management applied.**

Understanding the current operating context is very important. The GP team reported working intensively on two outcomes during the CPD period. As with other pillars, the work program was slowed by COVID 19. While that was an issue, COVID 19 presented this pillar with opportunity to undertake innovations –apps etc., that led to new areas of support, i.e., peacebuilding, youth engagement, e-government, digitization.

The main governance program document is PREGA, signed 8 May 2019. During the current CPD cycle, the program focused on supporting the National Reforms process including helping to set up the National Reforms Authority (NRA) and followed by establishment of the NRA Secretariat. UNDP supported the Lesotho national dialogues, and national reforms and now aims to support the implementation of those reforms. The national dialogues' two-year project concluded after the final evaluation was completed, and a comprehensive assessment took place. Now mechanisms are in place to ensure that the country is responding to the challenge. UNDP is in line to support activities including institutional assessment, a costing exercise, sequencing, and coordination.

Due to the nature of politics, the reforms are off to a late start. The follow-up process is delayed. Revision of existing acts and changes to the constitution are necessary. The governance team are in a wait and see mode as to what the CPD is going to look like post NRA support. The implementation of national reforms is being carried out by the NRA, independent of UNDP, i.e., with the support of both but without their interferences. Even SADC will report on this process according to informants as it is monitoring the implementation process. UNDP has designed a program to support implementation of the national reforms, and this looks at the implementation in the short- and medium- terms. The PREGA Program document is the framework for future resourcing and partnerships.

Key challenges highlighted by stakeholders for supporting the NRA include the weakening economy (most importantly, partners lack resources), and conflict of interest on the processes as well as the continued politicization of the process.

UNDP's governance work is commended (by stakeholders interviewed) for the relationship and for by ensuring that the national reforms are implemented by body (NRA) independent from the government. The evaluators found that there are opportunities to support the government with NRA programming coherence. In terms of the overall governance environment, opportunities are noted as Lesotho people are religious, community-oriented, educated workforce and law-abiding. They need buy-in to the peacebuilding. The program team can continually engineer with regional bodies; SADC is a good partner. Working closely with SADC is thus viewed as an opportunity i.e. Transitional Justice Commission proposed by SADC as a vehicle to national peacebuilding.

The consensus shared by all stakeholders interviewed is that UNDP’s work on coordination is excellent as there are different actors in national peacebuilding which seem to compete on how to build lasting peace in Lesotho. For instance, politicians have proposed the national peace and unity Bill which will lead to the establishment of its commission, Lesotho CSOs organizations have their views of how peace can be built such as Action for Peace Solidarity (APS) as a member of Lesotho Non – Governmental Organizations (LCN) which they oppose the Bill proposed by politicians in Parliament. The CSOs interviewed hold consensus that those who committed crime should be brought before law and victims be compensated. Christian Council of Lesotho (CCL) also believe a holistic approach should be adopted, that is, there should be Peace Accord (road map) that should be signed by all key stakeholders.  UNDP can play a major role in continuing to coordinating these actors so that they can reach a consensus on what has to be done as it has done by sponsoring National Stakeholder Forum on Sustainable Peace, National Unity and Reconciliation held by NRA on 21st -23rd July 2023.

The innovative work on the mobile application (Lehokela Crime Alerts App) developed through assistance of National University of Lesotho (NUL) will be contributing and curbing crime by enabling the users to report incidences of violence without alerting perpetrators. Designed by the acceleration lab, this app is showing promising results. To support the roll – out of this App stakeholders have been trained and recruited to respond to reports of violence. The interviewed stakeholders were happy with the development of application, however, more assistance in needed in updating the manuals in gender issues and human rights policing which will be useful in the full utilization of this application and rolling out country wide.

In terms of the strengthening governance institutions, the view by governance team for this output is that it is on track as UNDP supported institutions of governance through technical and functional capacities, for instance, review and formulation of acts (NRA Act, Human Rights Commission Act), strategic plan (DCEO) and others. UNDPs future support is dependent on it work on the support to the reforms.

**UNDP leadership in the Governance thematic area. UNDP continues to lead the UN in sector.**

In terms of the delinking of UN RC, not much change has been experienced in the governance thematic area. The RR is the acting RC. The changes have made no clear impacts. The RCs role is to coordinate the UN system to avoid overlaps, and UNDP as the interlocker has the SG special distinction in governance and is the UN focal point on governance issues. The system and coordination have become very important since the UN agencies and the implementing partner must speak from one script, but this is not confined by the presence of both agencies. The reform support work has been exclusively led by UNDP. For peace, governance, and especially elections, UNDP takes the lead. While UNDP leads a UN governance thematic group exists that works around these issues. The UN system, i.e., UNDAF, has a joint working plan. Certain activities will be supported by each agency and the rule is to avoid overlap.

**For greater impacts, more coherence and targeting support to Youth and Gender participation areas.**

The UNDP work on Development Finance Assessment and the articulation of Integrated National Financing Framework have been submitted to NRA and discussions have been held but there are opportunities for more going forward. While the CPD program is targeting support to gender and youth institutions in partnership with the Ministry of Gender and Youth, Sports and Recreation (MGYSR), stakeholders say more can be done to improve youth and women’s civic participation and follow-through toward sustained results, such as making links with governance goals and the work economic empowerment. The youth in country make up 39, 6% of the population. Team learned the previous UNDP program has supported UN partners in efforts to develop the national youth policy. There will be a law and a series of activities for youth with civic, and economic support to youth and women. More links to these in terms of the governance and economic empowerment goals can be had.

Regarding the UNDP women and governance results. The pillar is working with the Independent Electoral Commission (IEC) to develop a program whereby a woman candidates in the next election will be equal partners in elections. Currently, reforms are happening in IEC, and it is still necessary to learn what can be supported. The pillar supported the local election in which there is a special clause for women for local government election. UNDP is currently seeking to learn how this can be supported for national elections particularly for constituencies while for proportional representation that has been addressed through a zebra formation whereby 20 out of 40 seats are reserved for women.

**The following projects are on track for delivery and the results are generally achieved.**

**Finding: Progress on Justice Reforms has a 99 % delivery**

To strengthen rule of law UNDP has supported the Judicial Sector with high-profile cases. The process is going well in those cases. Furthermore, UNDP in collaboration with EU has handed over ICT equipment (computers, printers and shredders) to Judiciary to support the implementation of the Justice Sector Reforms Project. This equipment will be used in the administration of justice in Lesotho which will bring rule of law and hence create an environment for providing sustainable livelihoods and eradicating poverty which stems from disempowerment, exclusion and discrimination. Therefore, this equipment was an effort to deepen the rule of law, observance of human rights and will expedite the hearing of high profile cases. Stakeholder share consensus that UNDP might develop an expanded program of support for comprehensive justice sector reforms by building on the ongoing national reforms process as the anchor. Additionally, UNDP can support positioning institutional development opportunities to build on the commitment of the current judiciary leadership to transform and optimize service delivery to all Basotho targeting the most vulnerable and disadvantage groups such as women, people with disabilities, elderly and youth.

**Finding: Human Rights Institutions has a 93% delivery**

To strengthen democratic and human rights institutions in Lesotho, technical cooperation set up the following: for parliament, with COVID, the pillar responded to the request for ICT equipment, and the parliament is meeting virtually. UNDP further support needs assessment of the IEC conducted by UN personal from headquarters and the program of action was also developed. In addition, the Directorate on Corruption and Economic Offences (DCEO) was assisted by reviewing its strategic plan which has been completed and the intention is to assist DCEO to develop the new strategic plan. The Parliament Committees Chairperson was trained on how to report progress made towards the SDGs on Training of Trainers whereby the expectation is that the Chairpersons will also train other Members of Parliament on reporting progress on SDGs.

UNDP further supported in a review of the Human Rights Commission Act 2016 as it was not in line with international standards which has been completed and will be tabled before Parliament after winter break. The review or amendment of the HRC Act was done by Government in collaboration with CSOs. In principle, the Government and CSOs have reached a consensus on the amendment made which among others that delayed the establishment of HRC was the composition of it, however, the Bill is awaiting approval by Parliament. Office equipment has been bought by UNDP for HRC to be established. UNDP played a major role in supporting advocacy programs. Training and capacity building included hosting several workshops on conflict presentation and management at communities where crime is high.

**Finding: The security Sector project** document has been completed but not yet started as funds have not been disbursed by the EU. Funded by PBF and funds disbursed but SSR Specialist still under recruitment.

**Finding: Lesotho National Dialogue and Stabilization Project: Delivery 100%**

The Project successfully completed the dialogue phase; generated nationally agreed reforms contents; created the legal framework for their implementation through the enactment of NRA Act, 2019; initiated fundamental steps towards professionalization of the security sector and; catalyzed adequate Development Partner support for the implementation of agreed reforms.To sustain the results achieved, two interventions were designed to support the implementation of the national reforms. These are: a) Effective Implementation of Lesotho National Security Sector Reforms for Peacebuilding with funding equivalent to US$1,500,000 mobilized from the UN Peacebuilding Fund, UNDP, UN OHCHR and UN Women and; b) Support to Implementation of Lesotho National Reforms Program with funding of €3,000,000 secured from EU and UNDP. The interventions provide a solid framework for development partner coordination that will aggregate results, reduce duplication and amplify synergy among key actors in the reforms process. Stakeholders interviewed tend to share the consensus that the UNDP positioning and what UNDP does to link this process and follow up to stronger institutional development, as well as the economic development goals targeting youth and women’s participation in both governance and economic activity, is essential for lasting peace. The evaluators agree and see an opportunity for an exercise to further define institutions that support the new governance architecture post reforms.

**Finding: Progress on peacebuilding and conflict management has a 41% Delivery**

Under the peacebuilding program, GP supports a conference and assessment of women's understanding of gender peace and conflict in Lesotho. The inputs include training for women mediators and a trainer for women candidates on how to access resources and building capacities. In indicative country outputs per portion of reforms and under the adoption conference, there was a women’s discussion and a women’s discussion paper with women’s specific consultations to present the issues and address the youth conference and children.

Regarding opportunities at the field level, UNDP works closely with the communities in hot spots (Mafeteng and Ribaneng villages) and with local NGOs for consultation. The UNDP program is focused on supporting the establishment of peace architecture which will include Area Chiefs, Community Policing Committee Members (Mahokela), and Church Leaders. The finding is that it is easy to build on the community. Chiefs are respected in the villages. These structures need to be more inclusive of women and youth and 1st steps towards that are being taken.

**Finding: Delivery (note small projects)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Project Name | Approved Total Budget | Total Budget | Total Delivered | Total Delivered % |
| 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 |
|   |   |   |   |   |   |   |   |   |   |   |
| Governance Architecture | 140,000 | 438,365 | 200,000 | 778,365 | 121,199 | 270,091 | 59,664 | 87% | 62% | 30% |
| Joint UNDP-DPPA Program | - | 105,620 | 73,371 | 178,991 | - | 32,249 | 1,991 | - | 31% | 3% |
| Justice Sector | - | 503,280 | 345,963 | 849,243 | - | 354,151 | 341,248 | - | 70% | 99% |
| Conflict Prevention | - | 154,522 | 154,522 | 309,044 | - | 406 | 63,193 | - | - | 41% |
| Human Rights Institutions | - | 40,000 | 23,870 | 63,870 | - | 17,309 | 22,240 | - | 43% | 93% |
| Security Sector | - | - | 393,000 | 393,000 | - | 44,314 | 259,553 | - | - | 66% |
| National Dialogue | 1,330,531 | 44,400 | - | 1,374,931 | 1,328,040 | 47,064 | - | 100% | 106% | - |

**Finding: The GP program has been highly effective and has delivered what it set out to do but for transformative governance and sustainable development, poverty alleviation goals, the future of the governance program, including its work plan and staffing, can be furthered considered in the new context. UNDP can continue to support peace and institutional development post reforms with support the NRA operational plan and the inclusive economic growth and environmental and energy pillars.**

Stakeholders said the governance program is UNDPs comparative area for targeted institutional capacity-building support. This comparative area and work will naturally follow the national reform process. UNDP can continue to influence the form of the institutions that will operationalize the new constitution. For transformative governance results, the UNDP might form a close alliance of the SADC head of summit. UNDP supported the SADC standby missions.

For the security sector and rule of law support, while the program strengthened case management through supporting the impartial judicial due process, rule of law, and peace consolidation with inputs for the judicial trial of 8 high profile cases through the deployment of experts and systems process review within the judiciary creating a first and concrete action to counter impunity in the state and security sector, stakeholder says more programmatic coordination of support to the this sector is also needed for traction and sustainability .

In terms of staffing and operational aspects, currently, there is aPermanent Secretary for oversight, and there is additional staff on evaluators to support the reforms. The evaluation team learned that five more staff will be hired to support the implementation. The national implementation plan for the NRA is behind schedule. There is a need for an acceleration plan. UNDP can support that positioning for institutional capacity development work as an exercise.

**Finding: UNDP is well positioned and can continue to play and important convening role through strategic governance support at upstream and downstream levels.**

While the governance pillar work is generally upstream and the capacity-building instruments are easily accepted, - training and upstream enabling work but what has really stood out to interviewees has been that the UNDP convening power is excellent in this space. At the village level for instance, when UNDP convenes a meeting at the village level, interviewees said it becomes oversubscribed. Additionally, the program is moving into the communities in interesting ways. Evaluators learned the GP collaborated with the accelerator lab to develop a police phone application (Lehokela Crime Alerts App). The community policing forum also uses the application to create law-abiding communities among themselves. These people work in dangerous situations at night. The community policing forum is an essential part of community policing and the rule of law is an essential component of keeping the peace. Evaluators reviewed the application and find it works well, helping the community by teaching a response to exposure to dangerous situations, e.g., vigilantes. The issue is about its sustainability and issue of coverage –access to the internet.

Additionally, UNDP brought together the development partners for donor coordination, and the appropriate document came out of the consensus. Mobilization is underway with a starting point of 9 million US dollars, 2.5 million from the EU to support the high impact reforms, and 1.5 million from the peacebuilding fund’s security sector. The government has contributed funds from the exchequer including the national authority members, based on the law that established the act that established the author. However, evaluators learned there is a resource gap, and a resource mobilization conference is needed.

The stand on the matter is changed, and UNDP remains the most neutral party. UNDP can position to use its convening power as a neutral party and implement the project. The UNDP is most trusted by development, government, and community. For example, the EU gave the project to the judiciary. UNDP remains the best convener and a natural party for project implementation to build capacity of political institutions.

## **Pillar Two – Sustainable and Inclusive Economic Growth**

* *Has UNDP been effective in helping improve socio-economic development and inclusive growth at the local level in Lesotho? Do these local results aggregate into nationally significant results?*
* *How effective has UNDP been in partnering with civil society and the private sector to promote good economic management in Lesotho?*
* *Has UNDP utilized innovative techniques and best practices in its economic management and inclusive growth programming?*
* *Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in economic management in Lesotho? What contributing factors and impediments enhance or impede UNDP performance in this area?*

**Finding: Strategy, TOC and Log frame**

Through its theory of change visioning, the IG pillar works upstream on policies that fall under sustainable development and inclusive economic growth as well as downstream on small and community-level business and social-economic related pilots and initiatives. The work in this pillar is highly relevant and is contributing to the UNDAF and National Development Goals and expected outcomes. Particularly, this pillar contributes to key drivers include poverty alleviation and good governance and national security.

The IG pillar’s work is guided by the three outputs:

**Firstly, Enabling Environment work - Policies, Laws.** The gender-sensitive economic policy framework allows employment and economic growth linked to the NSDP II. Since 2019, IG pillar has focused on the development of a **priority strategy and supporting policies for employment including enabling the environment** andsupporting two policies, the Gender and Development Policy 2018–2030 and the ICT policy. The gender-sensitive economic policy framework allows employment and economic growth linked to the NSDP II. At the inception of the current program period, UNDP supported the government to strengthen data and statistics capabilities and facilitate monitoring and reporting to SDGs. Additionally, the IG pillar supported the government in mapping polices for implementation of the NSDP II as well as assessment for alignment to the SDGs. This would facilitate coordinated planning and harmonization for policy implementation and monitoring in line with the national development priorities. The Midterm review of the NSDP II has concluded, facilitating review and reprioritization of national development agenda. Additionally, UNDP is currently working with UNICEF and IOM to implement a joint program (joint program on Economic and Financial Management Integration for Sustainable Development (EFMIS), funded by the SDG Fund) with the MDP and Ministry of Finance (MoF) to facilitate integrated planning and financing mechanisms for attainment of the long- term development objectives. The diagnostic for development financing landscape is underway, and is expected to result in reform proposals to enable mobilization of development financing integrating public and private, and domestic and international sources.

**Secondly, the IG pillar supports inclusive SMMEs’ policies.** This focus of pillar two work according to interviewees is to enable inclusive policy and dialogues around building SMMEs. The challenge noted by stakeholders interviewed was to support organizational goals for instance such as its current work on value chains is where UNDP can support parastatals and more organizational aspects of the business and targeting key groups such as women’s cooperatives. The ministries have been segregated and readied for a broader coordination of the sector. A key focus has been on the participation of women and youth. The business sector is operating in the absence of disaggregated data and so a key pillar plan has been on the data and data systems. For instance, UNDP is supporting the One-Stop Business Facilitation Centre (OBFC) in the Ministry of Trade and Industry (MTI) to develop the business register to provide data disaggregation by sector, gender, geography and age of directors as well as provide information on mortality of businesses. Here the pillar is working with the Ministry of Small Business Development, Co-operatives and Marketing (MSCM). As part of the COVID 19 response and recovery, UNDP is establishing a business register and database of the informal businesses to mitigate the data challenge and to an extent, address challenges associated with informality in the sector. In addition, the IG pillar is working with youth including capacity building for innovative business development – not captured. This includes working with the National University of Lesotho (NUL) for innovations including the Tsa Mahlale, TV program, Youth Diaries with Informative newspapers and the youth mentorship programs with the entrepreneurship network. A central activity has been working with the Ministry of Small Business to **develop a** **register of SMMEs to provide evidence for the** sector to plan for growth areas.

**Thirdly, the IG pillar is supporting the capacity of the public and private sector capacity through gender seal certification for gender equality.** The idea was to engage with the private sector to create a cohesive gender seal. The evaluators learned that engagement with the private sector is still at the infancy stage and COVID has impacted the plan. This indicator can be revised to focus on the public sector. The private sector engagement needs a broader plan and strategic thinking on engagement. Such a strategy can be supported by the results of this MTR exercise. The current indicator can change to the public sector and other economic agents.

**For the logical framework targets in this pillar, the** IG team suggested to amend output one,changing the wording to **“enable all economic agents'**. A second issue was the attribution of work concerning the business register. Here the target might be better replaced with “supported by UNDP”. UNDP had been supporting the MTI with a module to develop disaggregated data showing all new registers per annum as well as some conceptualization support to access to financial services.

Evaluators noted that the assumption that the IG work would complement competitive business environment and employment creation efforts through support to enhanced institutional coordination for private sector. For instance, the CPD document states in tandem with the World Bank and African Development Bank support, UNDP would advocate and facilitate the institution of the UN Global Compact and UN Guiding Principles on Business and Human Rights for a responsible business environment and private sector contribution to the SDGs. However, here the evaluators find that much more isneeded to build coordinate with the business sector programmatically and strategically. The recent changes in operating context, offer a unique window of opportunity for private sector coordination support and linked to results around youth, women, trade, recovery and peace /nation building.

**Finding: Modality/ UNDP Comparative advantages**

Modality challenges noted by stakeholders interviewed include: Many of the IG Pillar projects are rather small in funds and short in the timeframe. The IG targets are generally upstream and policy-related but some projects focus on grants to support the lower level with ideas to scale and operationalization the policy focus. Mostly these are pilot projects aimed at generating interest in particular development areas. The question would be whether this is achieved and possibility for developing more long-term and sustainable programs. In this regard evaluator found as most are small-scale projects with a short time frame the time to change policy and budgets was perceived to be too short. An example of a successful UN program was given as the youth volunteers program that had results but only after four years of continuously funding national level initiatives. In addition, issues related to organizational bottlenecks, innovative financing, and scaling up the learning have arisen.

A second key challenge brought up by government stakeholders includes UNDP's ability to mobilize sustainable sources of financing for the SMEs sector. Scalability issues concerning financing include identifying financing for operationalizing the policy at the national level as well as for promoting funds for timely and top-down and bottom-up innovation and learning from the community level engagement. The work on improving the agricultural value chain is critical for sustainable economic growth and stakeholders say the development of a business ecosystem might be coordinated more strategically especially for financing sources along with the MTI and other key entities. For instance, there was a mismatch reported by stakeholders in that short programs prevents the population groups from accessing the capital they need to grow their small business. While this was not viewed as a consequence of any UNDP intervention but rather is the opportunity to work on this. Identifying access to finance and capitalizing the enterprises are noted by interviewees as key need for greater scale and transformative change. UNDP can work with the relevant government departments, private sector, and financial services providers to influence these challenges in the policy landscape.

One opportunity to build on is the SDG – Fund financed joint program on Economic and Financial Management Integration for Sustainable Development (JP-EFMIS) The goal of this new Joint Program is to support Lesotho to establish a functional and sustainable integrated planning and PFM ecosystem that contributes to the accelerated achievement of the SDGs targets and the NSDP. In line with the priorities of the NSDP II, the JP aims to support the Government of Lesotho (GoL) to achieve private sector-led economic growth and employment creation, by facilitating the creation of a conducive policy environment for integrated planning and financing functions, strengthening PFM processes, providing platforms for dialogue, and generating evidence for private-public collaboration. The JP is expected to enable the government to realize the NSDP II objectives by unlocking opportunities to fast track implementation of the Economic Labs project, which is a government program towards mobilizing large-scale private investments into Lesotho. Among the key opportunities for a focus on sustainable and innovative financing, UNDP is currently implementing a joint project with UNICEF and others on SDG financing for the public and private sectors. This will determine what private sector companies can do to help equitably mobilize resources for key business problems. UNDP and GoL might continue this focus on building the capacity of the private sector for innovative financing partnerships and blended financing. UNDP has already engaged in mapping the players, and partnering and resources. This support will be welcome in future programs.

Further resourcing and pillar relevance issues emerged including how UNDP is influencing the government planning machinery about the bottlenecks to business and root causes, i.e., poverty and sustainability. There was a need expressed to jointly improve monitoring with MDP on how the small projects highlight the root bottleneck i.e. Monitoring of the pilots with MDP, such as those project in the energy sector that highlight the need for disposable income and subsidies, livelihoods, and subsidies for small business and even vocational education in rural areas. These are implemented as part of the environment pillar. The main issue is the showcasing the concrete linkages between the economic development, environmental sustainability and poverty alleviation nexus. These issue becomes apparent in the grassroots work of the pilot and training work in villages and across the sector in the natural resource, engagement, and environmental sectors and they are about the lack of basic services like internet access and education quality and this need to more closely influencing the MDP planning for budget and policy of these bigger issues.

In addition, with regards to capacity building and attribution, while UNDP supports policy mechanisms quite easily, with its capacity building approach in these projects UNDP is unable to raise the low numbers of trained people. Here some stakeholders say the modalities for learning might involve longer-term partnerships with public service institutions and universities. Team found an existing partnership with NUL and learning-related public sector, and private sector interests. This also links to the issue of youth participating in the economic sector, UNDP has identified youth participation as a policy problem. In this case, stakeholders say UNDP needs to do more capacity building of youth organizations but it might be thinking more about the education needs for the sector.

**Finding: Changes in Context - Strategy and Reorientation work**

Recent *changes in the CPD operating context* are providing opportunities for a shift in the pillar's strategy and focus. Recent drivers offering a growing agenda for economic transformation include the national reform agenda, the COVID (recovery planning), and impacts of riots in South Africa (SA) and the African Continental free trade agreement. The relevant stakeholders interviewed reported the current developments in the African regional integration work on free trade and informal cross-border areas can be tapped to support the economic development focus for peace and development. There are opportunities, to engage with the private sector in SA as part of a countrywide effort on the business for development. Broader issue is the African Continental Free Trade, for which has been initiated with MTI. The *African Continental free trade agreement is thus highlighted as a key opportunity*. For instance, to support build the demand and find a way to get SA and other markets to come to Lesotho products. UNDP can facilitate this and reflect on what is needed to build domestic capacities. Renegotiation should take place with South Africa at the regional level and UNDP can facilitate such conversations**.** Work on the informal cross border traders also highlights challenges with mobility across frontiers, and underscores relationships between SA and Lesotho as deterrent factors for growth of trade in Lesotho Broader issue of African Continental Free Trade, work which has been initiated with MTI. For example, UNDP is working with the Ministry of Agriculture and Food Security (MAFS) to develop a digital platform (Marakeng oa Basotho which is an e-market platform established to connect farmers, including smallholder farmers, to market and to encourage a digital economic recovery. To date, 90 food suppliers have been registered on the e-market platform and have started supplying retailers with their produce[[19]](#footnote-20)) for market access targeting local producers and MSMEs, which could build on digitization strategies and for access to broader regional markets. UNDP has also worked on financial inclusion, particularly advocating digital financial inclusion with the MoF. This may be leveraged to extend the access to markets and AfCFTA objectives.

Additionally, there is a new opportunity for *scaling up the policy and institutional work on supporting youth and women’s economic empowerment* and a future focus should be on the capacities of the youth population groups with the private sector and youth groups themselves. UNDP is seeing initiation out of the youth activities (see effectiveness section below) as a potential to make youth a more central focus for the development of trade and economic transformation, i.e., innovation, SMME, and the ability of youth to engage in these economic issues.

For cross-cutting areas, this pillar is essential as a prerequisite for sustaining the peace and supporting the environmental and energy for all goals and so it links to the governance pillar, the environmental pillar, the Covid 19 country recovery plan. In light of the new opportunities in context, UNDP can thus immediately reposition this work in this light for example with the UNDP Strategic Plan 2019 and Africa Offer and discussions with the NRA to ensure it is raised to its cross-sectoral and programs results in level. While the NRA is a purpose -made vehicle and may not be detailed for other longer term programs, it does include economic reforms, which may be a good advantage for development of synergies on the program. However, anchoring the pillar strategy on the NRA may not be sustainable. This need a bit of facilitated strategic engagement – particularly looking at the development context.

This pillar has introduced “design thinking” through the UNDP Lesotho accelerator lab project and the youth projects. Through the EYES project, UNDP has worked with the NUL, Ministry of Gender and Youth, Sports and Recreation (MGYSR) and TEN to help build capacities of youth entrepreneurs for more innovative and sustainable enterprises, by integrating design thinking and mapping of innovations across the country. During the period, this facility has spun off many new initiatives and has effectively responded to emerging demands and priorities including Covid 19 and UN partnering agendas. This approach and facility are supporting more relevant programs with links to the grassroots and have increased the relevance of those for scaling up into broader government partnerships. It might be rather raised and fully integrated into the UNDP Lesotho as a cross-cutting CPD program support modality.

Finally, stakeholders share a consensus that as the last decade of the SDGs, UNDP can continue to push forward the support for evidence to policy-level work to strengthen the focus on the SDGs work’ impact by continuing to mobilize and create partnership for innovative financing for the SDGs. Additionally, the pillar can focus on building the capacity of the private sector. Capacities for further youth economic and civic engagement are needed to organize youth groups and penetrate other groups. UNDP can be a gateway to support youth on these issues.

**Finding: Economic Growth Project - Delivery 74%**

With regards to the current activities and projects, the government would like UNDPs current assistance to continue to set up authorities for piggery and poultry but also to study the potential for further value chains. Help conduct feasibility on even more possibilities to see about developing other value chains, for example, grain storage, horticulture, and beef, and then help to popularize and address the institutional aspects relating to them, such as producers and different stakeholders. The project can be improved by looking at all the value chains. UNDP assistance is needed on a short-term basis to develop institutional and policy instruments for coordination work on the business ecosystem to get firmly established. Lesotho has farmer unions, but it needs input suppliers across poultry, agriculture, and vegetable production. Stakeholders say the key action is to tap the potential in terms of the value chain across the agriculture, water, and land sectors to enable the production of high-value products and match that too needs also for export. The country cannot compete with grain, but agriculture has the potential to produce high-value crops like potatoes and other more profitable enterprises. UNDP can immediately help to develop the policies and authorities for these new agro value chains. To follow up this project, UNDP can continue to research the value chains, set up the institutional arrangement and scope to the future to work programmatically with the IP, and support the economic development goals of the NDSP, including with strategic communication and coordination. Coordination and communications are thus key.

**Finding: Youth Empowerment EIF SSP 16%**

The EYES project Enhancing Youth Empowerment for Sustainable Development was conducted in partnership with the MGYSR and focused on 1. Capacity building and skills development 2. Innovations for business and social enterprises 3. Information and data on youth development. The project conducted ten boot camps and employed a design thinking approach to build youth and stakeholder awareness of human-centered approaches to business, therefore, a follow-up training about a year would be helpful to find out how they have been doing; and business status. The same was discovered by the MGYSR in training programrs in Semonkong and Mohale’s Hoek, where youth were not open to processes of ideation and stakeholder engagement.   In a project -review, stakeholder’s critic the approach, namely a design thinking tool and stated it needed to be imparted to many trainers especially business development services providers to adopt and use it. Some form of formal accreditation should be introduced to help standardize and formalize the implementation of the tool per NYP 2017/30 output number 2 speaks to the issue. The project also embarked on a Mapping of youth enterprises which created a platform for the line ministries which deal with businesses registration to establish integrated systems for data collection and disaggregation by age and gender.  This activity is still ongoing. The review found that the availability of a clear database on youth enterprises has created a clear platform for the Department of Youth to identify opportunities for strengthening internal programs for youth for development and support. The ministry can identify innovations among youth entrepreneurs; e.g. a 24-year-old who did not complete his secondary school but had made a grinding meal with plastic containers, engine, corrugated iron sheets. He has used a plastic washing dish to make a refrigerator for his home.

The ministry's support to engaging the youth will enable the economy to grow. It is very strategic work for UNDP for sustainable development. There is a culture of going to university a then into the government sector. The implementing partners said this project needs longer-term resources and an exit strategy as well as a longer period of support. Need for more strategic engagement and resources for program scale-up. There is an exit strategy but it is not the kind needed to firmly grow the policy and budget level results from the program. For example, the good practice was the NVC which funded the NY's national activities for four years before it was fully funded by the government. Additionally, the proponent of the intervention stated that UNDP Might be possible to do PPP and consider innovative financing. Engage the private sector as key mentors and link the need for innovative resourcing to the work that the mentoring consultant is doing now.

**Finding: Accelerator Lab Delivery 77%**

The IG pillar has introduced the "Accelerator Lab" as an innovation modality for integrating emerging issues and is a solid mechanism for developing new ideas with design thinking. This is proving to be a cross-pillar modality and potentially integrated into the approach of UNDP Lesotho. This innovative approach has demonstrated success with supportive, proactive, and responsive programs with design thinking. The accelerator lab opened new opportunities for emerging and emergency work across the environment (health sector and COVID response, recovery, and plastics) and economic growth sectors (Green Value Chain). Accelerator Lab Projects have been very responsive to Covid 19 and UN partnerships for Covid.

**1.Covid Program Title: UN support to control spread and minimize the social-economic impact of COVID-19 in Lesotho**

The project has successfully supported COVID-19 coordination at the national, district, and community level, enhanced disease surveillance, strengthened infection prevention, and protected other essential health services. With the support of the project, the government has successfully reported COVID-19 cases to WHO within 24 hours, and a referral system has been established for COVID-19 patients, to minimize the spread of COVID-19 and increase survival rates ~~in~~ health facilities.  Disease surveillance was strengthened through the creation of a new digital application, Bophelo-ka-Mosebeletsi, which enabled village health workers (VHW) to undertake community surveillance, monitoring, and quarantining suspected COVID-19 cases. The project provided VHWs in Quthing and Mokhotlong with 1,081 mobile gadgets and partnered with Econet Telecom Lesotho to enable free internet access whilst using the app.  The app significantly increased the number of suspected patients that VHW could observe and reduced their travel costs by preventing the need to regularly provide paper-based reports to local health facilities.

Though the App has brought numerous benefits, there were mixed reactions by the end-users. The common challenge mentioned by the users was about the availability of data and maintenance of those gadgets used by VHWs. They indicated that though they thought it will reduce travel costs for them the unavailability of data force them to buy it which is costly to them yet they were told that data will always be available to their gadgets. For other Health centers, the App is not used as the majority of VHWs do not have access to connections from mobile operators as there is no such infrastructure in their areas. But for others, it works perfectly.

UNDP on the other hand stated it had clarified that the use of the app is zero rated, and so there is no need to buy data. They say it was a misunderstanding on the part of VHW. The initial 3-month bundle provided was not to enable use of the app, but as a once off incentive to enable the VHW browse internet generally. The app can be used without data. The evaluator say the issue here may be one of communication with the VHW not funds for data bundles.

UNDP might encourage the Government of Lesotho to put the necessary infrastructure for network connections so that this App can be fully utilized. Furthermore, UNDP through its Accelerator Lab should scale up the App to also include reporting of other health-related issues not only Covid 19 as it is the case now because though the App assists VHWs to reduce travel costs but this only applies to Covid 19 issues but for other health issues they are forced to travel the health facilities to report.

**Health sector engagement**

Direct engagement in the health sector is new for UNDP. UNDP has comparative areas in socioeconomic and technical support in the health sector through its socioeconomic assessment. Also, following the post-Covid emergency, the Ministry of Health will need support on vaccine procurement and the socioeconomic aspects of a functioning health system. UNDP corporate offer in this area is focused on vaccine equity, supporting vaccine logistics efficiency and monitoring, noting WHO/UNICEF/UNFPA mandate areas. Additionally, **a** **challenge is the ability to finance the health system requirements in a scale-up of building back better.** UNDP is utilizing what exists and asking where the bottlenecks are. UNDP can continue this support with a focus on policy and socio-economic development, for instance, how Lesotho builds the community health system to the maximum.

Additionally, the digital innovations introduced during COVID, i.e., digital monitoring by community health workers,is done only for COVID and might be extended nationally to other areas including linking to the vital register related to illness. For follow-up on successful work in health, the government stakeholder says UNDP teams can work closely with the UN partners and donors such as UNICEF and WHO on health services provision. UNDP is trying to create these partnerships. The lesson is to look for gaps and where UNDP can provide the best fit in the provision, i.e., institutional capacity development linking the upstream to the village with coordination and focal points, digitization, and scaling of innovation with digitalization.

For COVID 19 economic recovery, UNDP’s value added will be based on the three areas of intervention;

1. Building resilient health systems
2. Inclusive and integrated crisis management and multi – sectoral response
3. Socio – Economic Impact and recovery including nature based solutions and resilience recovery.

**Finding: Emerging Plastics and the Green value chain project are promising significant contributions based on needs.**

Both projects are an example of cross sector engagement with both Team Leads of Inclusive Growth and Environment engaging supporting project activities as aligned to their sector expertise. The UNDP designed two other projects, plastic waste management, and the green value-change (GVC) project (see the result under EE pillar). GVC is to be moved to the environment pillar for management. While they are reliant on the issue of monitoring and attribution, the projects needed coherence for optimal management. Innovation and environment are cross-cutting to economic growth; however, evaluators recognized that as initiatives grow out of the facility, they might be better managed by other pillars, i.e., the environmental and or governance section. However, for linkages, the green recovery project stays under the management of the inclusive growth team since it is specifically designed and supports results in the inclusive growth portfolio. The Green Value chain will go to the environment for management purposes.

​**Finding: IG Overall pillar delivery has been robust and stakeholders interviewed are generally happy with the planned results.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project Name**  | **Approved Total Budget**  | **Total Budget** | **Total Delivered**  | **Total Delivered %** |
| **2019** | **2020** | **2021** | **2019** | **2020** | **2021** | **2019** | **2020** | **2021** |
|  |  |   |   |   |  |   |  |  |  |  |
| Economic Growth |  206 510  |  175 800  |  298 663  |  680 973  |  205 649  |  175 081  |  219 685  | 100% | 100% | 74% |
| Youth Empowerment |  311 891  |  409 711  |  -  |  409 711  |  303 509  |  406 807  |  -  | 97% | 99% | 0% |
| Accelerator Facility |  180 405  |  262 377  |  251 702  |  514 079  |  113 666  |  239 266  |  193 586  | 63% | 91% | 77% |
| EIF – SSP |  -  |  150 000  |  142 460  |  292 460  |  -  |  82 540  |  22 352  | - | 55% | 16% |
| COVID-19: Health Systems |  -  |  544 180  |  -  |  544 180  |  -  |  476 136  |  -  | - | 87% | - |
| COVID- Crisis management  |  -  |  179 220  |  -  |  179 220  |  -  |  74 121  |  -  | - | 41% | - |
| COVID - 19 Response  |  -  |  174 524  |  -  |  174 524  |  -  |  101 814  |  -  | - | 58% | - |
| Joint COVID - 19 Response |  -  |  107 000  |  -  |  107 000  |  -  |  106 724  |  -  | - | 100% | - |
| SDG Fund |  -  |  199 625  |  198 262  |  397 887  |  -  |  1 363  |  70 786  |  | 1% | 36% |
| COVID-19 Green Recovery |  -  |  -  |  810 000  |  810 000  |  -  |  -  |  154 450  | - | - | 19% |
| Plastic Waste Management |  -  |  -  |  500 000  |  500 000  |  -  |  -  |  89 910  | - | - | 18% |
| Lesotho Data |  303 748  |  -  |  -  |  -  |  303 509  |  31 638  |  -  | 100% | - | - |

**Finding: For the IG pillar targeted structural changes envisioned, private sector and business related coordination support work, partnership framework with government, private sector, and donors needed as well as a business innovative financing plan.**

As highlighted under the relevance section, the pillar flagship economic development program might be reoriented and resourced to support CPD level results with a strategy for strategic engagement and programming for Economic Development Partnerships with the economic and finance sectors including agriculture, finance, trade, private sector, and business entities. While most IG Pillar level partnerships are registering success, UNDP can help broader partnership for the government on economic development—focusing on scaling up institutionally the promising work on agricultural value chains and a highly strategic business ecosystem. Lesotho is moving from net importer to net exporter. Adding value in key business areas is needed in both the manufacturing and the nonagricultural side Stakeholders interviewed across sectors shared a consensus that there is a need for holistic program support to the Economic Development Sector including strategic-level communications, technical, financial support to the economic growth goals.

The NSDP II is comprehensive and speaks strongly about the business ecosystem including its focus on value chains in agro and manufacturing. discussions with key government and business stakeholders as well as beneficiaries include the need for more strategic and holistic engagement and planning for the private sector, donors, and government departments including support with coordination and communications on the technical aspects to garner more coherence, better monitoring, and more public and private sector inputs. Progress and learning to date indicate that agro and manufacturing are key to sustainable economic development and might be better coordinated and monitored by development partners for the business development ecosystem. Stakeholders agreed that UNDP can support government partners further by setting up the legal frameworks and donor coordination as well as financing concrete work to support the agro subsectors. It is the view that once these sub-sectors grow, they will be supported as engines for development. The agro sectoral work is also linked to the WB and GoL interest in the development of the manufacturing value chains. A more productive and competitive manufacturing sector that is resilient to shocks is also critical for reducing long-term unemployment, particularly for youth, strengthening Lesotho's presence in the global economy, and ensuring that the kingdom emerges from the pandemic economically stronger than when it entered. There is the potential to lead a donor and business forum on this with the WB and GoL.

**Finding: Data is a root problem for the long term national monitoring and results.**

The pillar is concretely building capacity for data and monitoring the development work including SDGs and NSDP II through many interventions including the SDG support projects, but evaluators learned during interviews with government officials in relevant positions that building the system will take time and in the meantime, data gaps will continue. This work is a priority nonetheless. In addition, the pillar team participates in several activities to support data for the SDGs and financing them. Evaluators concludes that the data and establishing baselines for it are an issue for reporting on progress in monitoring gender equalityandeconomic empowerment**.** In this regard, UNDP is indirectly supporting CPD outcomes with its interventions. Similarly, reporting on poverty alleviation is taking information from the Household Budget Survey and not from projects directly. The recommendation and consensus with stakeholders were to continue to support this critical government planning and capacity building work to access the sectors with MDP with a view to 2030.

**Lesotho Data project is a highly relevant and effective upstream initiative that should continue as a long term ‘systems’ support to development project through 2030.**

The Lesotho Data for Sustainable Development Project (Lesotho Data) was thus highlighted by stakeholders in relevant ministries to be highly relevant. According to MDP counterparts interviewed the project has strengthened national and sectoral capacities to generate and utilize data and to facilitate accountability for resources and advocacy for evidence-based planning and results. The project is correctly aimed at enabling Bureau of Statistics (BOS) to meet the minimum requirements for the production of typological data and disaggregation.​ Feedback included that the project can be further informed by monitoring issues in the communities and so making a monitoring link with the MDP on the document stream activities of UNDP is encouraged as this system slowly gets built across the different sectors. Evaluators were informed it would be supporting sector by sector and a long terms initiative to have this in place by 2030.

## **Pillar Three – Energy and Environmental Sustainability**

* *How effective has UNDP been in promoting environmental sustainability, and to what extent has it been effective in influencing community programs for land rehabilitation and climate change adaptation?*
* *Considering the national context and policy arrangements, has UNDP been effective in promoting renewable energy, and what opportunities exist to influence the national agenda on renewable energy?*

To determine the effectiveness of CPD to date, the evaluation considered whether it had achieved its objectives at the midterm from the Results and Resources Framework for Lesotho (2019–2023) and how it achieved those objectives. Assessment of how CPD implementing partners achieved their objectives considered the partners’ respective approaches to delivering activities and how stakeholders responded to the activities in different contexts which inhibited or enhanced the achievement of results. The evaluation also considered why activities were or were not as effective as planned.

**Finding: progress on Climate Change 74% Delivery (RVCC)**

The evaluation found that the technical capacity of the Ministry of Forestry, Range and Soil Conservation (MFRSC) & relevant departments to apply up-to-date climate science for the management of evolving risks and uncertainty linked to climate change was increased through trainings on cost benefit analysis (CBA) and cost effective analysis (CEA) of project interventions. Furthermore, the establishment of Socio – Economic Unit (SEU) is best placed within the MFRSC even though it was not established whether this was a consensus among stakeholders that SEU is best placed at MFRSC and no other ministries or agency level. The interviewed staff from MFRSC indicated that the overall capacity strengthening beyond establishment of SEU was achieved and this was reflected by them indicating that they will continue to support these interventions beyond support of UNDP.

The evaluation further found that communities were empowered with skills, knowledge, partnerships, and institutions for managing natural resources to reduce vulnerability to climate change and increase the resilience of natural and social capital. The villagers interviewed were very excited with this empowerment and also indicated commitment to continue applying these skills beyond project ending. Even though the target was to cover 50, 000 hectares (ha) of land across the Foothills, Lowlands and the Lower Senqu River Basin be rehabilitated through the operationalization of the climate – smart Land Rehabilitation Program (LRP), the evaluation team found that only 17, 334 ha of land was achieved under the climate – smart LRP which is only 35% by the end of the project. Early involvement of beneficiaries in project design would help in set achievable targets based on the feedback from beneficiaries.

However, it should be noted that the progress was negatively impacted by lockdowns as a result of Covid 19 and during these times movement and gatherings were not allowed. Furthermore, villagers under voluntary land rehabilitation program (LRP) were working at their own pace/rate and not for the whole because they were not paid but they were given incentive package that included agricultural inputs such as seeds. This was to allow them to also do other family projects that would improve their livelihoods as they were not employed. Lastly, changing the mindset of the villagers to take ownership of managing and rehabilitating their natural resources was a mammoth task.

UNDP under this project introduced the incentive of paying the minimal fee to community members for taking part in the land rehabilitation initiatives to complement an incentive package that include agricultural inputs that the project has been providing over the years, and this was done based on MTR recommendations aimed at fast tracking progress and promoting men in land rehabilitation works as they were not able to participate because they were looking for jobs as breadwinners for their families. This was welcomed by community members as most families were hidden by Covid 19 outbreak which helped them in many ways such as feeding families, financing their small businesses, etc hence, achievement 35% of the land was rehabilitated as they were supervised in terms of area to cover in a day unlike when they were not paid. Though this helped the project to achieve more during those months, the project coordinator and IP officers indicated that it has made some villagers believe that to continue to work on their land they need to be paid. Villagers at Maphutsaneng complained that this was not communicated to them on how it will be implemented as they are some villagers who have not been given the opportunity and not paid but this is different to villagers at Ha Makhabane as they indicated that everything was well communicated to them. In future similar projects frequent dissemination of information to beneficiaries more especially if there are other projects that are implemented in the same area would help them understand and remove the confusion they might have. It should be noted that the project was designed not to pay communities to look after their natural resources but rather to raise awareness and build their capacity hence resilience of both their ecosystems and livelihoods.

Evaluators have noted that the project is behind schedule in terms of hectares to be covered by end of the project this year in December as only 35% of hectares have been covered. The remaining 65% is not possible to cover with the remaining project time. Though is a good initiative UNDP needs to set realistic targets considering the challenges encountered in this project with similar projects in the future as they indicated that these remaining hectares will be covered in Sebapala Project where the target is to cover 38, 000 ha with current CPD planning cycle. Therefore, there should be the careful setting of targets if the same approach will be adopted.

The evaluation team also found that technical capacities and know – how in the MFRSC and its agencies were enhanced through technical support (climate change knowledge etc) as well as functional (policy development, project monitoring etc). Though this is a good initiative but might become a challenge in future whereby Ministry staff capacitated might be regularly transferred or moved from one ministry to another.

**Finding: progress on Energy for All 11% Delivery**

Similar to RVCC, under SE4All the technical and functional capacities of energy stakeholders and government officials for decentralized clean energy planning and decision making based on quality energy data was improved. This is evidenced by Mini – Grid Power Generation Distribution and Supply Regulations 2021 gazetted on 27th January 2021 and establishment of a village based energy service delivery model for replication national.

While the project did not achieve much of intended results in particular the establishment and operationalization of mini-gids, awareness programs were held before introduction of project developers to the project beneficiaries’, general public and authorities were sensitized through knowledge sharing and demonstration events, high level dialogue, radio programs and roadshows eg (9) Watch, Facebook and print media. The awareness meetings were held in September 2020 with a team comprised of Officers from DOE, UNDP, and District Councils on the targeted sites in the five districts. The purpose of the meetings was to introduce the project developers to the project beneficiaries. Due to Covid 19 restrictions, the meetings were limited to local chiefs and councilors. Project developers were part of the meetings and they included One Power Lesotho for eight mini-grids, Rural Self-help Development Association (RSDA) for one energy center, Solar Lights, five energy centers, and KESI Business Solutions for one energy center.

 The plan was to have 10 mini-grids and 10 energy centers, two per district, operational at the end of the project (July 2021). To date 7 energy centers are operational and only 3 are awaiting the contract to be signed to start. Despite some been operational, the challenge is the affordability of end-users of renewable energy products and some villagers do not buy the products because they have been promised to be connected to the national grid. It is important to note that this expectation was not raised by project rather other authorities regardless of accessibility and cost of extending national grid into such areas. Therefore, the project is providing alternatives to clean energy while awaiting connection to the national grid that may not be realized in the near future. Furthermore, the energy center owners stated that they do not realize profits as they spend more operational costs such as physically going to villages to deliver and collect money for products of which some places are hard to reach as they travel long hours on bad roads. While this is a true reality, following pre-feasibility studies done by the project to identify potential areas including demand and affordability, the developers had done their own feasibility studies which informed that business models. Of course, COVID-19 may have not been factored in during development of business model for energy centers by developers but indeed it is impacting the livelihoods hence purchasing power of households. Furthermore, interviewees stated that a lot of education and awareness has to be done to the end-users as they are expecting to get these products for free and beneficiaries are buying products just to charge their phones and for lighting. Despite this concern, it is should also be noted that government and politicians have been providing a lot of handouts particularly at the beginning of COVID-19 hence need for continued sensitization.

These are some energy developers’ comments regarding energy centres: “UNDP grants are not enough to set up the centers, for instance, I was given $25, 000 to set five shops and I take UNDP like anyone (i.e., UNDP is not helping us as expected) and was not happy with the selective tendering they made”. Despite these challenges, UNDP did support us financially through grants, marketing and promoting our products through radio shows, and also the development of a website for our products. It further be noted that the project is promoting business-driven model to for renewable energy access based on previous energy project such LREBRE which were not sustainable as they were heavily subsidized by government. So the grants are just an incentive for private sector to extend their business to these underserved communities while they still have responsibility to raise resources as they are already doing in urban and peri-urban areas. In addition, the energy products will benefit the beneficiaries in numerous ways such as now children will be able to read and do assignments at nights, charging of cellphone is not only important for communication but also for financial serves such as mobile money transfers which cut travel costs significantly as people take long and expensive travel to get such services to towns where they can access financial institutions such as banks and for children to make researches for their school work. Despite these numerous benefits the issue of ICT infrastructure needs to be assessed whether the beneficiaries will get these benefits.

Eight (8) concessions out of ten (10) have been signed for mini-grids, but none have been constructed and/or made operational yet as awaiting finalization of Special Purpose Vehicle (SPV) which will oversee implementation of the construction of mini-grids. Policies were also developed such as Investment Prospectus Agenda, and Development Country Action Plan even though are in draft form. The challenges for the delays were that there was no policy as this was new approach in Lesotho, furthermore, more groundwork was needed as this subject is new and Covid 19 also impacted negatively on the progress. But more importantly, there were back and forth discussions on modalities of mini-grids between stakeholders. Though, the target was not met during the mid – term review but significant progress was made towards creating enabling environment for participation of private sector evident by actual preparatory/ground work done towards construction of mini – grids and generating an interest from financial institutions to invest in these mini - grids.

UNDP is therefore, encouraged to continue facilitating coordination between the developers, Ministry, and SPV to speed up the agreement so that construction of mini-grids can be started within this one year of the extension. It must be noted that SPV is subsidiary company of developer (One Power) that the financiers now require that it to be the one signing on behalf of the developers to ring – fence its investment from other similar projects implementing by selected developer.

The activities under this output need to be reassessed to determine whether they can be completed during this phase of the project given that a SPV has been established and owned by One Power Company which will be responsible to mini - grids. The scope of activities under this output could be reduced to activities that directly support the development, approval, publication, implementation, monitoring, and establishment of SPV. The activities of construction and operationalization of mini-grids are deferred to the second phase of the project.

Strategic engagement and partnering by UNDP on potential lead donors such as World Bank can be of great value for scaling up as it is willing to assist the government to establish mini-grids through the Private Public Partnership (PPP) arrangement.

**Finding: IG is progressing on Green Value Chain project 18% Delivery**

The pillar work program has benefited from the accelerator lab to realize work on the economy through the Green Value Chain. The project started in January 2021 and is expected to end next year in June 2022. It is a very short and small project but offers most potential for scaling and having a greater result for the CPD. The project is focusing on additional commodities that would generate income and employment for beneficiaries. The project is to be fully implemented in Mohale's Hoek under the environment pillar to complement the RVCC project and other government interventions.

Green Value Chain aims to address the adverse of Covid 19 as indicated in the joint Assessment of the Socio-Economic Impact of Covid 19 in Lesotho which depicted that the poverty rate will increase by almost 2% in 2020 affecting people in the rural areas where more than 60% of Basotho live. It was further found that 20% (almost 433, 000 people) of the Lesotho population will be food insecure as a result of Covid 19. Furthermore, the project was also informed by the fact that Lesotho imports over 90% of its consumer goods and services including food from South Africa. The project is anticipated to build the capacity and resilience of the local agricultural sector to produce and supply the local market through sustainable production, process, and marketing processes. In collaboration with local stakeholders, UNDP has managed to the mobilized private sector (LNDC, Standard Lesotho Bank) for the implementation of activities. The project aims at supporting the Government of Lesotho to initiate a value chain program to consolidate efforts towards creating sustainable green livelihoods and jobs, through the development of local value chains and supplier development systems and taking advantage of youth in the application of clean and digital technologies to increase quality and volumes of locally produced food.

Interviewees indicated that the UNDP assisted in the development of a Marketing Application that contains all information regarding what has been produced and the prices of those products and further assisted by publicizing the App. The App was promoted in 2019 in different districts. This App can be accessed by everyone and is reported to be working well. Numerous feasibility studies were completed regarding value chains in Lesotho with the support of FAO, therefore, more support is needed from UNDP to help with setting up legal frameworks for other value chains which will be engines for development.

**Findings Covid 19 summary. The pillar’s program has been negatively impacted by COVID-19, but the work has made significant progress despite this.**

Results achieved as described in the results framework are mixed. Capacity development efforts to date have been achieved. While valuable training efforts were undertaken for ministries and some beneficiaries, a more targeted approach to it, focusing on both the technical and functional, is required to implement and monitor the CPD progress. The evaluation noted that there were delays in some activities due to COVID-19**,** which restricted gatherings of people for rangeland management activities for sustainable natural resources management. For universal access to clean, affordable, and sustainable energy, there was a delay in agreement on the operational modalities. However, despite these challenges, progress has been made although the targets were not met at the midterm review.

Instances include the following situations, approximately 20,000 hectares of land were rehabilitated and are under sustainable management RVCC project, 17, 335 ha, and the Small Grants project, 3, 500 ha, however, the EE team indicated that the area might be more than this as they are still finalizing collection and cleaning of data on land under sustainable management including managed rangelands, fields where climate – smart interventions supported by the project were implemented, and areas and natural resources in the vicinity of project interventions and/or downstream that are indirectly protected as a result of the project interventions . The target was not met at the midterm review based on the assumption that 25,000 ha were not achieved. The assumption was made because no implementation plan indicated the number of hectares to be covered and by when. However, the target is on track**.** More than eight species gazetted as endangered are protected at Semonkong Botanical Garden. The target was exceeded**.**

**EFFICIENCY**

Both UNDP, Government of Lesotho (GOL) and donors should first test the viability of awarding capital grants & performance – based incentives and research activities should be coordinated primarily with Ministry of Forest, Range and Soil Conservation, Ministry of Energy and Meteorology and their agencies and research based organizations in these areas, e.g., National University of Lesotho.

Furthermore, the UNDP, GOL & donors should develop a robust M&E, learning plan that will be consistent with complex context in which the project operates for potential future projects.

**Finding: Delivery (note small projects)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project Name**  | **Approved Total Budget**  | **Total Budget** | **Total Delivered**  | **Total Delivered %** |
| **2019** | **2020** | **2021** | **2019** | **2020** | **2021** | **2019** | **2020** | **2021** |
| **Environment and Energy**  |
| Reducing Vulnerability from Climate Change  |  2 214 026  |  3 768 721  |  1 011 498  |  4 780 219  |  2 027 789  |  2 349 556  |  752 323  | 92% | 62% | 74% |
| Sustainable Energy for All |  842 410  |  775 449  |  675 447  |  1 450 896  |  443 949  |  747 059  |  74 776  | 53% | 96% | 11% |
| Green Value Chain |  |  | 810, 000 | 810, 000 |  |  | 142, 962 |  |  | 18% |
| Watershed |  119 036  |  -  |  -  |   |  111 445  |  -  |  -  | 94% | - | - |

Climate Change is on target about the utilization of financial resources considering the percentage spend at this time of the year and Green Value Chain is also on target as it started June 2021. For Energy for all project, much has not been done considering that half of the year has elapsed and only 11% has been spending. UNDP should actively coordinate the discussions between all stakeholders to reach an agreement on all pending issues, particularly regarding the mini-grids.

**Finding: Pillar level Results - the structural changes the pillar was trying to achieve**

In terms of the structural and transformative changes expected by the overall pillar work, the financial resources in some projects might have been better monitored and integrated with other pillars for results. Considering what has been achieved from 2019 to date in the Sustainable Energy for All project that ends this year, the evaluation was greatly concerned about whether financial resources were used efficiently. For instance, only 70% of the energy centers are operational and 100% of mini-grids are not operational, but the amount of money spent to date is $1, 265, 784, which is 87% of the approved total budget. It should be further noted that US$1.2million of total budget of US$3.5million was allocated to establishment of both mini-grids and energy centres and is to be paid towards capital grants and performance-based incentives (PBIs).

**Finding: UNDP GOL Procurement not a bottleneck.**

Interviewees indicated that though sometimes it might take too long more often things were procured on time, hence, there was no hindrance brought by procurement processes. Therefore, procurement is not considered a significant bottleneck. Agreed a more deliberate move to national implementation based on capacity building of IP on the basis of micro-assessment needed coupled with regular spot checks. Mini-grids are not yet operational and energy centres are yet to reach targets to trigger disbursement of PBIs. However, the project has been granted a no-cost extension up to October 2022.

**Finding: Relating to financial instruments, the project is largely funded by vertical funds through GEF. Stakeholders say it could have benefited from more funding to scale up project work, i.e., energy.**

**Expenditure to Date (Five Year Outlook)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Donor** | **Total Funds Committed (USD)** | **Expenditure by period** | **Cumulative Expenditure (USD)** | **Balance (USD)** | **% Delivery** |
| **2016** | **2017** | **2018** | **2019** | **2020** | **2021** |
| GEF/UNDP | 3, 900, 000 | 31, 476.81 | 505, 435.98 | 456, 663.00 | 377, 512.00 | 747, 059.28 | 0 | 2, 118, 147.07 | 1, 781, 852.93 | **54%** |

**Finding: The implementing partners and other partners support the activities. The partnership strategy was said to have needed more integration with other pillars for results including monitoring.**

The ministries mentioned above are active backers of the project and its activities. The relation with UNDP is good except that UNDP brings an element of dominance at times in terms of what must be done, and sometimes their procurement process takes too long. Therefore, an open and transparent discussion is needed between UNDP and its implementing partners to adopt principles of consensus.

## **Efficiency**

With regards to the question of whether UNDP approaches, resources, models, conceptual framework are relevant to achieve the planned outcome, this has already been discussed in detail under the relevance, effectiveness and modality questions above. Generally, stakeholders are very happy with the UNDP approach to capacity development, donor coordination, and technical support. With the new operational and political context–-discussed above – UNDP comparative modes such as coordination and convening as well introducing innovative methods for capacity development are highly valued by partners. National implementation is the default modality however in exceptional circumstances and in consultation with the Government and UNDP headquarters, direct implementation is used to safeguard and ensure UNDP accountability- Security sector reform and Lesotho National Reforms. The Harmonised Approach to Cash Transfers has been employed in a coordinated fashion with other agencies to manage risks. As a NIM country, the procurement goes through national procurement but at times UNDP is asked to support for speed. Generally, there has been an economical use of resources when considering the management of results across the portfolios. Financial audit is generally on time and spot check have been observed.

For instance, the MYGSR was very happy with the capacity building approach ie. training and training of trainer modules with training tools but say innovative approaches and approached to meet larger numbers and over all longer period. Some examples of improved methods for capacity building , are :at the project level provided include more apprenticeships built into project design. Generally, the capacities of the executing institution(s) and counterparts were considered but generally on a project-by-project basis. The program level capacity development as mentioned can be tighter and more programmic linked to a tighter contrived program.

Procurement, is done on a competitive basis and through government and or UNDP depending on the needs i.e. UNDP can generally deliver something when speed is needed. The use of national systems was thus found to be in keeping with relevant national requirements and internal control frameworks. There was some criticism on the approach meaning needing more work on policy advocacy but as it is linked to the new opportunities that have opened up.

Team learned the CPD is financed largely through partnerships with a mix of vertical funds, GCF, Core, Bilateral partnerships. As discussed in the pillar discussion the overall CPD delivery rate has been robust.

**Monitoring**

With regards to CPD level monitoring, the evaluation learned that UNDP has been applying adaptive management and robust monitoring but as highlighted in the relevance section, a programmic approach more is needed across pillars with the MDP and with each pillar as a program linked to the overarching work. More program evaluations also at each pillar level will support the integration and the higher order results in terms of scalability and partnership need for bigger results and resourcing.

As per CPD and in line with the UNDP Evaluation Policy, UNDP has allocated 5% of program resources for M&E and ensure systematic collection of disaggregated data to enrich the evidence and analysis underpinning programs, and to fill the data gaps that impede effective targeting of marginalised populations. There is no evidence that this is the case and in fact stakeholder say more can be done on pillar level evaluation. The UNDP Gender Marker has been used. Stakeholder participation has been promoted through joint field visits, program reviews and participation in project board and technical working groups but this was limited during Covid. The evaluators found that the UNDP M&E plan (IRRF) is used to strengthen communication for results and facilitate advocacy for program support, policy dialogues and thought leadership. The program outputs were monitored on a quarterly basis and outcomes on an annual basis, and validated through a joint annual program review with stakeholder. The program also undertakes thematic and projects evaluations throughout the program cycle. This mid-term program evaluation is conducted after 3 years of implementation.

Another, key recommendation is for regular evaluation of each pillar programs as it will contribute to emphasizing the UNDP modalities i.e. coordination and convening roles and for synergies and integration and future results. The table below show the current monitoring capacities for the internal CPD monitoring team.

**The following table outlines the UNDP staff focused on CPD level monitoring:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No. | **Name** | **Title** | **Level** | **% of time allocated to monitoring, evaluation and other tasks** |
| 1 | Mabulara Tsuene | Program Specialist/National Economist | NOC | Monitoring: 15%Evaluation: 5%Other Tasks: 80% |
| 2 | Mathabo Chaoana | Program Support Associate | GS | Monitoring: 5%Evaluation: 5%Other Tasks: 90% |
| 3 | GOLAKAI-GOULD,Nessie Rajaen | Deputy Resident Representative | P5 | Monitoring: 10%Evaluation: 5%Other Tasks: 85% |

In alignment with the UNDAF Results Framework, UNDP is using national data sources for reporting and strengthen internal M&E capacities to enhance evidence-based management, program effectiveness and sustainability. UNDP stated its intension to strengthen internal processes for M&E to improve attributability of results. As highlighted by finding and in all sections above, UNDP is supporting the government’s ability to monitor the program and is building capacity for national SDGs monitoring in the process. Pragmatically UNDP and MDP can make regular visits to downstream activities to consider the bigger barriers that prevent scaling up and uptake of the pilots as a first step. A tighter more streamlined program is the best way.

**Finding: Enhanced joint MDP –UNDP monitoring is needed especially with downstream CPD work.**

UNDP/MDP monitor and govern the program through biannual CPD meetings. For greater results and to include the overarching goals of sustainable development and poverty alleviation, stakeholders say the more direct government monitoring could support results. While upstream work is earlier the learning and policy influence can occur from witness results of the community-level work. The energy project work, for example, is a pilot involving a scheme that is dependent on conditions related to other key problem areas, i.e., poverty, livelihoods, disposable income, and/or internet services. By bringing in the MDP to monitor such grassroots programs, the work can be fully monitored, and the partnership can move forward programmatically around the overarching CPD-expected results of sustainable development and poverty alleviation. These pilots are meant to enforce learning. The MDP is the principal-agent for learning targets for policy influence and future budgets.

**Finding: While the CPD is contributing to the outcome through pillars, the program can use cross-cutting mechanisms to support efficiencies, integration and synergies to strengthen and sustain those results.**

CPD that encourage a one vs three program is a move away from silo tendencies through including cross-pillar mechanisms, such knowledge management, monitoring, and communications. In addition, the accelerator lab is a perfect example of a cross-pillar mechanism and service for integrating emerging issues into the program. It is keeping UNDP relevant and introducing design thinking, and innovation in its capacity building approach. Currently, the accelerator lab sits under the inclusive growth pillar. The evaluators noted that the boundaries of the pillars are false, giving undue to UNDP offer and nexus programming with the assumption that these programs are being monitored as one in relation to the silos that still beg for an office to retreat into. This tendency for silo creep is a modality issue that is not unique to UNDP Lesotho. Ways to work as one integrated nexus issue program include using strong branding and internal and external communication on the nexus offers, having good knowledge management function across the program, expressing learning and linkages and strong support for cross-pillar monitoring including with the government counterparts. A linked finding (per stakeholder’s interviews) is that the communications and knowledge management (learning across pillars) can be improved.How well the program both in terms of CPD management and modality enable strategic communications, results, and Stakeholder say much more branding can be done.

## **Partnerships****[[20]](#endnote-2)**

Partnerships are instrumental for results both in terms of mobilizing resources and in the successful coordinated approach to the implementation of initiatives. Evaluators found that UNDP objectives and priorities presented in the Partnerships and Communication Strategy and Action Plan (PCAP) lack approach for deciding on partnerships on the basis of their success potential against the overarching CPD results framework and operational modalities. The feedback from consulted partners however suggests general satisfaction to the quality and technical support provided by UNDP. UNDP is described as respected and valued partner and most partners are motivated to continue the partnership with UNDP. Having an up-to-date partnership and resources and results framework strategy will support results. The window is currently wide open for a partnership strategy that is holistic and considers the current conducive enabling environment and need for all of UNDP pillars work, the role of business for youth and women participation, economic empowerment and development, peace, and prosperity.

The following are findings related to partnerships.

**Finding: UNDP does systematically plan their partnership building with the view of achieving their objectives and priorities.**

Overall, UNDP partnerships are in line with objectives and priorities set out in the CPD. There are thirty – six partnerships including media and beneficiaries. 5.5% of UNDP partnership correspond to pillar 3 (environment and energy), 28% linked to pillar 1 (governance and Peace building), 39% are connected to pillar 2 (sustainable and inclusive economic growth), 22% not indicated which pillar will be linked to and 5.5% cut across all the pillars (media and beneficiaries). The majority (approximately 72.5%) of the partnerships directly respond to CPD pillars while the rest the assumption is that they will respond to more ad hoc needs. Most partnerships are for pillar 1 & 2 while there is small number of partnerships for environment and energy pillar which will bring more tangible results. With some exceptions, UNDP do not systematically use partnership building as part of their tools or resources in planning to meet CPD objectives, for instance, nothing has been indicated on what kind of partnership would be needed for certain tasks or how existing partners could contribute directly to a given priority. UNDP has a guide of building partnerships but there are no explicit criteria or guidelines for selecting partner organizations. The PCAP does not specify the expected outcome and schedule of the implementation of activities. Furthermore, it was not possible to define the total amount of resources UNDP has invested in partnerships but available information indicates that working on partnerships is a significant part of staff time, cost of mission and cost of meetings. Resource planning concerning partnerships is not systematic even though it is clear that partnerships maybe costly in terms of both human and financial resources. Partnerships are established around specific stakeholders with potential for mobilizing resources including development cooperation agencies, international financial institutions and private sector. There are formal meetings and talks about the overall state of the partnership. The communication is based on transparency and trust. Frequency of communication within partnerships is not clearly articulated.

**Finding: UNDP partnerships are managed individually on a case – by – case basis.**

The partnerships are managed individually by the relevant UNDP staff members and assume that they are governed by partnership arrangements that vary in terms of formality, duration, objectives and resources allocated. This approach of managing partnerships provides key benefits of partnerships been context specific, responsive, accessible and personalize. But this approach has limitations such as changes in staffing or task assignments could significantly affect the partnerships and diversity of management approaches makes it difficult compare partnerships. This calls for same approach of Program Steering Committees be extended to overall UNDP partnerships whereby each pillar will be represented.

Therefore, UNDP should develop a cross pillar more strategic approach to partnership building by planning more carefully for the partnerships that are needed for achieving the outputs/priorities in the CPD. UNDP should engage a small number of committed and motivated partners than be involved in numerous partnerships that do not directly contribute to their priorities. The same approach of Program Steering Committees can be extended to overall UNDP partnerships whereby each pillar will be represented.

**Finding: consulted partners satisfied with UNDP partnerships with some caveats**

According to the interviews that were carried out during the evaluation, there appears to be general satisfaction with the UNDP as a partner. While UNDP financial contributions are relatively modest, partners stressed the helpfulness of UNDP presence. With the technical contributions interviewees described it as experience based, honest and able to work with multiple stakeholders. All partners were really motivated to continue to partner with UNDP. Furthermore, UNDP observe timelines as stated in the implementation plan which helps in the effectiveness of projects implemented. With regard to challenges, some of the interviewed partners mentioned the lengthy financial arrangements (procurement), lack of detailed project description (NUL), for instance, Mobile Application to curb crime, support is prescriptive (that is, UNDP only provides support to activities that drives government priorities [CCL]) which can undermine some of the activities that contributes to its mandate.

**Finding: there is considerable evidence that UNDP partnerships have resulted in positive short – term, medium – term and some long – term changes**

Most of the partnerships have met their stated objectives. The evaluation found evidence of a wide range of positive achievement and changes that partnerships have contributed to, in particular the following: Enhanced cooperation with beneficiaries, capacitated implementing partners on technical capabilities and beneficiaries. The results are mostly relevant and meaningful in terms of their potential (future) contribution to further changes and improving the living conditions of affected populations and the condition of affected ecosystems. A general criticism is that of the siloes nature of the partnerships for the long term transformative changes. The IG work finding is that for greater result of the partnerships in that pillar, it can be expanded for private sector and the business sector broadly together for instance, with the World Bank and others in the business community across and in the private sector. The new context also provides an opportunity to revisit the partnership strategy and focus on the need for partnership at a higher cross program CPD level.

**Finding: consulted stakeholders widely agree that UNDP partnerships have potential to contribute to longer – term and deeper impact.**

The assessment of the impact of partnerships is not possible as there is no system of tracking partnership contributions to long – term development impacts and attributing such impacts to specific partnerships as most of the interventions supported by UNDP are for a short period with the exception of projects under environment and energy (RVCC & SE4ALL projects). The absence of verified evidence to prove impact of UNDP partnerships does not mark a weakness in partnership performance. However, this highlights the need to spell out the relationship between the expected short – term results and intended longer – term impact in order to illustrate and track the relevance of short – term results in the broader context of long – terms changes. With regards to new partnering opportunities especially for the current context, the evaluation found that the articulation of the European Union Country Program and with member EU states of a Team Europe initiative for Lesotho expanded opportunities for UN/UNDP to engage and support the implementation.

**Findings: UNDP does not indicate the sustainability of partnerships**

Partners interviewed indicated enhanced capacities as a result of UNDP partnerships but it is difficult to determine whether these are sustainable, that is, likely to continue without further support from UNDP and its partners. Sustainability relates to the extent to which the UNDP and its partners track and document their progress and results, during the evaluation there is very limited systematic data available that documents change processes over time. While tracking results does not affect the sustainability of results, it is relevant for UNDP to be able to plan and report on the sustainability of its partnerships and their ongoing relevance.

**Finding: UNDP partnerships are not well documented and there has been no indication of sharing information about partnership and their performance both internally and externally.**

UNDP partnerships are documented on individual project reports (meeting reports, work plans) and there is no systematic filing of information about partnership progresses.

**UN Partners**

**Finding: UNDP partnered effectively with WHO, UNFPA, UNV, and UNWOMEN I.E YOUTH POLICY, YOUTH VOLUNTEER PROGRAM.**

The CPD response to Covid 19 offered excellent examples of UN coordinated collaboration. This can continue especially in areas of health and SDGs financing and data /monitoring projects. For instance, in collaboration with UNFPA, UNAIDS and WHO, UNDP is implementing a joint UN COVID-19 response project for strengthening national response to COVID-19. The project has supported the Government of Lesotho to scale up national readiness and response operations for COVID-19 and facilitated an integrated and inclusive by building capacities of the community-based structures to strengthen the national response. Through the project and with UNDP’s technical leadership, the UN has handed to the Ministry of Health a web- and mobile – technology-based application for detecting monitoring COVID-19 infections and suspect cases at community level, through the village health workers. With resources from the project, UNDP procured 1,081 mobile gadgets to use with the application. UNDP collaborated with WHO to introduce and roll-out the gadgets and application to village health workers in the 2 pilot districts – Quthing and Mokhotlong.

UNDP has provided technical leadership in the development of the joint assessment of the impact of COVID-19 on Lesotho, in collaboration with the UN agencies, World Bank and IMF. This provided an analytical framework of the impact of COVID-19 in Lesotho, and advanced recommendations for programmatic response and the national recovery agenda.

## **Cross Cutting Issues: Human Rights, Poverty, Gender**

While the issues are cross-cutting, for human rights as well as for gender and youth, the need expressed was for more direct monitoring and activities for attribution. Additionally, stakeholders agree that a strategic engagement, donor coordination, and partnering plan with the government and the business sector is urgently necessary and can take advantage of the open windows i.e. current Covid 19 recovery planning and regional and national interest in the economic and development sector with regards to national reforms and good governance.

Presently, the pillar inputs address gender-related matters in the context of implementing ministries. Human rights strategies and action plans are missing for vulnerable groups and indigenous people, those who are not as strong as they could be, as is the case with gender. For example, gender issues are well addressed in the projects as most beneficiaries are women and young people, the issues of vulnerable people are not well articulated. For instance, how would people with disabilities or double orphans be assisted to have access to these renewable energy products? For instance, renewable energy is available for all considered people in remote areas where the majority are females, but nothing has been said about vulnerable groups in terms of access to these products.

***Human rights***

With regards to the extent have poor, indigenous and clans, youth, and persons with disabilities, women and other disadvantaged and marginalized groups benefitted from UNDPs work the CPD sought to and actively pursued equality of access to clean energy services and opportunities for women and men (i.e. CPD team composition, gender-related aspects of pollution impacts, stakeholder outreach to women’s groups, etc.). The approach to human’s rights has been cross cutting in all projects reviewed and the Program is contributing to a human rights-based approach. Stakeholder say Stakeholder more communication might support this work.

***Youth and Gender***

Here the evaluators found the need for youth and gender targeted support for prior work institutional development follow through. For National Youth Institutional Development Work, evaluators found that UNDP supported youth institutional work but need to be followed through by an act of parliament. UNDP has been involved in institutional strengthening framework of youth institutions. A bill has been drafted in 2020. There is a potential to continue and advocate in order to firmly establish the youth platform in government. Additionally, technology for youth civic engagement is a strong theme that can be furthered explored with support by UNDP. It helps them also to get also engaged in the global issues.

***Poverty***

The CPD was designed to contribute to poverty and inequality as UNDP core offer. These areas promoted through all project in targeting and site selections. The synergies and resourcing across the outputs happen generally on a project by project basis as well as monitoring. For example, evaluators found that the Inclusive Growth pillar has been very strong in directly supporting the following: reduced poverty and inequality, improved sources of livelihoods and income, reduced unemployment (youth improved entrepreneurship/expanded economic opportunities, relevant and improved skills, improved investment in market-relevant, tertiary, technical and vocational training.

**Gender**

The Gender Problem analysis was robust using the design phase. Evaluators reviewed the logical framework and found mainstreaming in design. The TOC strategies for these cross cutting programs are mainstreamed through the various projects. Evaluators reviewed CPD targeting interventions monitoring by review and design work and observed that the gender assessment in the TOC was robust and had provided highlighted gender issues for planning in across pillars. The stakeholders interviewed said the CPD and program could use better targeting and direct support interventions as well as monitoring of gender results by the CO. While there has been some results and good engagement i.e. UN partnerships on the issues more can be done through a targeted Gender program. Current opportunities for gender targeting lay in the in follow-up to the NRA processes, health and economic COVID 19 economic recovery process.   The governance, and the environment and energy work are also particular attuned to the need for a Gender sanitized programming with key targets in projects on women’s economic empowerment in small business and worm’s access to clean energy as a human right and to support women’s economic empowerment.

Evaluators found a good example of an upstream Gender Partnership - UNDP – UN Women collaboration within the framework of the joint program on Lesotho National Dialogue and Stabilization project focused primarily on ensuring active participation of women in National Dialogue process and the integration of women specific issues within the agenda of these dialogues. With consensus agreement of 7 thematic areas of reforms and the composition of the NRA to lead the reform process, the UNDP-UNW collaboration has ensured representation of 33% women within the NRA (including the Vice Chair who is a female) and the inclusion of gender specific concerns within the work program of the NRA, especially as relates to security sector reform. UNDP supported 38% of program design and support to NRA to activities that promote Gender Equality and Women Empowerment (ROAR). The extent the CPD support promoted positive changes in gender equality are provided by examples as told by stakeholders and found across the pillar outputs review.

Good examples of gender in the environment and growth pillars include : community members of both sexes participating in awareness – raising meetings and participating in voluntary land rehabilitation program in three community councils of Lithipeng, Khoelenya and Thaba Mokhele mostly which were women. Furthermore, Bophelo-Ka-Mosebetsi App is used mostly women who are Village Healthcare Workers.

## **Sustainability**

***Financial***

The program evaluation highlighted throughout the report above the issue of small inputs. Stakeholders clearest mention that one of UNDP advantaged is its ability to mobilize resources for longer and bigger initiatives including innovative financing and private public partnerships. Here the evaluation found the need to build CPD and program capacities for resource mobilization and partnership work in the Country Office. The program need to become more cross sector and programmic in this regard. As it is mentioned and discussed throughout the report, innovative financing is needed to scale up and sustain the economic development and environmental focused natural resources business programs.

***Institutional***

Again as highlighted throughout the report, the key cross cutting thematic comparative offer of UNDP is that of institutional capacity development, for institutional sustainability, the CPD teams can find ways to continue to influence the post national reforms dialogue. The peacebuilding reform processes as the form will follow function and UNDP can continue to support the democratic and inclusive institutional needs of the society in this post Covid and post national reforms period. The legal, policy and institutional reforms form an organic basis for sustaining the expected results of this program where they are engraved in law. Here evaluators found UNDP can be proactive with the vision and consultancies to position for supporting the discussion of what a good government might look like -post Covid 19 economic recovery and national reforms - inclusive, democratic. This need a tighter program focused on sustaining the governance and economic recovery results i.e. sharing the business and development benefits for all. Under inclusive growth more work on assessing and implement further work for value chains and institutions with a gender focus i.e. gender sensitive cooperatives and parastatal institutional arrangements.

***Socioeconomic***

In terms of the social-economic sustainability, as mentioned the CPD has been designed based on need and priorities and is congruent to its nexus support offer that highlights it comparative offers regarding inclusive sustainable development. The program has mainstreamed and or downplayed key issues i.e youth, gender, economic - private sector engagement. These will require more monitoring and explicit programs for institutionalization in the new operating post reforms. Thus post MTR, the need is to monitor for these targets: youth and women institutions and begin discussion on private sector and enhanced civil society engagement. Post MTR, the opportunity that is offered by the post Covid recovery will require UNDP to continue coordination and strategic partnerships across sector as well as engaging for greater private sector and donor partnerships for a post Covid Lesotho. The sustainability of the governance work is also interlinked with the economic development and opportunities for rural, women, and youths. Here the CPD need more focused and targeted work including partnership with the relevant UN agencies on institutional development for youth and women, private sector convening for its role in inclusion in economic activities. Innovative financing is needed to scale up and sustain the economic development and environment programs.

***Environmental***

For environmental sustainability – poor disenfranchised people are forced to degrade the environment and use up value nature resources i.e. waste issues, trees for energy. Due to the general approach of encouraging communities to take ownership of the land through voluntarism, the work seems sustainable as some community members from Ha-Makhabane village have started voluntary work regarding their rangeland rehabilitation while villagers from Maphutsaneng emphasized that they will continue what they have been taught by UNDP and Ministry about managing their natural resources (both villages are from Khoelenya Community Council). Furthermore, the MFRSC has indicated continued support to those affected. For renewable energy products and mini-grids, the issue of sustainability is twofold. On first instance, due to the engagement of the private sector to drive this initiative, it can be sustainable as the private sector is driven by profits, well managed, and willing to invest in this sector. On the other, the issue of disposable income by beneficiaries makes this questionable as most people indicated that the products are too expensive and this is further exacerbated the impact of COVID 19.

However, the FSS is expected to be in operation until such time that project promoters/developers gain sufficient confidence that the risks of investing in off-grid renewable energy base electrification and Energy Centres have been minimized and/or eliminated through the project. Any funds remaining upon completion of the project under FSS will be returned to GEF at the end of project. UNDP has partnered with UNCDF to support with disbursement of financial incentives to developers and to build national capacity, hence establishment of FSS – Investment Committee which will manage funds.

These program are key to enabling environment for rural development and equitable access to most bearable and marginalized and also to protect the countries assets. These program need broader enabler like internet and subsidies you kick start the rural economies.

## **Key Findings, Lessons and Conclusions**

The CPD is highly relevant and is based on previous cycles and learning. All three pillars reflect the current and priorities needs, and is aligned to the NSDP II, UNDAF and past programs and is informed by the 2030 Agenda for Sustainable Development, anchored on the NSDP II and UNDAF, and guided by the UNDP Strategic Plan, 2018–2021. The NSDP II 2019- 2023 prioritizes promotion of inclusive and sustainable economic growth and private sector-led job creation to address challenges of political instability, persistent poverty, non-inclusive economic growth and inequality. However, this evaluation finds there has been significant changes in context which impacted on the drivers, and assumptions, as well need for realigning the emphasis on some pillars and forging better linkages and focus areas between the pillars.

The new operational context–post Covid 19, post dialogues and impacts of slow follow up actions–impacting and threatening the peace process and the good governance environment with intensifying joblessness and poverty, has opened a unique window of opportunity for UNDP to help government envision what might could be the new functions (in the institutional architecture), policies (subsidies and finance), and services. The evaluators found unique opportunities UNDP regarding the unique window of opportunity for positioning gender sensitive inclusive sustainable development, inclusive economic recovery, evidence-based planning, and applying institutions for good governance with regards to the ongoing support to the post dialogues institutional architecture. Here the UNDP comparative role per stakeholder interviewed is emphasis in the short run placed on the modes, such as planning, coordinating, and mobilizing partnerships to sustainable development, poverty alleviation, and peace to engage fully with government on the priority planning and versioning processes: COVID recovery and NRA with peace and a human rights architecture and institutional development in follow-up planning.

With the changes in context including the follow up action planning in relation to the national reforms, Covid 19 and the African Agenda, the period offers new opportunities to strengthen the CPD program in the short term (to end of current cycle) and the next cycle (long term). With COVID, resources have been reprogramd and per the evaluation, most effectively (see the effectiveness section under inclusive growth-accelerator lab), but more strengthening of the links between pillars and strategic ways to coordinate for results. This include joint planning support upstream and more monitoring the downstream with the development partners.  For example, the peacebuilding coordination work can be augmented and reinvigorated, and the support to the follow up of the national reforms process and the COVID recovery agendas are opportunities for UNDP and government joint planning support concerning its comparative offers especially convening, coordination and institutional capacity development and supporting the country redesign of the new government architecture to meet needs based on a new vision of sustainable development in line with UNDP's nexus sustainable integrated programming vision. At the regional-level Africa agenda, UNDP can continue to engage and support SADC’s peace and sustainable economic development initiatives for Lesotho.

**Governance and Peacebuilding** The lesson for the governance portfolio is about relationship building and how that important relation as well as the neutral role of UNDP has enabled the UNDP to be positioned for a time now where by all the partners are looking to UNDP for its neutral position as well as its ability to convene and coordinate partnership and also to enable nimble follow up for the processes of national reforms

**Inclusive Growth** The main lesson from the evaluation for the Inclusive growth pillar is about how the current operating context and the more favorable political climate are focused on the sustained economic recovery and potentials in the business sector. This is a perfect time for coordinating and moving towards his private sector work. The other key lesson is the funding attached to the initiatives. It would be good for UNDP to build capacity for innovative financing and PPPs.

**Environment and Energy** As Lesotho is still one of the countries in the world most affected by climate change, the relevance of these interventions remains the same as when these projects were started. The lesson learned from this pillar is that while the projects are really relevant and meet the needs, the project designs used models that were not reflective of the actual time needed to complete the activities, such as the time it would take for communities to voluntarily work on the rangeland management and for the government, through the Department of Energy, to agree with energy developers on the operational modalities as the issue of mini-grids is a new concept in Lesotho. Therefore, the mixed logical framework results should be considered as challenges emanating from project design, project assumptions, and the lack of updating of the logical framework rather than as challenges in the action of the project stakeholders implementing the project. A key lesson for EE is to monitor these project closely with the government implementing partner and planning the CPD main counterpart. Relations between the project and various stakeholders are good but need constant and clear communication to all affected parties, particularly the beneficiaries. The capacity development activities undertaken to date have resulted in positive progress toward the implementation of CPD activities although more capacity work should be done on the monitoring part of CPD activities to ensure that progress is in line with the planned activities.

The project design (SE4ALL & RVCC) was too ambitious in its scope and objectives. It (RVCC) ignored the issues of unemployment and changing the mindset of people regarding voluntarism so that they can take ownership of the land. That is, to earn their living, people will need to be paid something in return for the work they do. Furthermore, regarding mini-grids and renewable energy products (SE4ALL), issues of technical capabilities and disposable income in the country were overlooked as many people could not afford to buy those products (no disposable income) and only one company can develop mini-grids in Lesotho (capabilities). But it should be noted that feasibility studies done were used to inform business models proposed by developers that Mini-grids will target areas that there is already concentration of economic activities and public institutions. So, while they are expected provide energy to drive local economy in the long run, they are expected to indirectly address issue of unemployment. On the other hand, energy centers are targeting community settlements that it will not be viable to operate a mini-grids because of challenge of disposable income but to provide alternative renewable energy gadgets/sources, e.g., lights, energy efficient stoves etc. depending on the capacity of households. Which addresses a challenge where household solar energy systems were introduced by provide interventions as packages that households were not able to afford and to maintain even after heavy subsidy by Government. So, while indeed there is a challenge of disposable income, at least energy centers provide alternatives depending on available disposable incomes and basic needs.

## **Recommendations****[[21]](#footnote-21)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Rec #** | **MTR Recommendation** | **Entity Responsible** | **Time frame** |
| **A** | **Category 1:  CPD Relevance**  |   |   |
| A.1  | **Key recommendation:*** ***Revisit the theory of change (TOC) and plan for greater synergies between the pillars with a refocus the work in the new context. Develop an accelerated results plan on the key planning opportunities, that is, Covid 19 Economic Recovery and Post National Reforms planning work.***
	+ To improve CPD program relevance (to be fit for purpose in the current context), the UNDP CPD management should guide and monitor all three pillars work to focus on UNDP modalities and comparative advantages for coordination and convening in order to take advantage of the new political and operating post COVID 19 context, to build new partnerships around the emerging areas (Health systems with UN partners) and UNDP legacy institutional development programs in three pillars for transformative level results.
	+ To improve the TOC narrative re-tighter program, the proponents highlighted that UNDP’s work on inclusive economic growth is a good entry point for supporting further nation building and peace processes, augmenting the post national dialogues and reforms and improve economic participation as well provide concrete inputs to effective recovery planning. In practical terms, this means moving forward with dialogue with partner and planning more integrated results featuring the inclusive growth overarching tagline offers an entry point for sustaining results. Stakeholders say the focus on inclusive growth and the green economy value chains and support to small businesses, the links of digitization on results across the program i.e. civic participation, e-governance and public services delivery and for supporting small rural business with a focus on youth and women’s economic empowerment is central to sustaining the national reforms, peace building and Covid 19 recovery process. Modes such as coordination of sector, that is, business and partnership with key groups, i.e. SADC and the regional Africa Agenda are part of this exercise. This exercise to develop an acceleration plan can be facilitated with a workshop and skilled monitoring facilitator.
 |  UNDP /GOL |  Immediate effect  |
| **B** | **Category 2:  CPD Effectiveness/Efficiency/Implementation & adaptive management of the projects**  |   |   |
| B.1 | **Key recommendation:*** ***Operationalize the accelerated results plan and institute key actions for management as stated below (Improve projects monitoring):***
	+ CPD Managers can schedule regular monitoring of pillar level results i.e. and practice of instituting pillar level program level MTR and formative evaluations against the UNDP nexus offer.
	+ CPD Managers can include the (MDP) and other relevant stakeholders in field visits to see broader bottlenecks affecting the current projects.
	+ Develop a detailed operational work and implementation plan for all remaining activities linked to resources (e.g funds).
 |  |  |
| B.2  | **Key recommendation:*** ***Strengthen the project team’s capacities in participatory planning and monitoring:***
	+ Pillars can work together to take stock of the current context and plan an integrated and accelerated results plan taking into consideration the current opportunities for transformative level results. Modes such as coordination of sectors i.e. business/private sector and partnership with key groups i.e. SADC and the regional Africa Agenda are part of this exercise. This exercise to develop an acceleration plan can be facilitated with a workshop and skilled monitoring facilitator.
	+ CPD Managers can build greater synergies between pillars and further position UNDP for future program and partnerships, by instituting mechanisms for the cross cutting CPD services as a priority: knowledge management plan and related cross pillar and audience learning activities, i.e. social media program, case studies, advocacy branding and communication of UNDP nexus offer.
	+ CPD Managers can move the accelerator lab upward over the pillars in the organizational aspect and institute it as a mechanism for design thinking and integration emerging areas.
 | UNDP /GOL |  Immediate effect  |
| **C** | **Category 3:  Partnerships**  |   |   |
| C.1 | **Key recommendation:*** ***UNDP should develop a strategic approach to partnership building, i.e develop a renewed and more strategic approach to partnerships in a refined and researched written document (resourcing, monitoring and implementing). This should be linked to the accelerated results plan based on the rationale highlighted above.***
	+ UNDP should further focus its partnerships to support its priorities and better plan the resources needed for partnering.
	+ UNDP should plan more carefully for the partnerships that are needed for achieving their outputs/priorities in the CPD including influence and resourcing.
	+ UNDP should engage a smaller number of high influence, committed and strategic level (program level) partners than be involved in numerous partnerships that do not directly contribute to their priorities.
	+ UNDP should also continuously evaluate the socio-economic environment and regional imperatives the country is in as it is difficult to attract direct investment because of geographical situation and size of the economy.
	+ UNDP should monitor and evaluate the result of these partnerships on a regular basis to ensure that the partnerships are leading to results and functioning efficiently.
	+ UNDP should regularly update its partnerships as indicated in PCAP.
 |  UNDP /GOL |  Immediate |
| C.2 | **Key recommendation:*** ***Work toward reporting that captures UNDP achievements with partners:***
	+ Consider how the program units should develop an integrated approach for tracking, analyzing, and making public the results delivery or performance in each partnership.
	+ The achievements should be linked to CPD results framework and due attention should be given to how partnership achievements can be attributed to progress to long – term results.
 |  UNDP /GOL |  Immediate |
| C.3 | **Key recommendation:*** ***Improve information sharing and coordination on partnership:***
	+ Systematic sharing of information about partnerships, their function, successes and challenges can be a key learning tool for UNDP to improve the effectiveness and efficiency of partnerships.
	+ Increase reporting on CPD outputs across pillars. Information on the achievements in each partnership should be shared internally and among partners and made publicly available.
	+ Information sharing is also important for ensuring a coordinated approach to working with various partners.
	+ Include documentation of processes, lessons and best practices with partners.
 |  UNDP /GOL |  Immediate |
| C.4 | **Key recommendation:*** ***Enhance partnership engagement to become more strategic:***
	+ Develop tools for systems analysis of strategic partners to undertake strategic choices of partners.
	+ CPD Managers can target the program for (policy influence and enhanced coordination) and undertake partnership building beyond public sector partners, international agencies and enhance those relations based on stakeholder analysis matrix on influence (impact) and interest as much partnership is not reflected on PCAP strategy.
	+ UNDP should include partners in their strategic planning and further develop the approaches to engaging them, for instance, for detailed project descriptions as was highlighted by NUL that Lehokela Crime Alert App lacked detailed project description and UNDP to support all initiatives (not only those GoL is interested in them but all those contributing to national priorities as indicated by CCL. CPD managers can develop a new partnership plan as part of the visioning and accelerated CPD post MTR implementation strategy exercise mentioned above. Key strategy level resourcing and sector influence partners such as SADC and others can be included as per the finding of this MTR.
 |  UNDP /GOL |  Immediate |
| C.5  | **Key recommendation:*** ***Build more partnerships with civil society organizations and private sector:***
	+ Identify CSOs and private sector that will positively contributes to CPD outputs as they are agents of change and significant results could be achieved through their partnerships.
 |  UNDP /GOL |  Immediate |
| **D** | **Category 4: Cross cutting Areas**  |   |   |
| D.1 | **Key recommendation:*** **Continue working on cross-cutting issues to be inclusive of all groups:**
	+ Work to develop specific policies with respect to vulnerable groups (PwDs, marginalized etc)
	+ In line with the recommendation above for accelerated results plan, CPD managers can institute more concrete mechanisms for monitoring and supporting cross pillar level expected results especially those concerning women, and youth, disabled (particularly vulnerable groups) related development support targets.
	+ Do communicate and position UNDP’s expected results with the development of a strategic knowledge management (KM) and integrated results branding strategy linked to the acceleration plan.
 |  UNDP /GOL |  Immediate  |
| **E** | **Category 5: Sustainability**  |   |   |
| E.1  | **Key recommendation:*** **Articulate vision for sustainability**
	+ Develop an exit strategy linked to the accelerated CPD strategy responding to the institutional, economic, social and environmental risks to sustainability and taking into consideration the current operation context and the greater opportunities for results as highlighted by this report. For instance, UNCT engagement in the health sector, economic sector planning post – Covid and governance institution planning and targeting post-national dialogues, greater partnership to accelerate results, i.e. with SADC, African Union and cross border economic agents.
	+ Build exit strategies both in partnership and program design including support to diversify resources (such as funds) mobilization.
	+ UNDP should explore and build consensus to both implementing partners and beneficiaries of what UNDP end support will be like and how this will affect partnership.
 |  UNDP /GOL |   Immediate |

**Thematic level Recommendations**

|  |  |
| --- | --- |
| 1. **Governance and Partnerships**
 | Time |
| **Relevance**  |  |
| * For GP, post national dialogues follow up with NRA planning is ongoing and poses an opportunity for continued close engagement post MTR.
* In terms of design, the governance and government program can further target especially at the policy and institutional level work on vulnerable persons, youth, and gender equity. UNDP assistance might be best positioned to build on the national reforms efforts and become a gateway or voice in that work on institutional development to support youth on issues of capacities and youth engagement that need a voice to organize youth groups and penetrate other groups. An opportunity exists for scaling up the policy and institutional work on supporting youth.
 | Immediate |
| **Effectiveness** |  |
| * For pillar work on strengthening governance institutions, it can further track and support the current work in the work they are doing. Future support is dependent on continued engagement and work support to the follow up of the national reforms in particular IEC and parliament which will have two houses rather than one. UNDP can continue to support government institutional development by better positioning to support form follows function and building the principle of good governance in those institutions post NRA. UNDP can support with a visioning and or gap assessment exercise of what the future institutions could look like post reforms. Here UNDP can further align the existing program support with the NRA action plan. Dialogue with NRA on how to further align the current program and strategically provide technical input to support the process with key target areas- youth, gender, and rural and disabled voices inclusion is also suggested in the interim.
 | Immediate |
| * The pillar can continue to be active role in the coordination of national peacebuilding and unity as an interlocker and closely align with SADC regional agenda.  UNDP can continue to provide supportive coordination to new Peace architecture.
 | Immediate |
| * An expanded program of pillar support for the comprehensive justice sector is called for. The pillar might develop an expanded program of support for comprehensive justice sector reforms by building on the ongoing national reforms process as the anchor. Additionally, UNDP can support positioning institutional development opportunities to build on the commitment of the current judiciary leadership to transform and optimize service delivery to all Basotho targeting the most vulnerable and disadvantaged groups such as women, people with disabilities, elderly, and youth.
 | Immediate |
| * Digitization is a key area for e-government services, good governance and rule of law/peacebuilding innovations that support participation and the pillar can continued to support such initiatives.
 | Immediate |
| **Efficiency**  |  |
| * For governance pillar structural change and impacts level results, the GP pillar program can be integrated with the other pillar work both upstream and downstream.
 | Immediate |
| **2. Sustainable and Inclusive Economic Growth IG** |  |
| **Relevance**  |  |
| * For IG pillar, to address the changes in operating context and need for continued relevance, the work of the IG economic pillar can be raised with branding and advocacy and planning for successful engagement and projects to influence the economic recovery and express urgency of its potential contribution toward transformative level results – further align the national economic development work including engaging with the private sector and economic growth with the National Covid Economic Recovery planning.
 | Immediate |
| * The pillar management can engage into partnership talks with the World Bank and Gold on the Covid 19 economic recovery and the potential to scaling up the business ecosystem with a focus on supporting value chains ecosystems including innovative financing, institutional development work, i.e., be more programmatic with a focus on private sector platform feasibility, and cover both agricultural and manufacturing. Embark on a more programmatic view and enhanced monitoring of the business ecosystem for structural changes and impact level results.
 | Immediate |
| * To build on new emerging opportunities from the successful UNDP joint UN Covid 19 response, the pillar can procure financing and technical support with UNICEF and Who and others in the UNCT for the health system requirements in a scale-up for the socioeconomic aspects of a functioning health system.
 | Immediate |
| * The pillar management can adjust the indicator in the logical framework for current cycle, to state a focus on the public sector, so if UNDP adjusts this focus for the target at MTR, the target will be met by end of cycle. For the private sector, there will be important future partnership building and coordination work as discussed through this report work. The MTR suggest to amend output one, changing the wording to "enable all economic agents" and not just a focus on the private sector.
 | Immediate |
| * The pillar can engage in improved CPD level monitoring i.e. for the cross-pillar area results especially concerning governance, business, women, and youth-related economic development targets.
 | Immediate |
| **Effectiveness**  |  |
| * Pillar assistance can be providing on a short-term basis to help government partners develop policy instruments for the business ecosystem to get established and to set up authorities for piggery and poultry.
 | Immediate |
| * To address challenges found around mobilizing the finances and resource mobilization to support the operationalization of the policy level initiatives and the results of the upstream exercises UNDP does with the government, gaps need to be addressed to make the programs more effective. To capitalize on UNDP added values and identify resourcing for results, the IG pillar can embark on resource mobilization and innovative private-sector financing initiatives. This work can also can be linked to improved overarching coordination of the business sector with the WB and GoL which are critical next steps. UNDP will need to organize itself to support these issues.
 | Immediate |
| * Pillar management, additionally, in order to increase the likelihood of scale up and national budget support to the pilot economic development initiatives, can employ more direct monitoring of the community and pilot level work with the national government counterparts, including the MDP as the principal counterpart. By bringing in the MDP to monitor the downstream programs, the work can be fully monitored, and the partnership can move forward programmatically around the overarching CPD-expected results of sustainable development and poverty alleviation. UNDP can continue to help government partners set up the legal frameworks and do donor coordination including more concrete work to support the agro subsectors. A mismatch was identified in programming, for instance, that prevents the population groups from accessing the capital they need to grow their small business.
 | Immediate |
| **Efficiency**  |  |
| * For the digital innovations introduced during COVID, i.e., digital monitoring by community health workers is done only for COVID. Consider extending digital monitoring nationally to other areas including linking to the vital register related to illness.
 | Immediate |
| **3. Environment and Energy**  |  |
| **Relevance**  |  |
| * Pillar, GoL and donors should continue to support activities under the potential second phase as these activities would still be within the scope.
 | Immediate |
| * Pillar, GoL and donors need to update the project’s logical framework to reduce the gaps in the outputs, change indicators so the progress can be measured within the project’s time frame, and remove any activities the implementers have accepted that will not be completed under the current phase of the project.
 | Immediate |
| **Effectiveness**  |  |
| * To improve overall effectiveness, the pillar management can enhance monitoring i.e. Monitor holistically and considering the nexus linkages taking into consideration the new context, i.e. links between the work on good governance, inclusive growth, gender and youth and environment and energy.
 | Immediate |
| * Pillar can collaborate with GoL to devise a strategy of how vulnerable people can be subsidized to have access to renewable energy.
 | Immediate |
| * Pillar, the GoL and donors can develop monitoring, evaluating, and learning methodology and plan which will be consistent with the complex context in which these projects operate for a potential second phase of funding.
 | Immediate |
| * Pillar can coordinating with World Bank to upscale the establishment of mini–grids in Lesotho through Public – Private Partnership (PPP) arrangement.
 | Immediate  |

## **Annexes**

## **Evaluation Terms of References (TORs)**

Attached

## **Evaluation Matrix**

See Inception Report – Attached

* 1. **Questionnaire for other stakeholders and implementing partners**
		1. **National focal point questionnaire**

See Inception Report – Attached

* + 1. **Non – Country partners’ questionnaire**

See Inception Report – Attached

* + 1. **Local Stakeholder questionnaire**

See Inception Report – Attached

* 1. **List of people interviewed**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Title/Role** | **Organization** | **Date** | **Pillar** |
| Ms. Mabulara & POs |  | UNDP | 02nd August 2021 | IG |
| Mr. Johane | Youth National Council | Ministry of Gender and Youth, Sports and Recreation (MGYSR) | 03rd August 2021 | IG |
| Ms. Lipalesa Lesenyeho | Director Youth |
| Ms. Mantsekhe Masupha |  |
| Mr. Malefetsane Nthimo | Department of Soil & Water Conservation | Ministry of Forestry, Range and Soil Conservation (MFRSC) | 04th August 2021 | E & E (RVCC) |
| Mr. Lebajoa |  |
| Mr. Matia Moeketsi | Socio – Economic Unit |
| Mr. Kobeli Tsasanyana |  | Ministry of Tourism, Environment and Culture (MTEC) | 05th August 2021 | IG (Plastic Waster Management) |
| Mr. Ezekiel Senti | Assistant Commissioner Police | Ministry of Police | IG (Lehokela Application – Accelerator Lab) |
| Dr. Lerato Lerato | Department of Chemistry | National University of Lesotho | 09th August 2021 | IG (Lehokela App & Elegant Grasshopper both from Accelerator Lab) |
| Prof. Phoofolo Mpho | Department of Biology |
| Dr. Masupha Pitso | Department of Crops |
| Thabo Mosoeunyane |  | UNDP  | Governance & Peace Building Unit |
| Ephreme Tedese | Peace & Development |
| Charles Makunja | International Reforms |
| Kekeletso Mokete | Program Associate |
| ‘Manthatisi Mataba | National Reforms Program |
| Mr. Limomane Peshoane |  | UNDP | 10th August 2021 | Environmental Sustainability, Climate Change and Resilience  |
| Mr. Tšeliso Tšoeu  | Small Grants Program |
| Ms. Nthabiseng Majara |
| Mr. Thabang Phuroe | Sustainable Energy |
| Ms. Mpho Sesoane |
| Mr. Lebone Molahlehi | RVCC Project |
| Mr. Morake Makhetha |  |
| Mr. Neo Mosito | Green Value Chain Project |
| Mr. Motente Nkuoatsana | Sales Agent | Solar Lights (Mokhotlong Energy Centre) | 12th August 2021 | EE (Energy Centre) |
| Mr. Michael  | Solar Lights – MD  |
| Ms. Marorisang Mphongoa | Nurse | St. James Clinic | IG (Covid 19 Surveillance App – Accelerator Lab) |
| Mr. Realeboha Tlhabi | Nurse | Mapholaneng Clinic |
| Ms. ‘Mabonang Sethathi | Village Health Worker |
| Ms. ‘Mabataung Sekete | RVCC Project Coordinator | RVCC Project at Mohale’s Hoek | 13th August 2021 | EE (RVCC Project) |
| Mr. Ntsitsa Sempe | Ministry of Forestry |
| Mr. Makhetha |
| Maphutsaneng Villagers | RVCC Project  |
| Ha – Makhabane Villagers |
| Mr. Lekhooe Makhate | Director Marketing | Ministry of Agriculture and Food Security | 16th August 2021 | EE (Green Value Chain Project) |
| Mr. Tsabo |  |
| Mr. Lengeta Mabea | Focal Person – DOE  | Ministry of Energy and Meteorology  | 17th August 2021 | EE (Sustainable Energy for All) |
| Mr. Jerry Seitlheko | Director - DOE |  |  |  |
| Ms. Mahlape Ramoseme | Director Policy & Strategic Planning | Ministry of Development Planning | 18th August 2021 | All pillars |
| Ms. Ntsiuoa Jaase | Director Coordination |
| Mr. Mothobi Letooane | Director Project Cycle Management |
| Ms. Malehloa Molato | Director – BOS  |
| Moliehe Mokone |  |
| Ms. Polo |  | Ministry of Justice and Law | 19th August 2021 | Governance Pillar |
| Mr. Liphapang Monesa |  | Christian Council of Lesotho |

* 1. **List of documents reviewed**

|  |  |
| --- | --- |
| 1  | Program Identification Form (PIF)  |
| 2  | UNDP Initiation Plan  |
| 3  | Final UNDP Program Document with all annexes  |
| 4  | CEO Endorsement Request  |
| 5  | UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)  |
| 6  | Inception Workshop Report  |
| 8  | All Program Implementation Reports (PIRs)  |
| 9  | Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)  |
| 10  | Oversight mission reports  |
| 11  | Minutes of Program Board Meetings and of other meetings (i.e. Program Appraisal Committee meetings)  |
| 14  | Financial data, including actual expenditures by Program outcome, including management costs, and including documentation of any significant budget revisions  |
| 15  | Co-financing data with expected and actual contributions broken down by type of cofinancing, source, and whether the contribution is considered as investment mobilized or recurring expenditures  |
| 16  | Audit reports  |
| 17  | Electronic copies of Program outputs (booklets, manuals, technical reports, articles, etc.)  |
| 18  | Sample of Program communications materials  |
| 19  | Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants  |
| 20  | Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to Program activities  |
| 21  | List of contracts and procurement items over ~US$5,000 (i.e. organizations or companies contracted for Program outputs, etc., except in cases of confidential information)  |
| 22  | List of related Projects initiatives contributing to Program objectives approved/started after  Program approval (i.e. any leveraged or “catalytic” results)  |
| 23  | Data on relevant Program website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available  |
| 24  | UNDP Country Program Document (CPD)  |
| 25  | List/map of Program sites, highlighting suggested visits  |
| 26  | List and contact details for Program staff, key Program stakeholders, including Program Board members, RTA, Program Team members, and other partners to be consulted  |
| 27  | Program deliverables that provide documentary evidence of achievement towards Program outcomes  |
|   | *Additional documents, as required* |

* 1. **Evaluation questionnaire for project implementation**

See Inception Report – Attached

## **MTR IRRF Log frame results table - Indicators**

1. **Governance and Peacebuilding Unit Pillar**

|  |
| --- |
| **NATIONAL PRIORITY OR GOAL:** Strengthening governance and accountability systems |
| **UNDAF OUTCOME INVOLVING UNDP #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.’  | **SDG:** 5,10,16,17  |
| **RELATED STRATEGIC PLAN OUTCOME:** Outcome 2: Accelerate structural transformations for sustainable development |
| **INDICATIVE COUNTRY PROGRAM OUTPUTS** | **Indicators** | **Baseline** | **Target** | **Data source** | **Frequency** | **Latest data (at MTR – 2021)** | **Direction of progress towards achieving target 2023** |
| * 1. Capacities of Government and national stakeholders strengthened to undertake and sustain gender-responsive, inclusive and participatory institutional and governance reforms processes
 | * + 1. Proportion of reform recommendations addressing PwDs, women empowerment and gender equality:
		2. adopted and
		3. implemented
 | 1. 0
 | 1. 30%
 | Parliament | Annual | PwDs & Gender equality recommendations are in 2nd Plenary Report | Met |
| 1. 0
 | 1. 5%
 |
| * + 1. Proportion of women participating in sessions of dialogue on reforms at:
		2. national and
		3. community levels.
 | 1. 0
 | 1. 30%
 | National Dialogues or Projects Reports | 43%Women conferences, 6 National Leader Forums, MSND Plenaries I & II (43% were women) | Exceeded |
| 1. 0
 | 1. 30%
 |
| * 1. Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability
 | * + 1. Women's participation in elections:
1. Proportion of women in the voter registry
2. Proportion of women on the governing mechanism of the electoral management body
3. Benefitting from Temporary Special Measures (TSMs) to ensure women’s participation and representation
 | 1. 56%
 | 1. 56%
 | IEC  | Every 5 years | Currently no data as elections will be held in September 2022 | On track |
| 1. 56%
 | 1. 56%
 |
| 1. 21
 | 1. 25
 |
| * + 1. Number of a) national and (b)local elections adjudged free and fair by independent observer
 | 1. 3
 | 1. 1
 |
| 1. 2
 | 1. 1
 |
| * 1. Civil society and citizen have strengthened technical capacities for advocacy, public participation, oversight and social accountability
 | * + 1. Number of;
		2. citizen forums and
		3. proposals on reforms and good governance facilitated by non-state actors
 | 1. 0
 | 1. 10
 | CSOs, Media | Annual | 6 forums have been held | On track |
| 1. 0
 | 1. 5
 | Not started – but it’s in course as there are bills in National Assembly sponsored by private citizens | On track |
| * + 1. Number of parliamentary hearings and committee meetings triggered by the Private Members Bill through public participation processes.
 | 0 | 2 | Parliamentary Committee Reports |
| * 1. Capacities of CSOs, communities and institutions at national and local level strengthened for conflict prevention, peacebuilding and social cohesion
 | * + 1. Extent to which there is data-informed mechanisms in place to strengthen social cohesion and prevent risk of conflict
 | 1 | 3 | Ministry of Development Planning  | Annual | Data not available | In progress |
| * + 1. Percentage of Peace committees that integrate gender consideration in their negotiations
 | 0 | 25% | Catholic Commission for Justice & Peace | Ribaneng committeeMobile App Lehokela | On track |
| * 1. Rule of law and national human rights institutions and systems have strengthened technical capacities to promote inclusion, transparency and accountability
 | * + 1. Percentage of Human Rights Treaty Bodies State Party Reports completed and submitted
 | 22% | 56% | OHCHR, Government of Lesotho | Annual | NHRC Act 2016 reviewed to be tabled in Parliament Judicial Sector Reform (ICT equipment & Judges) | On track |
| * + 1. Existence of effective measures adopted to mitigate and remedy corruption risks at:
	1. National level,
	2. Sub-national level,
	3. Sector levels
 | 1. 3
 | 1. 4
 | DCEO | DCEO strategic Plan 2014 – 19 reviewed that will inform NACSAP 2020 - 25 | On track |
| 1. 0
 | 1. 4
 | No update available or data not available |  |
| 1. 0
 | 1. 3
 |
|  | **Notes:*** Difficult to exactly determine progress made in terms of effectiveness and efficiency to date as indicators are not stated exactly when they are intended to be achieved during the CPD planning cycle with resources used.
 |
| **INDICATIVE RESOURCES BY OUTCOME (US$)** | Regular: * $1, 859,000
 |  |  |  |  | $2, 962, 712 | 51%On track |
| Other:* $3,935,000
 |  |  |  |  |

1. **Sustainable and Inclusive Economic Growth Pillar**

|  |
| --- |
| **NATIONAL PRIORITY OR GOAL:** Strengthening governance and accountability systems |
| **UNDAF OUTCOME INVOLVING UNDP #3.1:** Outcome 3.1: By 2023, government and private sector ensure inclusive and sustainable economic growth for poverty reduction, improved food security, decent work and structural transformation of the economy | **SDG** 1,2,5,8,9,10,17 |
| **RELATED STRATEGIC PLAN OUTCOME**: Outcome 1: Advance poverty reduction in all its forms and dimensions |
| **INDICATIVE COUNTRY PROGRAM OUTPUTS** | **Indicators** | **Baseline** | **Target** | **Data source** | **Frequency** | **Latest data (at MTR – 2021)** | **Direction of progress towards achieving target 2023** |
| * 1. National and local level institutions have enhanced technical capacities to coordinate and facilitate effective planning, implementation, analysis and national reporting on the SDGs using innovative and data driven-solutions
 | * + 1. Extent to which development plans and budgets integrate international agreements across the whole-of-government:
		2. 2030 Agenda for Sustainable Development
		3. Paris Agreement
		4. Agenda 2063
 | 1. 1
 | 1. 3
 | Ministry of Development Planning | Annual | Capacity building done for ParliamentSupported Lesotho SDG Voluntary National Review ReportSupported MDP to undertake assessment to integrate SDGs in National Plans | On track |
| 1. 0
 | 1. 3
 |
| 1. 1
 | 1. 3
 |
| * + 1. Extent to which there are data collection/analysis mechanisms in place providing disaggregated data to monitor progress towards the SDGs:
		2. Conventional data collection methods (e.g. surveys)
		3. Administrative reporting systems
		4. New data sources (e.g. big data)
 | 1. 1
 | 1. 3
 | Bureau of Statistics | **No specific project supporting BOS**UNRCO mobile based data collection on SDGsBophelo – ka – Mosebetsi App (MoH)Capacity building for BOS & ministries for data collectionOBFC supported to disaggregate dataSupport Ministry of Small Business to develop register for micro - business | On track |
| 1. 0
 | 1. 3
 |
| 1. 0
 | 1. 3
 |
| * 1. Capacities of government institutions and private sector improved to create competitive and gender-sensitive business environment and enable effective economic participation of MSMEs
 | * + 1. Number of gender-sensitive policies/legal frameworks promoting employment creation adopted and implemented
 | 2 | 5 | Ministry of Development Planning  | Annul | Supported development of Implementation for Gender & Devt Policy 2018 -2030UN Socio – Economic Rapid Assessment conducted | On track |
| * + 1. Number of MSMEs participating in policy dialogues for private sector development
 | 0 | 100 | Ministry of Small Business, BEDCO | Not started  |  |
| * + 1. Proportion of Gender Seal certification areas for private sector adopted and implemented
 | 0 | 20% | MGYSR, Projects Reports | Not started & deferred |  |
| * 1. Capacities of national public and private sector institutions strengthened to promote enterprises development
 | * + 1. Number of start-up enterprises in priority sectors:
		2. registered annually (disaggregated by age, sex of owner and sector)
		3. still in business 2 years after registration
 | 1. tbd
 | 1. 50
 | One-Stop Business Facilitation Centre | Annual | 71 businesses started by youths54 new youth led jobs created in agriculture and technology sectors | On track |
| 1. 0
 | 1. 10
 | Data not available  |  |
| * + 1. Percentage of MSMEs with access to formal financial services:
		2. bank
		3. mobile money
 | 1. 48%
 | 1. 55%
 | FinScope MSME | Annual | Not started |  |
| 1. tbd
 | 1. tbd
 |  |
| * + 1. Number of new jobs created through MSMEs disaggregated by:
		2. gender, and
		3. age
 | 1. 2526 (W:1647, M:879 [2017])
 | 1. 1000 (M:100, W:400)
 | Projects Reports | Annual | Off track (need revision for UNDP contribution) |  |
| 1. 37
 | 1. 500
 |  |  |
|  | **Notes:*** Difficult to exactly determine progress made in terms of effectiveness and efficiency to date as indicators are not stated exactly when they are intended to be achieved during the CPD planning cycle with resources used.
* Some indicators needs to be revised for the remaining CPD planning cycle.
 |
| **INDICATIVE RESOURCES BY OUTCOME (US$)** | **Regular:** * $1,490,000
 |  |  |  |  | $3, 372, 592 | 49% |
| **Other:*** $5,464,000
 |  |  |  |  |

1. **Energy and Environment Pillar**

|  |
| --- |
| **NATIONAL PRIORITY OR GOAL:** Strengthening governance and accountability systems |
| **UNDAF OUTCOME SDGs INVOLVING UNDP#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 | **SDG**: 1,2,5,7,12,13,15, |
| **RELATED STRATEGIC PLAN OUTCOME:** Outcome 3: Strengthening resilience and shocks to crises |
| **INDICATIVE COUNTRY PROGRAM OUTPUTS** | **Indicators** | **Baseline** | **Target** | **Data source** | **Frequency** | **Latest data (at MTR – 2021)** | **Direction of progress towards achieving target 2023** |
| * 1. Capacities of key institutions and sectors at national and local levels enabled to scale-up and enforce rangeland management initiatives for sustainable natural resources management
 | * + 1. Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime:
		2. Area of land under protection (hectares)
		3. Number of plant species managed and used under access and benefit-sharing regime
 | 1. 3637 ha
 | 1. 50000 ha
 | Ministry of Development Planning | Annual | 20000ha |  |
| 1. 0
 | 1. 2
 | 8 | Exceeded |
| * + 1. Number of community groups implementing sustainable land management programs
 | 110 | 200 | Bureau of Statistics | Approximately 2000 householdsData not available of # of community groups | On track |
| * + 1. Number of people benefiting from improved livelihoods interventions supported by UNDP, disaggregated by sex
 | 2, 586 (W:1628, M:958) | 7000 (W:4407, M:2593) | Ministry of Forestry, Ministry of Energy |  | Approximately 2000 householdsData not available disaggregated by sex | On track |
| * + 1. Number of plans and strategies for sustainable rangeland management implemented.
 | 0 | 4 | Ministry of Environment |  | No update available or data not available |  |
| * 1. Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth
 | * + 1. Number of national and local plans and strategies that integrate climate resilient objectives
 | 4 | 7 | Ministry of Energy  | Annul | 2 (Energy Master Plan 2019 approved & Mini – Grid Power Generation Distribution and Supply Regulations 2021) |  |
| * + 1. Existence of targets for low emission and/or climate-resilient development in:
		2. Development plans and strategies,
		3. Budgets,
		4. Private sector business plans and strategies
 | 1. 0
 | 1. Yes
 | Ministry of Energy | RVCC project informed review of MFRSC policy |  |
| 1. 0
 | 1. Yes
 | No update available or data not available |  |
| 1. 0
 | 1. Yes
 | Annual | No update available or data not available |  |
| * 1. Capacities of national government and private sector strengthened to enable universal access to clean, affordable and sustainable energy
 | * + 1. (i) Number and (ii) proportion of households using clean and sustainable energy:
			1. Women headed,
			2. PwDs
			3. In rural areas
 | 1. (i) tbd, (ii) tbd
 | 1. (i) 2, 500, (ii) 0.4%
 | Energy Survey Report  | Annul | Data is still being collected |  |
| 1. (i) tbd, (ii) tbd
 | 1. (i) tbd, (ii) tbd
 |
| 1. (i) 56, 246, (ii) 10.47%
 | 1. (i) 57, 246, (ii) 10.65%
 |
| * + 1. Number of off – grid systems promoting and providing access to clean energy
 | 6 | 20 | Energy Survey Report | 7 energy centres 0 mini-grids2000 energy efficient stoves provided |  |
|  | **Notes:*** Difficult to exactly determine progress made in terms of effectiveness and efficiency to date as indicators are not stated exactly when they are intended to be achieved during the CPD planning cycle with resources used.
* Some indicators needs to be revised for the remaining CPD planning cycle.
 |
| **INDICATIVE RESOURCES BY OUTCOME (US$)** | **Regular:** * $1,200,000
 |  |  |  |  | $6, 506, 897 | 51% |
| **Other:*** $11,456,000
 |  |  |  |  |

**Methodology used for assessing performance for organisational effectiveness and efficiency indicators**

The report card for organisational effectiveness and efficiency results assists readers in understanding achievements against annual milestones as measured IRRF indicators. Assessment of organisational effectiveness and efficiency performance is presented at indicator level rather than output level. As the organisational results are determined by a range of organisational processes, assessing progress against indicator level provides a more meaningful picture of UNDP performance. Performance against each indicator is calculated based on the milestones and actual results at MTR as presented in Evaluation Report, which are converted into “traffic light” coding for the report card.

|  |  |
| --- | --- |
| **Traffic light coding** | **Meaning** |
| **Green** | If the indicator percentage achievement is **equal to or above** of the milestone at MTR 2021 |
| **Amber** | If the indicator percentage achievement is **between 50% but not equal** of the milestone at MTR 2021. |
| **Red** | If the indicator percentage achievement is **less than 50%** of the milestone at MTR 2021. |

* 1. **Evaluation Consultant Agreement Form**

**Evaluators:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

**Evaluation Consultant Agreement Form[[22]](#footnote-22)**

**Agreement to abide by the Code of Conduct for Evaluation in the UN System**

**Name of Consultant:** \_\_     \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Name of Consultancy Organization** (where relevant)**:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at place on date

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

* 1. **Report Clearance Form**

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

UNDP RTA

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Systematic Country Diagnostic, World Bank (2016) [↑](#footnote-ref-2)
2. Lesotho MDG Report 2015 [↑](#footnote-ref-3)
3. UNDP, Human Development Report 2020 [↑](#footnote-ref-4)
4. Lesotho Population Census 2016 [↑](#footnote-ref-5)
5. People of Lesotho [↑](#footnote-ref-6)
6. Lesotho Country Analysis 2017 [↑](#footnote-ref-7)
7. UNDP, Human Development Report HDR 2016 [↑](#footnote-ref-8)
8. UNDP, Human Development Report HRD 2020 [↑](#footnote-ref-9)
9. Lesotho Labour Force Survey (LFS) Report 2019, Bureau of Statistics (BOS), Statistical Report No.5 of 2021 [↑](#footnote-ref-10)
10. Lesotho Labour Force Survey (LFS) Report 2019, Bureau of Statistics (BOS), Statistical Report No.5 of 2021 [↑](#footnote-ref-11)
11. Demographic Health Survey, 2014 [↑](#footnote-ref-12)
12. Africa Gender Equality Index, 2015 [↑](#footnote-ref-13)
13. LNFOD, 2010 [↑](#footnote-ref-14)
14. LHDR 2015 [↑](#footnote-ref-15)
15. ibid [↑](#footnote-ref-16)
16. FAO 2017 [↑](#footnote-ref-17)
17. Energy Balance Report, 2013 [↑](#footnote-ref-18)
18. ibid. [↑](#footnote-ref-19)
19. UN Lesotho, Covid – 19 Situation Update, February 2021, Issue 2 [↑](#footnote-ref-20)
20. As per and based on what was planned by CPD, key stakeholders and partners realized success in obtaining program level results via pillars included:

***Governance***

The CPD had aspiration that the UNDP would work with the MGYSR, UNFPA, UN Women (few ongoing collaborations around gender assessment of ministries) and women-led civil society organizations. In partnership with the OHCHR (on going collaboration on security sector reforms), UNDP would provide technical support and capacity building towards establishment of a Paris Principles-compliant National Human Rights Commission and support Lesotho’s reporting on international conventions on human rights, including the Universal Periodical Review. In collaboration with GIZ, UNDP has promoted social accountability and civic participation, through the development and implementation of voter and civic education and, with other UN agencies, the EU and the Commonwealth Secretariat, support capacity building of the public service. UNDP has been providing on-going support to anti-corruption initiatives will be scaled up. In collaboration with EU support to judicial reform, especially the conduct of 8 high profile cases involving security sector actors. In Collaboration with UNDPPA, UNDP has worked towards establishing National Peace Architecture. With Support from UN Tripartite Project (TPP) UNDP has aimed to support the Government of Lesotho by establishing a National Human Rights Commission

Other key partnerships for governance include, UNDP collaborated with SADC, PBSO and other UN agencies, the EU, the Commonwealth Secretariat and other international partners to support the organization of dialogues on the reforms and national reconciliation in collaboration. The same partnership will support implementation of the national reforms agreed upon by Basotho in 7 thematic sectors/areas.

***Inclusive Growth***

According to the CPD strategy, under IG, UNDP would build on an ongoing partnership with the World Bank, EU, UNFPA and UNICEF support to capacity building for data literacy and use and promote innovation and coordination for data generation, access and use. It would support Government to leverage existing and potential financial resources for the implementation of SDGs and the Addis Ababa Action Agenda based on the recommendations from the Financial Resources Mapping and Development Finance Assessment exercises. Working with the MGYSR and the public and private sectors, UNDP also has in fact promoted the reduction of gaps in women participation and empowerment through the UNDP Gender Seal certification. In tandem with the World Bank and African Development Bank support, UNDP will advocate and facilitate the institution of the UN Global Compact and UN Guiding Principles on Business and Human Rights for a responsible business environment and private sector contribution to the SDGs. IOM on issues of informal cross border traders, migrants and remittances and Diaspora support to Integrated National Financing for development. ILO for youth employment, LNDC and Standard Lesotho Bank (SBL) and NUL. In general, all these partnerships have contributing to projects in some way.

***Environment and Energy***

UNDP would work with relevant government agencies to implement the National Strategic Resilience Framework in a gender-responsive and risk-informed manner. UNDP would maintain ongoing partnerships with the GEF and other UN agencies, including FAO and WFP to scale up and strengthen capacities for implementation of integrated water catchment management programs, focusing on ecological zones most affected by land and environmental degradation. UNDP will partner with the MFRSC, the Ministry of Tourism, Environment and Culture (MTEC), Ministry of Energy and Meteorology (MEM), and community-based organization to mainstream climate change in national and local strategies and policies, and build synergies with the EU’s work on climate change. UNDP will also continue to promote private sector investment in the energy sector through establishment of off-grid solution such as mini-grids and village energy centers. These areas are all realized. [↑](#endnote-ref-2)
21. Thematic – CPD level is included in the Executive Summary table [↑](#footnote-ref-21)
22. www.unevaluation.org/unegcodeofconduct [↑](#footnote-ref-22)