SECRETARY-GENERAL'S PEACEBUILDING FUND

PROJECT DOCUMENT TEMPLATE

PBF PROJECT DOCUMENT

(Length: Max. 12 pages plus cover page and annexes)

Country: ***Lesotho***	
Project Title: ***Effective Implementation of Lesotho National Security Sector Reforms for Peacebuilding (NSSRP)*** Project Number from MPTF-O Gateway: ***00126359***	
PBF project modality: ☒ IRF ☐ PRF	**If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts):** ☐ Country Trust Fund ☐ Regional Trust Fund **Name of Recipient Fund:**
List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc. Direct Recipients: UNDP (Convening Agency); UN OHCHR **List additional implementing partners, Governmental and non-Governmental:** Ministry of Justice and Law Ministry of Defence and National Security Ministry of Police Service and Public Safety Ministry of Justice and Correctional Services Ministry of Gender, Youth, Sports and Culture Parliament of Lesotho National Reforms Authority Southern Africa Development Community (SADC) Lesotho Council of Non-Governmental Organizations (LCN) Transformation Resource Centre (TRC) Christian Council of Lesotho (CCL) Women and Law in Southern Africa (WLSA)	
~~Expected~~ Project commencement date[1]: ***~~1 January 2021~~ 15 March 2021*** Project duration in months:[2] ***18 Months*** + 6 Months = 24 Months Geographic zones (within the country) for project implementation: ***National***	
Does the project fall under one of the specific PBF priority windows below: ☐ Gender promotion initiative ☐ Youth promotion initiative ☐ Transition from UN or regional peacekeeping or special political missions ☐ Cross-border or regional project	
Total PBF approved project budget* (by recipient organization): **UNDP: $ 1,190,910.00** **UN OHCHR: $ 309,230.00** **TOTAL: $ 1,500,140.00**	

[1] Note: actual commencement date will be the date of first funds transfer.
[2] Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

**The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second and subsequent tranches the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche and provision of any PBF reports due in the period elapsed.*

Any other existing funding for the project (amount and source.

- ~~€ 2,500,000 anticipated funding from Delegation of European Union and UNDP~~
- In-kind Contribution of Senior Human Rights Officer (P5), OHCHR
- US$ 250,000, UN Women
- UNDP TRAC US$ 13,000

PBF 1st tranche (33%):	**PBF 2nd tranche* (67%):**	**PBF 3rd tranche*:**
Recipient: UNDP $ **393,000.00** OHCHR: $ **102,046.00** **Total: $ 495,046**	UNDP $ **797,910.00** OHCHR: $ **207,184.00** **Total: $ 1,005,094**	N/A

Two-three sentences with a brief project description and succinct explanation of how the project is time sensitive, catalytic and risk-tolerant/ innovative:

1. The politicization of the security sector has been identified as an impediment to long-term stability and peace in Lesotho. This project aims to sustain momentum towards improved peacebuilding created during the 2019 national dialogue phase. This dialogue defined specific and urgent security sector reforms which, if implemented, will help prevent security related conflicts, reduce gender-based violence linked to the security sector, and improve the human rights situation in the country generally. The proposed intervention will support the formulation and implementation of policies, the strengthening of institutional mechanisms and the capacities of civil society groups to contribute to the transformation of the security sector to be effective, efficient, and responsive to democratic control and oversight, and to meet the security and justice needs of the Basotho (the people of Lesotho).

2. The project seeks to help establish the minimum conditions for a successful Security Sector Reform in Lesotho through the following Outcomes; first is the development, implementation and effective communication of the first-ever **national security policy and strategy** in line with Lesotho's international human rights and gender commitments and obligations with the engagement of civil society, sustained commitment of key political and security actors in order to provide a concrete framework for peacebuilding, professionalization, the depoliticization of security institutions. This Outcome will also review sectoral laws. Second is **strengthened internal and public oversight** mechanisms in an effort to eliminate partisanship from security institutions, protect human rights including those of women, strengthen the rule of law and significancy reduce the levels of Sexual and Gender Based Violence (SGBV) in Lesotho; third, **increase informal / community conflict resolution, negotiation, management and peacebuilding**;~~enhance citizen participation in implementation of the security sector reforms and related peace-building initiatives~~ and fourth **enhance government engagement with society and citizen participation in security sector reform and related peacebuilding initiatives** (now and in the future).

Summarize the in-country project consultation and endorsement process prior to submission to PBSO, including through any PBF Steering Committee where it exists, including whether civil society and target communities were consulted and how:

3 The Government of the Kingdom of Lesotho in partnership with UNDP, OHCHR and UN Women, with funding from the Peacebuilding Fund, in collaboration with the Delegation of the European Union and SADC formulated the Lesotho National Dialogue and Stabilization Project (LNDSP) in 2018. Through a transparent, all-inclusive broad-based national and diaspora dialogue process, a national agreement and consensus on the reforms content required to move Lesotho to the next level of peace and prosperity was reached. It was publicly validated and internationally endorsed at the National Multi-Stakeholder National Dialogue Plenary II of 26 November 2019. The public validation was preceded by 500 in-district and diaspora consultations, 7 National Leaders Forums and the enactment of the National Reforms Authority (NRA. Act, 2019, which established the National Reforms

Authority as the legally mandated institution to oversee implementation of the agreed reforms within eighteen months. The Authority is insulated, safeguarded and guaranteed by law to oversee the reforms implementation process in a transparent and independent manner without any interference by the Government or any stakeholder.

4. The lessons learned from the implementation of LNDSP and management of the national dialogue process demonstrated that there was need for coordinated and comprehensive support to: a. reduce duplication, b. aggregate results, c. enhance complementarity and synergy, d. reinforce Government commitment; e. ensure policy coherence and, d. collectively mobilise sufficient resources to support NRA and reforms implementation. Key to this process was the need for consistent and transparent engagement at the high policy level and at technical and operational. Thus, the UN underscored and pursued active consultation with key actors to leave no one behind and ensure that a comprehensive inclusive Project is formulated to guaranteed successful implementation and sustainability of results.

5. ***Consultations with LNDSP Project Board and Project Implementation Committee:-*** The first level of consultation was through the LNDP oversight structures namely the Project Board and Project Implementation Committee. The Project Board is Co-Chaired by the Government of Lesotho, Minister for Foreign Affairs and International Relations and UN Resident Coordinator with membership from UNDP Resident Representative, Ministry of Defense and National Security, UN Women Representative, UN OHCHR Representative, Executive Secretary of the Southern African Development Community, Head of EU Delegation, Director of Lesotho Council of NGOs and Chair and Heads Christian Council of Lesotho. During its 3rd Meeting, The Board noted with satisfaction the progress made in the implementation of the LNDSP, including progress towards the professionalisation of the security sector through the establishment of an Inter-Agency Coordination Mechanism. The Board further noted the steps taken to initiate the development of national security sector strategy and policy as critical instruments to reform the security sector. It acknowledged the results achieved as a concrete step in moving Lesotho towards transformation, lasting peace, and reconciliation but these need to be sustained through immediate follow-up support. The Board noted that sustained support was required for implementation of catalytic reforms, to operationalise the NRA and to mobilise resources.

6. ***High Level Consultations with Government:-*** After generating the initial draft of the Project of support, the UN convened a high-level Consultative Group Meeting for purposes of concretizing thoughts, generating concurrence and providing direction to the overall Project design actions for developing an expanded Project of support for actual implementation of the national reforms in Lesotho. The consultative meeting was co-chaired by the UN Resident Coordinator and Minister for Foreign Affairs and International Cooperation. Members at the meeting included Ministers of Finance; Development Planning, Law, Human Rights and Constitutional Affairs; The Head of Delegation of the EU and UNDP Senior Management. Meetings were held with the Ministry of Defence and National Security, Ministry of Police Service and Public Safety and Security Sector Technical Taskforce on Reforms who jointly endorsed the project proposal as part of the post-LNDSP Action Plan The meeting endorsed the proposal and requested UNDP to proceed with speed in finalizing the concept note for submission to the UN PBF but also The Commonwealth Secretariat, the United Kingdom High Commission as potential donors. Prior to this, the Government had made a report to the UN Secretary General and articulated the need for continued support from UN PBSO to sustain the momentum created by the reforms dialogue process.

7. ***High-Level Consultations with National Reforms Authority*** The NRA was established by an Act of Parliament. The Act provides for the "establishment of the National Reforms Authority; management, coordination and leadership of the reforms process in the implementation of the resolutions and decisions of the Multi-Stakeholder National Dialogue Plenary II for the promotion of stakeholder consensus and national stability, unity and reconciliation". UNDP has had sustained and deep consultation with NRA leading to development of supplementary legislation operationalising the Act, inauguration and induction of members and on-going establishment of the Secretariat. During the consultations, NRA and other national counterparts were consulted on the content and approach of the proposal on security sector reform and played a leading role in developing it.

8. ***High-Level Consultations with Development Partners***:- To sustain the momentum created by the national dialogue process, the UN and Development Partners, including the British High Commission, the South African High Commission and the Delegation of the European Union, are in the process of formulating a comprehensive programme to support Lesotho to implement reforms in seven thematic sectors. The comprehensive programme

focusses on a. operationalizing the National Reforms Authority to effectively discharging its mandate. in close collaboration with the Basotho; b. improving democratic governance and economic performance through targeted short-term Legal, Policy and Institutional Reforms in the seven thematic sectors; c. enhancing citizen participation in the implementation of national reforms; and d. ensuring efficient and effective information, education and communication for reforms implementation is achieved. The European Union has agreed to contribute € 2,500,000 for the programme, while the Commonwealth Secretariat will provide in-kind technical support. UN agencies will also contribute through UNDP (US$ 800,000); UN Women (US$ 250,000) and UN OHCHR (deployment of personnel) and the Government of Lesotho will provide in-kind contributions equivalent to US$ 2 Million.

9. Under this comprehensive programme, the security sector reform has been identified as one of the pillars of the reforms process. Based on its analysis of the role of the security sector in conflict dynamics and risks in Lesotho, this PBF project will support the security sector reforms process and contribute to the broader comprehensive reforms programme.

10. ***High Level Consultations with Civil Society and Faith Based Organisations:-*** Further consultations were held with Civil Society and Faith Based Organisations. In the consultations, the civil society refined and endorsed the outcome to enhance citizen participation in the implementation of national reforms through: a. Capacity building of CSOs including Lesotho Council of NGOs and Christian Council of Lesotho to monitor implementation of reforms process; b. establishment and support to community level citizen platforms and; c. affirmative capacity building for special interest groups (women, youth, people living with disabilities, children and elderly) to engage in reforms implementation process. d. Consultations on opportunities and suggested modalities for collaboration in implementation of the reform agenda based on the Women's Common Position, prioritising the security sector.

11. ***Technical Consultations with UN Agencies and Development Partners***: UNDP led the establishment of the UN/Development Partners Technical Advisory Group on Reforms, including OHCHR, EU Delegation, GIZ, African Development Bank, The Commonwealth Secretariat and UN Women, to provide expert technical advice and in-put to the National Dialogue and Reform Process. They do so by interfacing with thematic experts, ensuring cross-sectional technical representation in the process, leveraging UN/DPs global technical expertise and knowledge repository, and providing coordinated high-quality technical support to the process. At the aegis of the UN TAG, the technical consultations were held on the form and content. The UN TAG provided written contributions to the Security Sector Reforms proposal. Members provided their input and concurrence for submission. OHCHR further provided technical support and inputs on integration of human rights in UN support to the implementation of national reforms.

Project Gender Marker score: 2[3]
Specify % and $ of total project budget allocated to activities in direct pursuit of gender equality and women's empowerment**: 38.7 or US$ 579,833**

Project Risk Marker score: 1[4]

Select PBF Focus Areas which best summarizes the focus of the project *(select ONLY one. _*

(2.3) Conflict prevention and management [5]

[3] **Score 3** for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women's Empowerment (GEWE.
Score 2 for projects that have gender equality as a significant objective and allocate at least 30% of the total project budget to GEWE
Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 30% of the total budget for GEWE)

[4] **Risk marker 0** = low risk to achieving outcomes
Risk marker 1 = medium risk to achieving outcomes
Risk marker 2 = high risk to achieving outcomes

[5] **PBF Focus Areas** are:
(1.1) SSR, (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue;

If applicable, **UNDAF outcome(s)** to which the project contributes:

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

If applicable, **Sustainable Development Goal** to which the project contributes:

Goals 5, 16 and 17

If applicable, **National Strategic Goal** to which the project contributes:

Strengthening governance and accountability systems

Type of submission:	**If it is a project amendment, select all changes that apply and provide a brief justification:**
☐ **New project** ☒ **Project amendment**	**Extension of duration:** ☒ Additional duration in months (number of months and new end date. ***Six months, 15 March 2023*** **Change of project outcome/ scope:** ☐ **Change of budget allocation between outcomes or budget categories of more than 15%:** ☐ **Additional PBF budget:** ☐

Brief justification for amendment:

Summary. This request seeks a six month no-cost extension and several other programmatic adjustments based on the national context, political developments, the complexity of the original project scope and the limited resources to deliver those.

Background

National Reforms (including SSR) were formally agreed at the Multi-Stakeholder National Dialogue Plenary II of November 2019 as part of a seven themed prioritization. A National Reforms Authority or NRA was created in law and established in April 2021 for a period of one year. Seven technical committees (including a Security Sector Technical Committee or SSTC) were also established. However, the NRA's legal mandate finished on 30 April 2022. In late June 2022, a Transitional Office for National Reforms was created for an additional period of four months however it lacks the longevity and political authority to affect major change or to act as an empowered national authority for SSR. A formal, long-term arrangement is yet to be formulated.

Achievements

Despite the challenges described below, the NSSRPP has laid important foundations, created excellent entry points and project credibility, and made significant achievements including: mature "zero drafts" of the first ever National Security Policy and Strategy around which community and stakeholder consultation can now take place; written recommendations for revisions to the four security agency acts; the building of the capacity of key actors in the security sector and oversight bodies on human rights and gender sensitivity, including the Parliamentary Portfolio Committee on Human Rights, Police Complaints Authority, Office of the Ombudsman and Police Inspectorate; development of human rights manuals for police, corrections and the military; and the first-ever Intelligence Service public consultations with NGOs and media. In partnership with UN OHCHR, UN Women and other UNDP projects, the NSSRPP will start, amongst others, the following activities in the third and fourth quarter: Public consultations on the draft National Security Policy and Strategy; development of the Women Peace and Security National Action Plan; a technical assessment and costing exercise of the security sector; public consultations to shape Lesotho's

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;
(3.1) Employment; (3.2) Equitable access to social services
(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats)

community policing policy; police crime prevention public outreach; peer exchanges on human rights and security sector oversight; UN expert support to the governance and accountability of both the Corrections and Intelligence Services; and joint peacebuilding and conflict resolution activities in the community.

Justification for no-cost extension and other programmatic adjustments

General

Security sector engagement is universally sensitive and requires careful relationship building and crosscutting institutional collaboration. Both technical reforms to and cultural changes in security sectors are universally slow. Per UN doctrine, SSR is political in nature which dictates the pace of change.

Political

The Project requires a high level of national ownership and has close ties to the overarching National Reforms in particular the Omnibus Bill of proposed constitutional amendments (including to the security sector). The Bill is yet to be passed and may be taken up by the next parliament in early 2023, and there were issues over the National Security Policy and Strategy at its first reading (July 2022).

National reforms of this magnitude are slow by nature and the agenda and timeline of the NRA to achieve those reforms was extremely ambitious. "*Comprehensive national reforms cannot be achieved in 12 months. In many countries where such reforms have been implemented, the average period for the **first phase** of such reforms has been three to five years. It was therefore a mistake by the national authorities, by the South African Development Community (SADC) sponsors of the reforms, and by the international community funding the reforms to expect that Lesotho could reform seven sectors of society in 12 months*". In practical terms, this means that the review, codification and legislative approval of revised sectoral laws; parliamentary consideration and approval of the first-ever National Security Policy and strategy; and the passage and implementation of constitutional reforms (some of which require approval by referendum); will take far longer than the National Reforms and the NSSRPP envisaged.

Independent oversight bodies such as the Lesotho Human Rights Commission, the office of the Inspector General and the Independent Security Sector Inspectorate, Oversight and Complaints Authority proposed in the Omnibus Bill have not yet been passed into law. This affects NSSRPP Outcome 2. As per above, the required legal and regulatory framework can be developed ahead of the enactment of an enabling legal framework.

Although a Transitional Office for National Reforms was created following the end of the NRA's mandate, a formal long-term arrangement with the political authority to affect major change and to act as an empowered central authority and voice for SSR is yet to be formulated.

Finally, the national political landscape including in the community and the security institutions is divided and presidential, parliamentary and local elections are scheduled for September or October 2022, preceded by a parliamentary recess starting 14 July. These events and the campaigning for them will cause an escalation in violence, adding significantly to the 124 homicides to date in 2022.

Without the ***foundations*** for major reforms to the security sector (political consensus, the Omnibus Bill, the National Security Policy and Strategy, independent oversight bodies, and codified amendments to Lesotho's Security Acts) substantive institutional change will clearly be limited.

The above factors affect multiple activities of the NSSRPP, in particular Outcomes 1, 2 and 4.

Programmatic

Like the NRA's mandate, the project's scope and time frame were ambitions. 39 substantive project deliverables (many of which have multiple and distinct elements) across six constituencies equates to between 200 and 700 individual activities in multiple locations through multiple actors. The original Project Document foresaw a project management structure of seven personnel. Anticipated co-funding from the EU in the approved Project Document

did not materialise and only three staff (42%) were recruited, two of which were for human rights. However, a commensurate reduction in the Project's scope was not subsequently made. Due to their own resource limitations, the UN Women South Africa Multi-Country Office have also struggle to support project activities targeting gender and women's issues. Finally, there was a six month delay in appointing the human rights expert and an eight month delay in appointing a programme manager / SSR expert. In short, there are insufficient human resources and time in the Project and UNDP Lesotho to deliver all these activities or to reach the proposed target audience of 1,006,550.

Summary of recommendations for programmatic adjustments (risk management)

To mitigate all possible scenarios, the obstacles and challenges described above, and to achieve the agreed outcomes and ***intent*** of the NSSRP , it is recommended that the Project:

a. Adjust those activities targeting or led by "the authorities responsible for SSR" or the "NRA technical committee for SSR" (for example activities 1.1.4, 4.2.1 and 4.2.2) such that they target the broader "security sector authorities". This would apply until an empowered authority and voice for national SSR is in place and will provide the flexibility to deliver on a number of fundamental project themes such as public outreach and community participation in provision of security.

b. Elevate and simplify proposed activities to focus on the project's mandated outcomes, that is:

   1. **Develop a national security policy and strategy, review sectoral laws, and conduct a technical assessment and costing exercise of the security sector** *in preparation for* legislative and executive reviews and approval. In other words, undertake consultations, further reviews and redrafting ***as far as is possible*** with the current or successor national SSR framework. Much of this will be done in quarter 3 of 2022. The subsequent debate, approval and implementation of these by the Legislature and the Executive are outside the UN's mandate but might occur following elections, in quarters 4 of 2022 and quarter 1 of 2023.
   2. **Strengthen internal and public oversight mechanisms** including human rights monitoring and a women, peace and security national action plan. Until such time as the proposed independent oversight bodies are established, work with ***extant*** bodies such as the Ombudsman, Police Inspectorate and National Security Service. This can be achieved in quarters 3 and 4 of 2022 and quarter 1 in 2023.
   3. **Enhance government and state security institutions' engagement with society, and citizen participation in SSR**. This can be done progressively over the life of the Project.
   4. **Facilitate informal / community conflict resolution** (in particular through community policing and people centred policing). This can be done progressively over the life of the Project.

c. Rather than spreading limited funding and resources too thinly, target smaller geographic areas or fewer constituents to maximise the impact of individual activities.

d. Dedicated national efforts (supported by UN) to mobilising support to future phase(s) of SSR and complementary projects such as community policing.

e. Extend the project and extant staff at no-cost for a further a six months / until March 2023.

Conclusion

The scope of the NSSRP was overly ambitious given the time frames and resources allocated to it, and global lessons on the pace of national reforms. However, the Project must succeed, even if in an adjusted manner, in order to fulfil its secondary goal which is to "establish the minimum conditions for successful security sector reforms" in the future ***and*** to have the necessary credibility to attract resources to that. A simplification of the aims and a no-cost extension will support this.

PROJECT SIGNATURES:

UNDP	Representative of National Authorities
Betty Wabunoha *Resident Representative* *United Nations Development Programme* [redacted] 5 Sept. 2022 *Signature* *Date & Seal*	*Hon. Adv Lekhetho Rakuoane, MP* *'Matšepo Ramakoae* *Minister of Justice and Law Foreign Affairs and International [redacted]* [redacted] *Signature* *Date & Seal* MINISTRY OF LAW, CONSTITUTIONAL [illegible] HUMAN RIGHTS 2022 -09- 01 MINISTER'S OFFICE P.O. BOX 33 MASERU 100 LESOTHO
OHCHR *Abigail Nok* [redacted] *Regional Representative* *Office of the UN High Commissioner for Human Rights* **Mr. Abdul A Fofana,** Chief Programme Support and Management Services 2 September 2022 *Signature* *Date & Seal*	
Head of UN Country Team *Amanda Khozi Mukwashi ~~Salvator Niyonzima~~* *UN Resident Coordinator* [redacted] *Signature* *Date & Seal* 5/9/2022 United Nations Lesotho Office of the RC	**Peacebui** [redacted] *Name of Representative* *Appointment of Representative* *Signature* *Date& Seal*

Peacebuilding Context and Rationale for PBF support

a) *A brief summary of **conflict analysis findings** as they relate to this project, focusing on the driving factors of tensions/conflict that the project aims to address and an analysis of the main actors/ stakeholders that have an impact on or are impacted by the driving factors, which the project will aim to engage. This analysis must be gender- and age- sensitive. (4 pages max)*

12. Despite the successful establishment of a strong foundation for sustaining peace during the dialogue process, the threats to peace and security in Lesotho remain active and need to be addressed in accordance with the reform recommendations, the security sector reform in particular. Hidden from international media and global attention, the Mountain Kingdom of Lesotho has a long history of political instability, violent conflicts and significant peace and security concerns. The challenges of peace and security are underpinned by political exclusion and domination, the continuous splintering of political parties, politicization of the security sector, weak security sector oversight bodies, an absence of a national human rights institution, impunity for human rights violations by the security sector, the securitization of politics and constraints on state institutions to deliver public services. The state and its people are simmering in profound political, security and socio-economic crises. With four governments in eight years (2012-2020), three elections in five years (2012-2017), fragile state institutions, unpredictable and volatile political situation, and sustained public protests by teachers, health workers, the polices, famers and youth; the country is particularly vulnerable to the risk of conflict, which could be easily triggered by politicized security actors.

13. At the heart of the ongoing political tensions in Lesotho is the scarcity of resources and the importance of controlling state power in order to access the limited resources available. The state and its institutions are the main sources of employment and the public sector is the main driver of the economy. State institutions are used for the dispensation of patronage. As a result, acquiring state power or establishing closer relationship with those in control of state power has become a means of access to the limited resources and opportunities available in the country. This has also led to the proliferation of political parties, which find loopholes in the electoral system, particularly the possibility to gain parliamentary seats through the proportional representation. It has also undermined the technical and administrative capacities of the state, as appointments are made based on political affiliations as opposed to merit and capacity to deliver professionally. **It has also led to endless infighting and ongoing conflicts over the control of the state and its institutions, which also draws in the security forces.**

14. The security sector (Police, military, National Security Services, the Immigration Department, and correctional services) is characterized by inadequacies including lack of security sector strategy, overlapping mandates, politicization of officials and personnel, violations of human rights, including gender-related violations. The politicization of the security sector has created politically allied factional leadership at the top echelons of the sector, which compromised merit-based promotions that is likely to demoralize the forces and disturb the normal chain of command. The senior officials are publicly known to be allied to different political parties.

15. Continued impunity for human rights violations, in particular violations by security forces, perpetuates lack of trust in the rule of law and security sector institutions in Lesotho and stands as an obstacle to building and sustaining peace. Despite the numerous human rights commitments and ratification of international and regional treaties by Lesotho[6], the adoption of a Constitutional

[6] Lesotho has ratified the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, the Convention against Torture, the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of the Child, the Convention on the Rights of People with Disabilities, the International Convention on the Elimination of All Forms of Racial Discrimination, the International Convention on the Rights of Migrant Workers, the African Charter on Human

amendment in 2011 and the Human Rights Commission Act in 2016, Lesotho still lacks a national human rights institution to investigate human rights violations, advance accountability systems for the security sector, and support access to justice and remedy for victims. As identified in the 2019 Human Rights Due Diligence assessment, there are a series of serious allegations of human rights violations linked to a number of security sector institutions in Lesotho. In addition, both internal and external accountability mechanisms for security sector entities are weak and enable impunity.

16. Ensuring accountability, due process and justice for both the alleged perpetrators and the victims, survivors and their families would contribute towards strengthening national protection systems and contribute towards reconciliation and political stability. This is also in line with the decisions of the National Plenary II to strengthen constitutional, legislative and policy measures to protect and respect human rights, including in relation to accountability systems, advancing respect for human rights by security forces, establishing an effective national human rights institution and laying the groundwork for the proposed Transitional Justice Commission. **The 2019 Human Rights Due Diligence assessment carried out by the UN in relation to the security sector in Lesotho identified a number of critical gaps and recommended actions for the UN to implement in relation to its engagement with the security sector**, particularly any activities that fall under the scope of the UN Human Rights Due Diligence Policy, including establishing a transitional justice mechanism to address past violations, strengthening internal and external accountability mechanisms, carrying out a security sector human rights assessment, carrying out human rights monitoring, adopting screening and vetting procedures and advancing with constitutional amendments and other legal and policy reforms as well as reviewing codes of conduct and operating procedures in line with international human rights norms and standards related to the security sector.

17. The Women's Common Position adopted at the two women's conferences held in October and November 2018 and outcomes of sector consultations that followed, noted with concern that the security sector has no gender policy framework or action plan to guide implementation of women, peace and security commitments such as UN Security Resolution 1325 and subsequent resolutions. **The sector needs to reform to ensure that there is a more conducive environment for women to thrive in the security forces by addressing women's gender specific challenges such as gender-based violence including sexual harassment within the security forces.** Women reiterated that the highly politicised security and lack of specific capacity building for women created further barriers for women to attain decision making positions especially at the higher levels.

18. **There is a need therefore to programmatically intervene by supporting the implementation of critical security sector reforms in accordance with the recommendations of the national dialogue, and in line with the 2019 UN HRDDP risk assessment. The most urgent aspects of the security sector reform, which will aim to professionalize the functioning of security sector in line with international human rights standards, strengthen oversight and accountability mechanisms and mitigate and ultimately eliminate the over-politicization of the security sector include:**

a. development of a National Security Sector Policy and Strategy in line with Lesotho's international commitments, including on human rights;

b. review of constitutional and other legal provisions relating to the roles, functions and responsibilities of different security sector entities;

c. strengthening internal and external oversight bodies and accountability mechanisms relating to the security sector;

d. review, refinement and implementation of security sector codes of conduct, guidance and standard operating procedures that integrate human rights standards;

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and Peoples' Rights, African Charter on the Rights and Welfare of the Child.

e. development and implementation of security sector capacity development Project;

f. strengthening interagency coordination mechanisms; and

g. formulation and implementation of gender mainstreaming policy and strategy in the security sector.

This project proposal aims to support the implementation of these recommendations, in a way that is complementary and coordinated with support provided by other donors and partners, including SADC, South Africa and the EU.

19. The successful conclusion of the national dialogue and the establishment of a National Reforms Authority provided a historic opportunity to stabilize and transform the country. With Lesotho's complicated and volatile political environment and extreme institutional tensions, the national dialogue on reforms was able to provide country-wide platforms for public consultations aimed at conflict prevention and peacebuilding. In a year and half, UN's support through the PBF-funded project implemented by UNDP and OHCHR, resulted in: a. the convening of six National Leaders Forums (NLFs) as confidence building measures to bring national leadership to accept and participate in the reform process; b. the establishment of the National Dialogue Planning Committee (NDPC); c. the holding of Plenary I of the Multi-Stakeholder National Dialogues that provided guidelines for the in-district consultations; e. the organization of in-district, diaspora and sectoral consultations; f. the agreement by all stakeholders on a national structure to drive the reform process; g) the enactment of a legislation and establishment the National Reforms Authority (NRA, that guaranteed the continuity of the reform process and insulate it from disruptions resulting from political changes and intra-and-inter party conflicts until the end of its mandate on 30 April 2022; and, h) Plenary II in November 2019, which adopted the reform recommendations.

20. The LNDSP also contributed to stabilization and improved relationship among high ranking security sector official following a series of interventions and capacity building initiatives. The national reforms process including the security sector reform provides great hope for the transformation of Lesotho. With 54 members, the launch of the NRA in February 2020 to implement the reform recommendation was followed by the finalization of a regulation that operationalize the NRA Act and the establishment of its Secretariat. Within these milestones, there is a substantial need to provide timely technical and operational support to the NRA or its successor framework by all the development partners although efforts to garner additional support in 2022 were unsuccessful due to other global priorities. In this vein, the UN system has facilitated the establishment of the joint national reforms development partners' team including all UN agencies to support this process. The success of the reform requires a greater level of political will and elite agreement; embedding the process in larger change processes; cultivating public buy-in and support to enable progress; mobilizing external actors; and provision of political, financial and technical support.

21. The broad stakeholder acceptance of the comprehensive national reforms agenda that focuses on constitutional, security sector, parliamentary, public sector, judiciary, economic and media reforms, provides the opportunity and potential to address many of the challenges that the country is currently facing. In this project the focus through the PBF will be on *"Effective Implementation of Lesotho National Security Sector Reforms for Peacebuilding (NSSRP)"*. Unfortunately, € 2,500,000 of anticipated funding from ~~In addition, the UNDP, Government of Lesotho and, the Delegation of~~ the European Union was not realised.~~have initiated consultations for Contribution Agreement of €3,000,000 (€ 2,500,000.00 from the Delegation of the European Union; €500,000.00 from UNDP) and In-Kind Contribution from the Government of Lesotho to support the operationalization of the National Reforms Authority, implement catalytic reforms and sustain peace dividends achieved in the dialogue phase.~~

22. This PBF proposal will take into account the sensitive political and institutional environment and the need to maintain sufficient stability and capacity for collaboration between political actors in

order to successfully implement the reforms, in particular the reform of the security sector. Specifically, the PBF proposal will include interventions that support: (i) the role of leadership and the commitment of stakeholders to the reforms and, in particular, security sector reform; (ii) the appetite for these reforms as well as the incentives and drivers involved; (iii) the involvement of oversight institutions, such as the Office of Auditor General and the Parliament, and citizen/civil society engagement for checks and balance; and, (iv) the capacity of political actors to manage coalitions, which requires the ability to prevent, manage and transform conflicts.

23. There is important momentum and an important political and institutional opportunity for long overdue security sector reforms to strengthen accountability mechanisms and respect for human rights by the security sector and combating impunity for human rights violations following the adoption of recommendations by the National Plenary. Action now from the UN and partners is required to ensure that human rights reforms in relation to the security sector are not postponed, watered down or diluted. This is particularly the case for these sensitive aspects of security sector reform linked to tackling past violations through separate judicial capacity building and reform initiatives, establishing an effective national human rights institution and laying the groundwork for the proposed Transitional Justice Commission. Technical guidance and close accompaniment of the reform process from the beginning is essential to ensure that implementation of security sector reforms aligns with Lesotho's human rights commitments and international standards. Timely UN action is also required to ensure continued participation and inclusion of women, youth and marginalized groups in the reform process linked to the security sector, particularly as it becomes institutionalized. There is also an important opportunity as OHCHR is deploying a dedicated senior human rights advisor to Lesotho in 2020.

b) *A brief description of how the project aligns with/ supports **existing** Governmental and UN **strategic frameworks,** how it ensures **national ownership** and how the project builds on any previous phase of PBF support and/or any **concrete lessons learned**.*

24. The proposed project builds on the previous PBF project that supported the Government of Lesotho to achieve national consensus and trust building through multi-level/stakeholder dialogue on national reforms, to stabilize the security sector and to communicate the reforms process among Basotho with critical lessons that will help shape and better implement the proposed project.

25. One key lesson was that sustained regional engagement involving the 16 SADC member countries encouraged Lesotho, its neighbouring countries, and other key states in the region to partner in promoting both Lesotho's and the region's security, economic and political development. This was through a comprehensive SADC diplomacy agenda, a shared SADC vision for reforms in Lesotho and cooperation evidenced through physical presence of the Standby Mission, Oversight Body and deployment of Security Experts to facilitate training. The SADC timetable for reforms in Lesotho exerted influence on the process and created a regional accountability and compliance mechanism. South Africa's experience of transition from the apartheid rule on handling of internal conflicts was also critical in the negotiations by providing a mediating role. This lesson informs the design of the proposed project where SADC and South Africa will be part of the overall strategy of the political dead-lock breaking mechanism and to defuse tension.

26. Collaboration with UN Women, UN OHCHR and UNICEF yielded positive lessons on effective mechanisms for building consensus and capacity among special interest groups namely: the women, the youths, the children, the elders and traditional leaders to effectively engage in the national dialogue and reforms process. Through this division of labour, the project trained 500 Trainers from Lesotho Defence Force, Mounted Police Service, Correctional Service and National Security Service on leadership, crisis management, standard operating process for joint operations, inter-agency coordination. The pool of 500 are cascading the training in their respective formations to create a multiplier effect. Through the UN to UN Agency Agreement, efficiency was achieved in project delivery where the non-resident Agencies (UN Women and UN OHCHR) were able to provide the technical support to implementation of project activities while UNDP provided the necessary coordination, policy articulation and operational support in the country. Due to resource limitations,

UN Women continue to struggle to support the proposed Women Peace and Security National Action Plan (WP&SNAP). Regular coordination meetings, joint monitoring and process evaluations are key elements that the proposed project adopt by leveraging on platforms such as UN/Development Partners Technical Advisory Group. Collaboration with UNDP's Global Focal Point for the Rule of Law and UN DPO Standing Capacities also offers potential support in the form of UN security sector experts.

27. Both the Lesotho National Development Strategic Plan II (2018/19-2022/33) and UNDAF Lesotho (2019 – 2023) have clear objectives that aim at conflict prevention and peacebuilding closely aligned to the national reforms process. The proposed project aims to support the National Reforms implementation process and build capacity for conflict prevention and sustained peace, national transformation and social cohesion through a focus on the security sector reform. The Project will see the successful implementation of the security sector reforms content adopted by the Multi-Stakeholder National Dialogue Plenary II of 2019.

28. At the national level, the Project is fully aligned with the national development and reforms agenda of Lesotho which is backed by an enabling legal framework embodied in the National Reforms Authority Act, 2019 which inter alia established the National Reforms Authority to oversee implementation of reforms including the security sector reforms. By anchoring it within the national framework and engaging national ownership at the political, civil society and grassroots level, the proposed project document is designed to be a key instrument by which development partners can both influence and contribute to the realization of national conflict prevention and peacebuilding priorities. The end of the NRA's mandate in April 2022 will require a successor framework for those elements of the NSSRPP that need a national SSR advocate and convening authority.

29. The national ownership of the project will be maintained by working with government partners in the Ministry of Foreign Affairs and International Relations; the Ministry of Justice and Law; Lesotho Defence Force; Lesotho Mounted Police Service; Lesotho Correctional Service; Lesotho National Security Service (intelligence), Ministry of Gender, Youth, Sports and Culture; Law Reform Commission; the Parliament; and civil society. All interventions will build upon existing institutions to enable government to better deliver a policy framework that serves Lesotho and create a foundation from which the government and other national actors can carry forward initiatives in a sustainable and ever-improving fashion beyond the lifecycle of the project. It is also critical that the project sustains an enabling environment for citizens to remain engaged with and meaningfully participate in the national reform agenda and peacebuilding efforts.

30. ~~The project will reconstitute the LNDSP~~ *[JS1]*~~oversight structures that emphasized national ownership and adapt them as the management arrangement of the proposed project.~~ The reference oversight structures include the Project Board that was chaired by a Cabinet Minister of Foreign Affairs and International Relations with the UN Resident Coordinator as co-chair. Government shall also be represented at the Project Implementation Committee by Senior Civil Servants from the Ministry of Defence and National Security, Police Service and Public Safety, who shall co-chairs the Committee with the UNDP Resident Representative.

31. The project builds on a wide range of partnerships established under the LNDSP and seeks to capitalize on the extensive reach of the UN, the European Union, and other partners in the country. Aware of the range of different actors and stakeholders in promoting peace, UN entities including UNDP, UN OHCHR, UN Women and UN DPPA will form a coordinated mechanism of support. Moreover, UNDP, OHCHR and UN Women will nurture relations with key donors and the international community including the EU, South Africa, and the SADC. The SADC and Republic of South Africa continued engagement in the process is a key lesson on how multi-level governance structures can enhance peacebuilding interventions and sustain national cohesion.

32. The human rights elements of the proposal align with the national human rights priorities set out in the National Plenary II report and owned collectively by all of the national stakeholders that took part in the dialogue process. The proposal further aligns with the Lesotho National Strategic

Development Plan (NSDP) II (2018/19-2022/23) and in particular the chapters on accountability and effective oversight institutions (8.3) and on human rights, political rights, civil liberties and political participation (8.6) and Intermediate Outcome 4.5: Respect of Human Rights and Protection of Civil and Political Rights for All. The United Nations continues to support the Ministry of Law, Constitutional Affairs and Human Rights in the advancement of human rights, particularly in the efforts of government to address issues raised in the UPR 2015 and 2020 recommendations, in supporting the establishment of a National Human Rights Commission in line with the Paris Principles and a national inter-ministerial human rights committee to enhance the implementation and reporting of human rights recommendations. UN Lesotho is currently supporting the review the national human rights Act and the establishment of a human rights commission, which is also receiving financial support from the Tripartite Partnership to Support Nations Human Rights Institutions (TPP) between UNDP, OHCHR, and the Global Alliance for National Human Rights Institutions.

*c) A **summary of existing interventions** in the proposal's sector by filling out the table below.*

Project name (duration)	Donor and budget	Project focus	Project Duration	Difference from/ complementarity to current proposal
1. Support to Implementation of Justice Sector Reforms Project	EU € 616,101.00 UNDP € 93.136.00	Expeditious and impartial trial of high-profile security sector related criminal cases	June 2020 – May 2021	The project compliments the current proposal by supporting speedy resolution of security sector related cases, addressing impunity and professionalizing the sector.
2. Support to Implementation of Lesotho National Reforms Project	EU € 2,500,000.00 UNDP € 749,924.00	Operationalisation of NRA; improved democratic governance and economic performance through targeted short-term Legal, Policy and Institutional Reforms; enhanced citizen participation in the implementation of national reforms; efficient and effective information, education and communication for reforms implementation	November 2020 – November 2022	The Project compliments the current proposal by supporting the NRA to deliver its mandate, ensure concomitant implementation of reforms in the Justice, Parliament; Constitutional; Public Service; Economic and Media Sectors that are critical to sustain security sector reforms.

3. Conflict Prevention, Party Democracy and Consensus Building	UN DPPA XB and the PDA Catalytic Fund (Joint Programme. $252,319	Conflict management, intra-and-interparty democracy, Social cohesion and peacebuilding	April 2020 – March 2021	The project complimented the current proposal by undertaking conflict analysis, strengthening social cohesion. and engaging with party democracy with political parties.
4. Human Rights	Tripartite Partnership to Support National Human Rights Institutions (TPP) $40,000.00	Support to establishment of the National Human Rights Commission	June 2020 – May 2021	The project compliments the current proposal with technical support to establishment of the human rights commission, although as at August 2022 this is yet to be established
5. Human Rights Adviser to Lesotho UNCT	UN Human Rights Mainstreaming Multi-Donor Trust Fund USD 226,761	Deploy a Human Rights Adviser (P5) to the Lesotho UN Resident Coordinator's Office to mainstream human rights in the work of the UNCT Lesotho including technical cooperation.	January 2021 – December 2021	The deployment of a P5 Human Rights Adviser who will lead the UN's overall human rights support to Lesotho is highly complementary to this proposal. The HRA will provide overall strategic guidance and support to implementation of the PBR project.

Project content, strategic justification and implementation strategy

a) *A brief **description of the project content** – in a nutshell, what are the main results the project is trying to achieve, the implementation strategy, and how it addresses the conflict causes or factors outlined in Section I (must be gender- and age- sensitive). (4 pages max plus Results Framework Annex)*

33. The project seeks to establish minimum conditions for security sector reforms through ~~three~~ four Outcomes:

i. first is the development, implementation and effective communication of a national security policy and strategy ~~in line with Lesotho's international human rights commitments and~~

~~obligations with the engagement of civil society, sustained commitment of key political and security actors and provide a concrete framework to prevent politicization of security institutions~~*[JS2]*;

ii. second is strengthened internal and public oversight mechanisms ~~and effectively prevent partisanship within security institutions and enforce the protection of human rights and including women's rights and the fight against SGB~~;

iii. third is to develop capacity to conduct informal / community conflict resolution, negotiation, management, and peace-build; and;

iv. fourth, enhance citizen participation in implementation of the security sector reform and related peace-building initiatives.

Expected Results

Development and implementation of a national security policy and strategy

34. Outcome 1: A national security policy and strategy, in line with Lesotho's international human rights and gender commitments and obligations, ~~implemented~~*[JS3]* ~~and~~ effectively communicated with the engagement of civil society~~,~~ and the sustained commitment of key political and security actors; ~~and providing~~ in order to provide a ~~concrete~~ framework for peacebuilding, professionalization, ~~to prevent~~ and the depoliticization of security institutions.

Outputs:

34(a) Output 1.1: **A national security policy document** that articulates the role, responsibilities and accountability of security institutions and required legislative and policy reforms, founded on international human rights and gender standards and obligations, is jointly developed by the NRA SSR sub-committee or its successor, in consultation with a broad cross section of relevant ~~key~~ government, security and civil society actors (including faith based organization, gender advocates and youth) and the UN.

*34(b) Output 1.2. **A national security ~~and defense~~ strategy** that outlines key benchmarks and timeline to reform security sector institutions is jointly developed by key government, security and civil society actors in line with the new National Security Policy, grounded in peacebuilding, respect for human rights standards and gender mainstreaming, jointly developed by key government, security, and civil society and UN actors.*

~~34(c) Output 1.3. **A strategy to monitor and measure the implementation of gender mainstreaming benchmarks** in the reform of security sector institutions is jointly developed by key government, security and civil society actors~~*[JS4]*.

34(d) Output 1.4: A limited[7] capacity building ~~development and communication~~ programme with a focus on peacebuilding, rule-of-law and human rights and gender standards, including refinement of codes of conduct and standard operating procedures for various security sector institutions. ~~tailored to their mandate and in line with human rights standards and integrating a gender perspective is developed and implemented.~~

Strengthened internal and public oversight mechanisms

35. Outcome 2: strengthened internal and public oversight mechanisms that ~~eliminate~~ discourage partisanship from security institutions, protect human rights, including those of women, strengthen the rule of law and significancy reduce the levels of ~~and the fight against~~ SGBV.

[7] Due to the number of constituencies and funding of only $60,000.

Outputs:

35(a) Output 2.1: **Review of and, where necessary, recommend changes to the** legal framework of the security sector ~~reform is advanced~~ to clarify and strengthen the mandates of Lesotho's public and internal oversight mechanisms in line with international human rights and gender standards and international good practices.

35(b) Output 2.~~3~~2: **Strengthen the capacity of oversight bodies including the Lesotho National Human Rights Commission (when established)**, and civil society to monitor human rights in the context of the security sector.

Increased informal / community conflict resolution and peacebuilding

36. Outcome 3: **Increased capacity for informal / community conflict resolution, negotiation, management and peacebuilding** ~~Improved social cohesion and citizen's understanding of security sector reforms implementation through enhanced citizen participation in the implementation of the security sector reform and related peace building initiatives~~.

Outputs

36(a) **Output 3.1 Increased citizens, gender advocates and youth's capacity to conduct informal / community conflict resolution, negotiation, management,** and **peacebuilding** ~~and constitution building~~*[JS5]* through community policing, crime prevention campaigns and community mediation ("*lepitso*") to help parties solve their problems out of court.

36(b) Output 3.~~3~~2 Support citizens to engage in an inclusive and participatory process to design and adopt high-impact Women, Peace and Security National Action Plan to secure the human rights of women and girls in conflict settings; prevent armed conflict and violence, including against women and girls; and ensure the meaningful participation of women in peace and security through participation, protection, prevention and relief and recovery.

~~36(c) Output 3.4: Consultations between Government, security forces, civil society, and other stakeholders on the proposed reforms of the security sector institutions and public and internal oversight bodies undertaken.~~ *[JS6]*

~~36(d) Output 3.5: capacity of CSOs, Faith Based Organisations, women groups, youth and people with disabilities, media, bar association, trade unions in relation to security sector reforms, related human rights standards and peace building initiatives developed.~~ [JS7]

Enhanced government and state security institutions engagement with society, and citizen participation in SSR

37. **Outcome 4**: **Enhanced government and state security institutions engagement with society, and citizen participation in SSR**.

Outputs:

37(a). **Output 4.1 Establish citizen platforms for peacebuilding, trust building and monitoring** of national reforms implementation in relation to the security sector

37(b). Output **4.2: Media campaign** to socialise planned security sector reforms, promote awareness and understanding of them and to strengthen trust between security sector actors and the population.

37(c). **Output 4.3: Consultations between Government, security forces, civil society, and other stakeholders** on sectoral issues and the proposed reforms of the security sector institutions and public and internal oversight bodies.

Implementation Strategy

38. The overall strategy for the proposed project will seek to strengthen enablers of sound governance by building on the lessons learned from the national dialogue and reforms process. The process demonstrated that leaders have a critical role in building the business case for engaging different stakeholders in comprehensive reforms. It also builds on the UN's work on security sector reforms in other countries as a mechanism for solving complex security challenges. The security sector reforms options hinge on a key set of common enablers that, along with governance values, are central to deliver on the reforms for Basotho. These enablers will focus on: equitable and evidence-based reforms and implementation process; managing decision-making effectively and efficiently in the public interest and balancing the need for wide engagement on the reforms (without reopening the national dialogue of 2019) while avoiding disproportionate influence or bias~~preventing unbalanced influence while allowing a multiplicity of actors, through enabling mechanisms and institutional spaces to engage in the reforms process~~.

39. The project will develop a national security policy and strategy in accordance with Lesotho's international human rights commitments and gender and obligations. It shall support its implementation while effectively communicating and engaging with the civil society through community participation platforms and creation of civic spaces for policy discourse. The political commitment to and leadership of reform implementation will build on the National Leaders Forum example to overcome deadlocks in the implementation.

40. Supporting Lesotho security sector institutions to integrate respect for human rights in their everyday work requires multiple approaches. Key is the integration of human rights norms and standards in the overall framework on security sector institutions through appropriate legislative and policy reforms, to be integrated in a holistic manner through the National Security Sector policy and strategy, building on the ongoing national reforms process and the work of the National Reforms Authority. Simultaneously and in order to increase accountability and combat impunity, internal and public bodies oversee the security sector institutions need to be strengthened. This also requires proposals for legislative and policy reforms to bring these in line with international human rights standards and best practice. Standard operating procedures and codes of practice/conduct also require review and updating, also integrating human rights and gender, and the capacity of officials to apply and uphold these needs to be supported through training curricula tailored to the functions of each institution. Finally, in order to build and maintain legitimacy and trust in the process, it will be necessary to maintain the engagement of all stakeholders and build their trust in the sector and proposed reforms.

41. A key element of the implementation strategy concerns identifying and mitigating risks of providing direct or indirect support to security forces that are or have been engaged in human rights violations through strict adherence to the UN Human Rights Due Diligence Policy (HRDDP). This includes ensuring implementation of the recommendations of the HRDDP risk assessment carried out in 2019~~ under the previous PBF project and also updating this risk assessment in line with this new proposal, as a matter of priority and prior to the start of implementation of any activities that provide support to security forces. This will include developing a clear strategy for UN Lesotho to manage and mitigate these risks, in line with the 2019 HRDDP assessment recommendations. The findings of the updated assessment may result in some modifications to the activities of this PBF project, including in terms of timing and sequencing~~*[JS8]*.

42. Successful implementation of the security sector reforms for peacebuilding is underpinned by improvements to the overall democratic governance of and economic probity, transparency and accountability ~~performance~~ *[JS9]* in Lesotho. To sustain the momentum created through the dialogue

phase, the proposed intervention will be linked to and compliment the EU funded Project of support for implementation of national reforms that inter-alia targets short-term legal, policy and institutional reforms. A sectoral costing exercise is also planned under output 1.2.

43. The project will strengthen the capacity of civil society, women, youth, people with disabilities and other special interest groups to organise and engage in the security sector reforms implementation process. Sound security sector reforms implementation will imply openness, inclusiveness and integrity during the process. The capacities and skills of civil society, women, youth, people with disabilities and other special interest groups to create value-driven responses and effectively participate in the reforms process will be a critical measure of process inclusivity. Creation of platforms for citizen engagement including digital strategies will expand space for civic engagement and participation as well as enhance the credibility of the security sector reforms process. Innovative approaches for capacity building of civil society and special interest groups may include micro-grants to civil society organisation to undertake defined and targeted interventions on reforms implementation.

44. The Project will deploy information, communication and public education as the anchor for monitoring and evaluation. Communication efforts will also ensure visibility of the PBF. Information collected during the monitoring process will feed into planning and decision-making and will improve performance of the stakeholders. The component will serve as a follow-up tool, improving the implementation processes, the functioning of NRA and key sector ministries with a view to further enhance efficiency. Eventually, it will provide accountability to stakeholders, on issues such as resources use, internal processes, outputs and outcomes of reforms implementation. Increasingly, information, communication and education will strengthen the alignment of policies and their impact in order to improve co-ordination across policy areas and highlight progress and achievements publicly against desired outcomes.

b) *Provide a **project-level 'theory of change'** – i.e. explain the type of change envisaged by the project and how do you expect the project interventions to lead to results and why have these interventions been selected. What are the assumptions that the theory is based on? (Note: Change may happen through various and diverse approaches, i.e. social cohesion may be fostered through dialogue or employment opportunities or joint management of infrastructure. The selection of which approach should depend on context-specific factors. What basic assumptions about how change will occur have driven your choice of programming approach?)*

45. The PBF NSSRPP seeks to capitalise on the momentum of change generated by the 2019/20 national consensus on the need to implement key reforms including the establishment of a NRA to address, among other major priorities, short and medium-term security sector reforms. This project's primary objective is to establish the minimum conditions for initiating future security sector reforms that address the root causes of instability stemming from Lesotho's security institutions: the politicization of the security sector, the securitization of the political sphere and continued impunity for human rights violations. The project also seeks to set the stage for longer term reforms and international development assistance.

46. The project seeks to contribute to a culture of political neutrality among the State's security actors and preventing the misuse of security forces by civilian authorities. This will be achieved through the development and implementation of a national security policy, the strengthening of oversight mechanisms, the systematic engagement of civil society, and promoting human rights principles.

47. The proposal's theory of change, which facilitates the establishment of the minimum conditions for Security Sector Reform and on initiating its process is that:

47(a) If key security and civilian actors come together, develop and implement a national security policy that is accepted as credible, legitimate and binding, that is aligned with international human rights norms and standards, that includes monitoring of human rights violations by the security sector,

addresses impunity for past violations and that clearly outlines the expected role and behaviour of security actors as non-partisan and the responsibility of civilian actors in preventing the misuse of security institutions;

Then, key security actors, especially the higher echelons of military, correctional services and police will have a common understanding of the principles of non-partisanship of security institutions, , the separation of powers, and will refrain from partisan acts and displays of political loyalties.

And key civilian actors, including the executive branch and political party leaders, will have a common understanding of the responsibility of civilian authorities to prevent the politicization of security actors and refrain from using the threat of security forces against their opponents for political gains;

47(b) If internal oversight mechanisms (such as independent Ombudsmen functions, reporting and complaints apparatuses, human rights commissions, audit bureaus, etc.) and public oversight mechanisms[8] (for example monitoring, research and information, awareness raising, advocacy, etc.) are established to incentivize security actors to abide by principles of non-partisanship, to monitor and protect the human rights of civilians and to enforce the application of these principles and if these oversight mechanisms enable transparency to the public and the sustained engagement of civil society;

Then, security actors will be less likely to act upon unlawful ~~under undue~~ political influence or to commit human rights violations and security actors will be perceived by political actors and the public as non-partisan; and they will no longer be perceived by the public, including marginalized populations as a potential threat to their human rights. This will contribute to building a culture of public service and accountability within the security sector, contribute to access to justice for victims and to rebuilding trust in the security sector and rule of law institutions in Lesotho;

47(c) If gender-sensitivity and the protection of the rights of women are mainstreamed into the national security sector strategy (for example through a Women, Peace and Security National Action Plan) and its internal and public oversight mechanisms, then security actors will understand the rights and normative commitments of the institution to protect women's rights and prevent SGBV, and perpetrators of SGBV and violations of women's rights will systematically experience consequences for their behaviour.

Then, security actors will have more incentive to protect human rights, including the rights of women, and strong incentives to refrain from violating them.

47(d) If informal / community conflict resolution, negotiation, management and peacebuilding mechanisms such as community policing, community mediation and psycho-social support programs, and neighbourhood justice centres / customary justice mechanisms are established,

Then people in conflict will be more capable of solving their problems locally, less likely to experience livelihood shocks that contribute to poverty and reduce the potential for escalation into violence. This will also reduce the need for interventions by the security forces (which can draw them into partisan activities) or recourse to formal judicial proceedings,

48. Therefore, through the common understanding and framework on non-partisanship of security actors provided by a national security policy and national security strategy; the alignment of security sector acts and laws with a revised constitution; the establishment and effective functioning of stronger internal and public oversight mechanisms; strengthened informal / community conflict resolution, negotiation, management and peacebuilding mechanisms; and greater civil society engagement in the security sector reforms process, security actors in Lesotho will be less likely to respond to unlawful

[8] According to the UNDP / DCAF 2008 "*Public Oversight of the Security Sector, A Handbook for Civil Society Organizations*" the key mechanisms are: research and information; awareness raising; advocacy; training; monitoring; budget analysis; and building the organizational credibility of CSOs.

political influence and to breach the human rights of the civilian population; influential civilian actors will also be less likely to use the threat of security forces for political gains, and accountability for past and present human rights violations will be improved. As these key causes of instability and potential conflict are addressed, as a culture of service to the people of Lesotho is built, long term peace, stability and prosperity for all people in Lesotho will be enhanced.

c) ***Project result framework***, *outlining all project outcomes, outputs, activities with indicators of progress, baselines and targets (must be gender- and age- sensitive).*

See **Annex B**.

d) ***Project targeting and sequencing strategy*** – *provide justification for geographic zones, criteria for beneficiary selection, expected number and type of beneficiaries and justification, timing among various activities, any measures to ensure coherence and connection between outcomes, and any other information on implementation approach (must be gender- and age-sensitive). No need to repeat all outputs and activities from the Result Framework.*

49. The project involves the implementation of a wide range of interconnected activities and interventions including, development of a national security sector and strategy, strengthening internal and public oversight mechanisms; increasing informal / community conflict prevention and peacebuilding and enhancing government engagement with civil society in the security sector reforms process.

Geographic Scope

50. The Kingdom is administratively divided into 10 districts at the first tier, 1 municipal council and, 11 urban councils at the second tier, and 64 community councils at the third tier. The project will hold ~~seventy six (76)~~ *[JS10]*10 district and community level consultations ("lepitso") composed of at least 50 people per consultation to reach ~~3,800~~500 direct beneficiaries disaggregated by gender, age and socio-economic status. The ~~76~~-10 community platforms are expected to cascade the consultations in the community peacebuilding platforms to reach ~~105~~,000 indirect beneficiaries during the project lifecycle. The Mayor for the municipal council and 10 Districts Administrators and District Council Secretaries will also ~~and 64 Council chairs to~~ be consulted. Therefore, the project outlook is national while ensuring broader and inclusive participation of all peoples across the country.

51. The project target population and beneficiaries shall be as follow:

(a). Security Sector Agencies: The Lesotho security agencies (Lesotho Defence Force, Lesotho Mounted Police Service, Lesotho Correctional Services, National Security Services and Lesotho Customs and Immigration Department) will directly benefit from the project interventions as outlined in the results framework. The project will seek to target 500 members of the security sector as direct beneficiaries ~~. Of the 500, 140 shall be drawn from the~~ (Lesotho Defence Force *[JS11]*, ~~150 from~~ Lesotho Mounted Police Service, ~~100 from the~~ Lesotho Correctional Services and ~~, 60 from~~ National Security Services ~~and 50 from the Lesotho Customs and Immigration Department~~. The composition of direct beneficiaries shall include at least 33% women, 15% youth aged 18 to 35 years and 0.5% people with disabilities.

(b). Women and womens groups: In the proposed project, gender considerations will be mainstreamed through the training of women groups, members of the security agencies and gender advocates to reach an estimated ~~1000~~-500 women through ~~76~~-10 women platforms, in particular related to the development of the WP&SNAP ~~to mirror the 76 district and community structures. There will be 54 rural council based platforms and 10 municipal city platforms~~. The identification and selection of women shall reflect the socio-economic stratification of Basotho women, disaggregated by age, socio-economic status, ethnic composition, religious affiliation, and disabilities.

(c) Youth and youth groups: The project will engage with youth groups, youth leaders in political parties, youth led Civil Society Organisations, youth in formal employment, youth in religious organisations, and individual youths to support their participation at national and district level in the security sector reform process. A total of ~~750~~ 500 youths will be directly or indirectly reached through targeted training. Activity implementation shall earmark 15% youth participations. ~~The participation of youth is further necessitated by the Government policy recommends enhancements of youth participation in all spheres of civil and pollical life. The identification shall balance the socio-economic status, ethnic composition, religious affiliation, and disabilities. The Project applies the definition of youth adopted by the Lesotho Ministry of Gender and Youth, Sports and Recreation as aged 15–35 years old. 80% of the youth shall be selected from among those with organisational affiliation while 20% shall be randomly drawn from non-affiliated individual youths~~.

(d) People with disabilities: Disabled people in Lesotho are among the most marginalized and disadvantaged groups in the country. The proposed project will target people with disabilities including mainstreaming their issues in the national security sector strategy and policy. The project will directly target 450 (0.5%) of the people with disabilities in Lesotho ~~. The identification shall balance the socio-economic status, ethnic composition, and religious affiliation of people with disabilities. 80% of the people with disabilities shall be selected from among those with organisational affiliation while 20% shall be randomly drawn from non-affiliated individuals. The organisational affiliation of people with disabilities will use political parties, Civil Society Organisations, employers and, religious organisations to identify representatives while non-affiliated people with disabilities will be~~ randomly selected within the precinct of the ~~76~~ 10 consultation platforms *[JS12]*.

(e) ***Lesotho Communities:*** The project has planned at least ~~76~~ 10 district and community consultations to ensure that views and positions of the various communities are captured, reviewed and integrated into the security sector reform. As part of the security sector policy and strategy formulation, a total of ~~500~~ 10 *Lipitso*, which is a traditional mechanism for community dialogue, consultation and engagement, shall be used to collect Basotho views to be integrated in the policy and strategy. The *Lipitso* shall be composed of at least 50 community members to reach an estimated ~~2,~~500 members during the project cycle.

(f). ***Government Officials:*** The project shall target 50 Government technical officials from the Ministries of Defence and National Security, Police Service and Public Safety, the proposed Human Rights Commission, Parliamentary and Senate Committees and other human rights oversight bodies as direct beneficiaries. These 50 will reach out with targeted interventions an estimated 500 indirect beneficiary among other public officials during project implementation.

53. ~~In terms of timing/sequencing, an update of the 2019 human rights assessment carried out under the UN Human Rights Due Diligence policy will take place prior to implementation of other activities under this proposal. The updated assessment will also inform the prioritization of activities of this project and engagement with specific security sector entities in Lesotho including the Lesotho Mounted Police Service (LMPS), the National Security Service (NSS), the Lesotho Defence Force (LDF, and the Lesotho Corrections Service (LCS), in order to maximize the impact on peacebuilding and make strategic and rational decisions on use of limited resources during the PBF project duration.~~ *[JS13]*

52. ~~Upon updating of the UN Human Rights Due Diligence Policy,~~ The project shall prioritise activities aimed at developing the national security policy and strategy ~~during the first half of project implementation (month 1 – 6~~ *[JS14]*~~)~~. Key activities will include establishment of technical committee to oversee the development of the national security policy and strategy, inter agency coordination mechanism, policy gap assessment, policy and strategy implementation costing exercise, comparative studies, and citizen consultations. Some of the studies shall also seek to link with the broader national reforms processes to ensure that the security sector reform is not a stand-alone process. Other interventions will be establishment of community platforms for consultation, identification, and selection of community members to participate as well as training of women, youth, gender, and people

with disability advocates. The project shall also develop monitoring and evaluation strategy and plan as well as communication stagey for the security sector reform implementation process.

53. ~~The second quarter of the first half (~~During subsequent ~~month 3- 6~~ months~~,)~~ the project will focus on Outputs 2. *Strengthened internal and public oversight mechanisms*, 3. *Informal / community conflict resolution* and 4. *Enhanced government and state security institutions engagement with society, and citizen participation in*~~initiating activities that seek to accomplish Outcome 2: Improved social cohesion and citizen's understanding of security sector reforms implementation through enhance citizen participation in implementation of the security sector reform and related peace building initiatives. Key activities will including selection of facilitators, capacity needs assessment and development of training materials for conflict resolution, negotiation, peacebuilding and constitution building; identification and selection of citizens, people with disabilities, gender advocates and youth frontline members that will participate in capacity building to conduct conflict resolution, negotiation, peacebuilding and constitution building and training of frontline members. The trainees will then be supported to implement conflict resolution, negotiation, peacebuilding activities in the Second half the project. During month 12 – 18, the project design and develop the Women, Peace and Security National Action Plan. Other activities will include identification and engaging of government officials, civil society, and other key stakeholders~~.

54. ~~Based on progress made in the formulation of the national security sector strategy and policy, the updating exercise of the UN Human Rights Due Diligence Policy assessment, the project shall start implementing activities to strengthen and internal and public oversight mechanisms and effectively prevent partisanship within security institutions and enforce the protection of human rights, including women's rights and the fight against SGBV. This shall be during month 8 – 18 of the project. It is expected that by month 8, the Lesotho Human Rights Commission will have been established and operational, while the nature of internal oversight mechanism in security sector hall be emerging from the policy and strategy formulation.~~

Project management and coordination (4 pages max)

a) ***Recipient organizations and implementing partners*** *– list direct recipient organizations and their implementing partners (international and local), specifying the Convening Organization, which will coordinate the project, and providing a brief justification for the choices, based on mandate, experience, local know-how and existing capacity. Also fill out the table below for each recipient organization:*

55. **UNDP Lesotho** UNDP is a global knowledge network advocating for human development and connecting countries to knowledge, experiences and resources to help people build a better life. UNDP works with countries to develop and implement their own solutions to development challenges. Aligned with the Lesotho National Strategic Development Plan (NSDP II 2019-2023), the United Nations Development Assistance Framework (UNDAF 2019-2023) and UNDP Strategic Plan as well as the Country Programme Document (CPD 2019-2023), UNDP is committed to supporting the government and people of Lesotho. It is globally recognized as the most transparent and accountable development agency. The experience of managing Peacebuilding Funds as well as existing human and operational capacity including well documented programme operations policies and procedures lends credence to UNDP as the convening Agency for the proposed project. This experience include the conceptualization, design, development and successful implementation of the Lesotho National Dialogue and Stabilization Project funded by the Peacebuilding Fund between 2018 – 2020.

56. The Project aimed at achieving a. a national agreement on the content and processes of comprehensive political reforms and national reconciliation in Lesotho with increased public and donor support; b. reduced tensions and divisions within and amongst security services thereby enhancing the participation of the sector in the national dialogue and reform processes and enhancing public trust and; c. a more informed Lesotho constituency is actively participating in political reforms and reconciliation

efforts due to greater access to timely and accurate information on the national dialogue and reform processes. UNDP provided the overall management of the project, coordination of stakeholders and documentation of lessons. The Project successfully completed that national dialogue and secured national consensus on reforms content as well stabilization of the security sector

57. UNDP currently has a Governance and Peacebuilding Unit comprising of one Governance Specialist and one Programme Associate as core staff. With the initial UN PBF funding, a project management Unit of 4 staffs headed by a Project Manager was established to support implementation of the reforms process. The Deputy Resident Representative for Programme and Operations supervises the team and will have the responsibility for the daily oversight and quality assurance function for the management of the project. The Country Office manages an overall budget of USD 5 million. The UN Department of Political and Peacebuilding Affairs (DPPA) and UNDP Joint Programme on National Capacities for Conflict Prevention has also deployed a Peace and Development Advisor who coordinates the Conflict and Development Analysis and provides ongoing advisory support to the UNCT and Government institutions on best ways to ensure social cohesion and sustainable peace in Lesotho.

58 The **United Nations Human Rights Office (OHCHR)** is the lead United Nations entity on human rights. Through technical cooperation from the Regional Office for Southern Africa as well as participation in the Lesotho National Dialogue and Stabilisation Project (2018-2019), OHCHR has supported the integration of human rights in United Nations engagement with the security sector in Lesotho and has provided support to the Government of Lesotho and civil society organisations on engagement with international human rights mechanisms and implementation of Lesotho's human rights treaty obligations, recommendations and commitments. OHCHR will build on this work with the deployment of a P5 Senior Human Rights Advisor as part of the UN Multi-Donor Trust Fund on Human Rights Mainstreaming to provide technical guidance and support to Government, civil society and UN partners to integrate human rights in reform of security sector institutions, including oversight bodies.

59. UN-Women will collaborate with UNDP, OHCHR and other stakeholders to mainstream gender across project activities and interventions. The UN-Women will also contribute to specific activities such as capacity building for women nominated to participate in National Dialogue and women members of the NDCP, convening of National Women's Conference (NWC. and development of gender mainstreaming strategy for security sectors.

60. **Lesotho authorities**:

(a) **Government of Lesotho:** in line with the Monterrey Consensus and Paris Principles of Ownership, Alignment, Harmonisation, Managing for Results and Mutual Accountability the Government shall provide national direction, drive, leadership and epitomize national ownership for results sustainability, through the NRA or its successor framework.

(b) **Lesotho Council of NGOs (LCN)**: is the most recognised and reputable NGO network in Lesotho and has the capacity to mobilize people and communities through the country. They are also highly respected in Lesotho for their influence and access to political leaders across the divide. LCN's knowledge and network will be crucial for ensuring citizen participation and capacity building of CSOs.

(c) **Christian Council of Lesotho** (**CCL)**: The CCL and the Heads of Churches have a strong moral influence over the political stakeholders and possess the capacity to convene political consultations at the highest level. They will play crucial role in political deadlock breaking, psycho-social support and in mobilising religious groups to impress upon political stakeholders to participate in the security sector reforms

(d) **Transformation Resource Centre (TRC)**: is an ecumenical resource Centre that advocates for justice, peace and participatory development. TRC's socio-political focus on liberation, social

analysis, justice, leadership, community work, simple decision making, action planning, new forms of management and problem-solving mechanisms are critical to the project.

(e) **Women and Law in Southern Africa (WLSA)-Lesotho** is a local chapter of the WLSA regional operating in Botswana, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe and Lesotho pursuing women's human rights in a legal context. It contributes to the socio-economic political and legal advancement of women and children in Lesotho. Through UN Women, WLSA shall be the anchor and lead organisation on issues of women's rights, strategic litigation on women's rights, empowerment of women and gender equality will play a key role in mentoring and providing backstopping for other women's groups in the country as well as government departments.

Agency	Total budget in previous calendar year	Key sources of budget (which donors etc)	Location of in-country offices	No. of existing staff, of which in project zones	Highlight any existing expert staff of relevance to project
UNDP Lesotho CO	$5,000,000	UN PBF EU UNDP Trac GEF	Maseru	4	Peace and Development Advisor – advisory, analysis and technical support Governance Specialist – technical support and institutional linkage Project Manager – project leadership, technical oversight, management, and coordination. Finance and Administration – financial, administrative and project support
UN OHCHR	OHCHR 2020 budget for Regional Office Southern Africa was USD 2.4 million.	UN Regular Budget + extra-budgetary contributions from range of donors, mainly Member States. Top donors (EU, Norway, USA,	Lesotho: Senior Human Rights Advisor (P5) being deployed by end of 2020 + Regional Office for Southern Africa based in Pretoria.	1 x Senior Human Rights Advisor (P5) being deployed to Maseru by ~~end of 2020~~ September 2021	Abigail Noko, OHCHR Regional Representative, P5 Senior HRA Lesotho (being deployed), HQ expert staff on human rights and security forces

		Sweden, Netherlands)			

b) ***Project management and coordination*** *– present the project implementation team, including positions and roles and explanation of which positions are to be funded by the project (to which percentage). Explain project coordination and oversight arrangements and ensure link with PBF Secretariat if it exists. Fill out project implementation readiness checklist in* ***Annex C*** *and attach key staff TORs.*

Project Management

61. The project will be jointly implemented by UNDP and OHCHR, in collaboration with UN Women in line with their respective policies, rules and procedures and their respective agreements with MPTF-O and PBF.

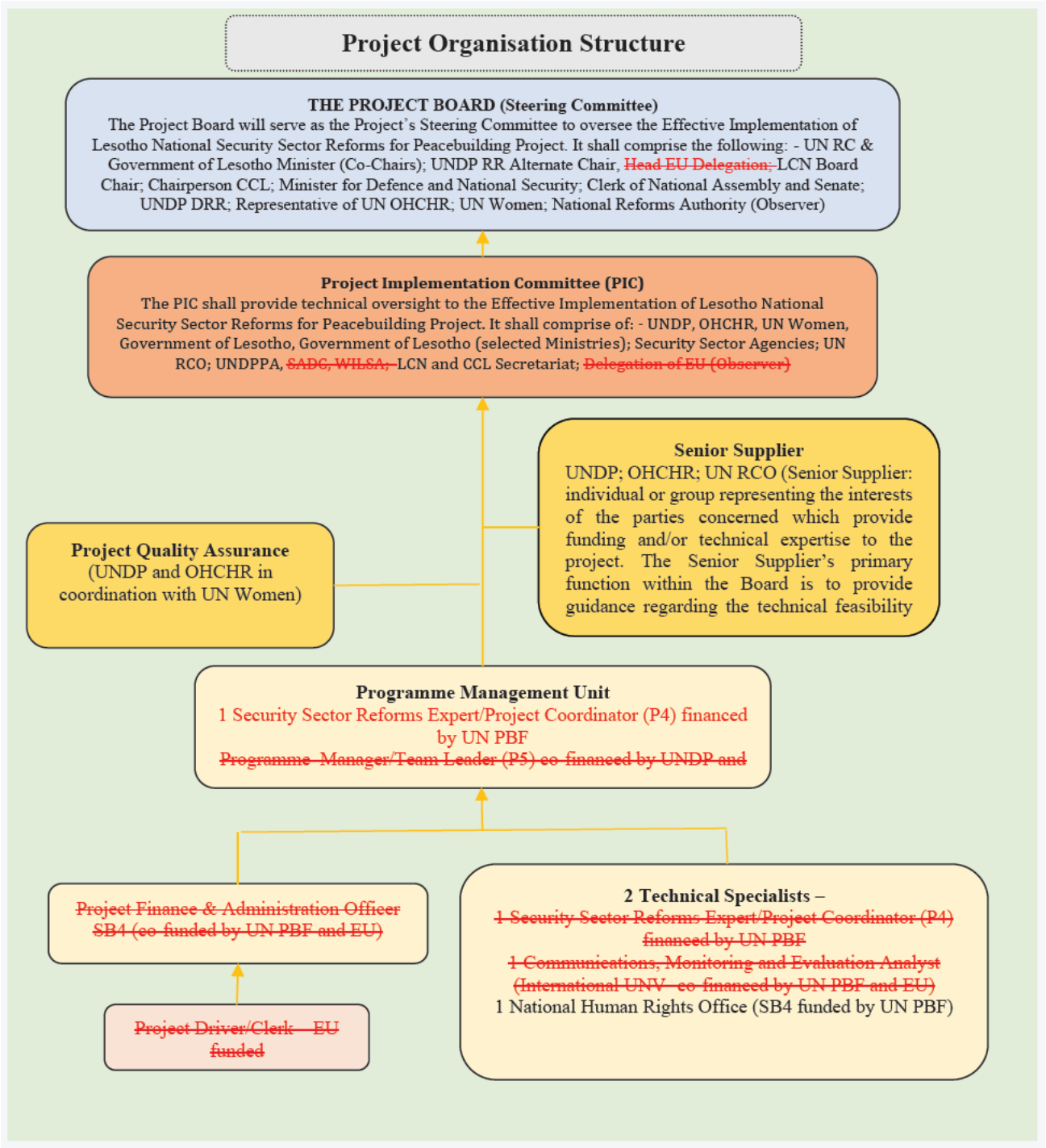
62. UNDP will act as convening agency and facilitate joined-up and collaborative approaches between the project's recipient agencies and its implementing partners, coordinating overall delivery of the project in partnership with all stakeholders.

63. UNDP will implement activities under its lead using the Direct Implementation Modality (DIM) as per UNDP Project and Operation Policies and Procedures. UNDP has the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs. UNDP shall assume overall coordination for project implementation and ensure compliance with PBF reporting requirements.

64. For OHCHR, the P5 Senior Human Rights Adviser deployed to Lesotho ~~by end of 2020~~ in September 2021 (at least 12 months, potentially 18 months, funded by MPTF on Human Rights Mainstreaming) will provide strategic guidance and oversight for project implementation, while a Human Rights Officer will be recruited (funded by this PBF project) to lead implementation of activities under the PBF project from day to day. Support will be provided by OHCHR HQ and other experts on advancing respect for human rights by security forces.

Project Management Structure

65. The Project will adopt a two-tier structure. UNDP and OHCHR will implement this project jointly, collaborating closely with UN Women. A Project Board shall be established with role of policy and strategic oversight functions while the Project Implementation Committee (PIC. will provide technical review and support management of the Project. The Project Management Unit (PMU) shall be responsible for the day-to-day Project management and delivery as elaborated below.



66. ***The Project Board*** is the Project's Steering committee and shall serve as the overall policy and oversight mechanism, ensuring that the Project is achieving its overall strategic objectives and delivers results as intended. Specifically, the board approves the Annual Work Plans (AWP) and provides strategic direction for implementation of the Project. The Project Board will be co-chaired by the assigned Government Minister and the UN RC/UNDP RR Alternate and shall consist of senior representatives of OHCHR, UN Women, other Resident and Non Resident UN Agencies, Head of Delegation of the European Union; Registrar of High Court of Lesotho; UNDP DRR, Executive Director of LCN and Chairperson of the CCL Heads of Churches. The board shall meet Biannually to review progress and give strategic direction of the Project whilst providing guidance and ensuring accountable and responsible implementation. UNDP will serve as the Secretariat for the Project Board. The Board may summon a ***Special Meeting*** to discuss any urgent matters that could strategically influence the Project outcomes.

67. ***The Project Implementation Committee*** (PIC. will consist of technical representatives of the 2 recipient agencies (UNDP, OHCHR,), other Resident and Non-Resident UN Agencies, ~~the Delegation of the European Union~~ *[JS15]*and all the implementing partners. The PIC will be chaired by UNDP and will have responsibility for reviewing and validating the AWPs for approval by the board, review progress with recommendations, provide implementation oversight and monitoring, oversee internal and external evaluation. It shall meet at least once a month and undertake a peer review and track progress. Other stakeholders may be co-opted by the PIC as appropriate. The Project Management Unit (PMU) will serve as the Secretariat for the PIC.

68. ***The Programme Management Unit*** will include the Programme Manager (~~P5~~P4) ~~co-~~financed by UNDP~~ and European Union~~. The Programme Manager will have the overall responsibility of managing a portfolio of projects supporting implementation of Lesotho national reforms. The Programme Manager will ensure coherence, coordinated implementation, and consistent linkages among the different projects, engaging and liaising with donors as well as Implementing Partners. ~~On security Sector aspects of the reforms, the Programme Manager will be supported by a Security Sector Reforms Expert/Project Coordinator (P4) – funded by UN PBF. The Security Sector Expert/Project Coordinator will be responsible for the day- today operation of the project, provide technical advice, content generation, oversight, coordination of activities as well as general management for the project. The Security Sector Reforms Expert/Project Coordinator will be supported by a National Human Rights Officer (SB4 funded by UN PBF), Communications, Monitoring and Evaluation Specialist (International UNV – co-funded by the PBF and the EU) and Finance and Administration Office (SB4) (funded by the UN PBF and EU). The Communications, Monitoring and Evaluation Specialist will have responsibility of Project monitoring in order to track progress against outputs and targets.~~ OHCHR will also recruit a dedicated Senior Human Rights Advisor attached to the UN Resident Coordinator's Office, supported by a National Human Rights Officer (SB4, funded by UN PBF) who will be responsible for providing technical support on integration of human rights in the overall project and for overseeing implementation of key activities and outputs related to human rights.

69. ***Project Quality Assurance -*** UNDP and OHCHR will provide, in close coordination with UN Women, overall Project quality assurance on behalf of the Project Board. The Project Manager and the M&E/Reporting Officer will ensure that quality assurance processes are set up in UNDP's Enterprise Resources Planning System (ATLAS) and monitored and updated regularly. Each agency will follow their respective procedures on quality assurance in line with their rules, regulations and policies.

70. ***Coordination -*** The Project will be ~~implemented in synchrony~~synchronised as far as possible with partners who are supporting or have expressed willingness to support reforms related to the security sector and other thematic areas in Lesotho. In this regard, the UN Country Team has established a UN and Development Partners Technical Advisory Group on Reforms as well as a Coordination Forum between the UN, the European Union, SADC and other partners. The EU is providing support to civil society organizations, including LCN. UNDP ~~has~~ held meetings with both the EU and LCN and agreed on coordination and complementarity in the use of the resources for value enhancement. Any new or emerging interventions around the reforms in Lesotho will be integrated into the Coordination mechanism. The UNDP in partnership with OHCHR, UN Women, the Government and SADC shall convene a Donor Conference on Lesotho Reforms to bring the Project to the attention of donors and to mobilize additional resources.

c) ***Risk management*** *– assess the level of risk for project success (low, medium and high) and provide a list of major project specific risks and how they will be managed, including the approach to updating risks and making project adjustments. Include any Do No Harm issues and project mitigation.*

71. Risk Management Matrix

Risks to the achievement of Project Outcomes	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
i) Political – Inconsistent or changeable political leadership and ownership by the Government to engage in Security Sector process.	Medium	High	UN to facilitate coordinated approach with national and international stakeholders including SADC and bilateral partners to encourage and persuade key political actors to remain focused to the security sector reforms. The Project will focus on activities that do not particularly rely on political will.
ii) Political - Political tensions and infighting in the NRA threatening consensus on Security Sector reforms processes, social cohesion and reconciliation	Medium	High	~~Project includes establishment and support to continued political dialogue based on the framework of national consultations. The project team~~ *[JS16]* ~~will ensure engagement of large range of stakeholders including Government, National Assembly, CSOs, UN Agencies and other international actors to facilitate consensus and a joint vision for Security Sector Reforms. UN RC will continue good offices work to prevent, deter or diffuse political tensions and temptation of witch hunt.* *[JS17]* The Project will focus on activities that do not rely on NRA leadership.
iii) Political – possible collapse of coalition Government leading to interruption of Government policy timetable and legislative agenda	Medium	High	a. UN to facilitate coordinated approach with national and international stakeholders including SADC and bilateral partners to encourage and persuade key political actors to remain focused on the security sector reforms. ~~b. part of the wider Project include deploying coalition management experts to support the Government in managing coalition relations and d. support to an inter-ministerial committee on reforms.~~*[JS18]*
Risk of providing direct or indirect support to security forces that are or have been engaged in human rights violations.	Medium	High	Strict adherence to the UN Human Rights Due Diligence Policy. Full implementation of the recommendations of the 2019 HRDDP risk assessment. ~~Updating the 2019 risk assessment as a matter of priority to cover the activities included in this proposal prior to start of implementation of any activities that provide support to security forces. Establish a clear strategy for UN Lesotho to manage and mitigate these risks. The findings of the updated assessment may result in some modifications to the activities of the PBF project, including in terms of timing and sequencing~~*[JS19]*~~.~~
iv) Financial – Lack of financial resources to			UN/Development Partners TAG will monitor progress made by Government in resources

implement successfully the security sector strategy and policy including the capacity building Project.	Medium/High	Medium	mobilization, gaps and strategies to fill funding gaps. The Project Board and Steering Committee will engage Government in allocating resources for the operations of the NRA, the NHRC and sustainability of the reforms. Adjustment of activities or reduction in numbers of targeted beneficiaries.
v) Social – limited legitimacy and positive impact of the security sector reforms process due to persisting lack of trust in the process by members of the military and the broader population, and lack of transparency around the process by the Govt	Medium	High	a. Increased advocacy for adoption of a citizen - centred approach, support to CSOs for intensification of outreach activities, awareness campaigns about the security sector reforms and social mobilization program to explain the importance of the reforms and obtain the buy-in, full support and ownership of the initiative by the majority of the population. b. Support the core security sector ministries to ensure full transparency of the proceedings and wide media coverage while sensitizing media professionals and CSO actors to denounce and deter any perception of interference, exclusion, political polarization and sectarianism that could lead to tensions.
vi) insufficient project resources allocated to implement the NSSRPP	High	High	Simplify outputs, adjust activities to focus on outcomes, and reduce numbers of targeted beneficiaries.

72. The Project Board will be in charge of overall project oversight. The Board will hold biannual meetings to discuss the project implementation and assess its progress. The Results and Resources Framework (RRF. incorporated in this document will be the basis for performance monitoring and reporting. The Government of Lesotho, UNDP and OHCHR will be responsible for setting up the necessary M&E mechanisms (see further below) in order to ensure continuous M&E of the project's results and impact, as well as to ensure efficient resource utilization, accountability, transparency and integrity.

M&E Plan

a) ***Monitoring and evaluation*** *– What will be the M&E approach for the project, including M&E expertise in the project team and main means and timing of collecting data? Include a break-down of M&E budget that the project is putting aside, including for collection of baseline and end line data for indicators and for an independent evaluation, and an approximate M&E timeline. Ensure at least 5-7% of the project budget is set aside for M&E activities, including sufficient funds for a quality independent evaluation.*

73. Tracking the achievement of planned results for each activity within the annual work plan and reporting progress to the Project Board and giving feedback to the implementing partners will be the responsibility of the Project Manager based on a joint project M&E Plan. The Project Manager, in collaboration with the Project Board will ensure that selected implementing partners will develop a results-based monitoring plan. The plan will have gender-sensitive SMART indicators, which will facilitate effective monitoring. The Project Manager will provide semi-annual reports to the Project Board or as often as the Board requires.

~~75 (a). The project will be monitored through assessing the progress against indicators in the Results and Resources Framework. The project monitoring will use gender and age disaggregated data, where~~

~~both are available. The initial data collection and assessments of the project will become the baseline of the project with the aim of assessing best implementation strategies, M&E, and a realistic timeline.~~

~~75 (b). The monitoring exercises will be coordinated by the Project Manager with support of the Monitoring and Evaluation Officer for a coherent approach consistent with this project document and the PBSO compliance requirements. The project M&E officer will coordinate joint monitoring exercises and timeline for data collection and submission of information for due consolidation of reports and database management. Monitoring tools will include quantitative data collection, questionnaires and interviews with project beneficiaries before and after events, collection of stories. Results of the monitoring will be reported to PBF through semi-annual and annual reports.~~ *[JS20]*

74. The project monitoring will largely focus on project outputs, to ensure that project implementation is on track and is reaching the intended beneficiaries.

~~75(d). 'Lessons learned sessions' with partners, authorities and other stakeholders will regularly be held (e.g. through organizing monitoring visits of government partners to project sites and meeting with project beneficiaries) to enhance implementation and assess achievements.~~ *[JS21]*

75. The external evaluation in the end of the project will be done by an independent expert, in line with UN Evaluation Group standards and with PBF evaluation guidance. The evaluation will assess the overall added value of the project to peacebuilding in Lesotho, particularly in establishing the minimum conditions for future security sector reforms and on initiating its process, which should be continued over the longer term and with resources from other donors. In addition, since the external evaluation for the previous IRF on nationally dialogue only partially examined peacebuilding impact, the independent evaluation for this project will examine the cumulative peacebuilding effect of both projects. In assessing the degree to which the projects met their intended peacebuilding objective(s) and results, the evaluation will provide key lessons about successful peacebuilding approaches and operational practices, as well as highlight areas where the projects performed less effectively than anticipated.

Project exit strategy/ sustainability

Briefly explain the project's exit strategy to ensure that the project can be wrapped up at the end of the project duration, either through sustainability measures, agreements with other donors for follow-up funding or end of activities which do not need further support. If support from other donors is expected, explain what the project will do concretely and pro-actively to try to ensure this support from the start. If relevant, what are project links to any existing platforms or partnerships?

76. The project contributes to the broader national reforms implementation process that was adopted by the Basotho in 2019. The reforms implementation process is also anchored in the Government of Lesotho Coalition Agreement and has structured implementation arrangement under the stewardship of the National Reforms Authority. This project will therefore compliment the national reforms agenda by fast-tracking implementation of security sector reforms.

77. The sequencing of the reforms implementation process has an in-built sustainability mechanism where implementation starts with short-term (18 months) reform (notwithstanding the delays in recruiting the OHCHR Human Rights Officer and UNDP SSR Expert / Programme Manager), then medium term reforms that are to be implemented after ~~18 months~~the end of this initial phase. Reforms that are of constitutional and structural nature are classified as long-term. The proposed project is aligned to the first 18-months immediate reforms that are catalytic and critical to sustain peace.

78. The Project will support Government efforts to mobilise additional resources beyond the project life cycle by organising a donors conference, strengthening donor coordination mechanism and leveraging the UN Technical Advisory Group on Reforms to provide necessary technical support. As part of the long-term capacity development, the national security sector strategy and policy shall provide the framework for sustained capacity building through cascade capacity building programmes,

mainstreaming human rights in security sector formations and monitoring implementation of the policy and strategy.

Project budget

If helpful, provide any additional information on projects costs, highlighting any specific choices that have underpinned the budget preparation, especially for personnel, travel or other indirect project support, to demonstrate value for money for the project. Proposed budget for all projects must include funds for independent evaluation. Proposed budget for projects involving non-UN direct recipients must include funds for independent audit.

State clearly in how many tranches the budget will be provided and what conditions will underpin the release of a second or any subsequent tranche. Standard approach is two tranches for UN recipients and three tranches for non-UN recipients with the second tranche being released upon demonstration by the project (by the Coordinating Agency on behalf of the project and through the Resident Coordinator's Office or PBF Secretariat) that the first tranche has been expensed or committed to at least 75% between the recipients and upon completion of any regular PBF reports due in the period elapsed. Additional tranches or conditions may be added depending on the project context, implementation capacity, and level of risk.

79. The Project seeks to receive funds in two tranches. In the First Tranche amounting to $495,046.00 (33%), UNDP shall receive $ 393,000.00, while UN OHCHR shall receive $ 102,046.00. These funds shall be applied to implement activities during the first 4 months of the project. UNDP shall receive $ 797,910.00 while UN OHCHR shall receive $207,184.00 of the second tranche, equivalent to $ 1,005,095.00 (67%) of the total project budget. These amounts shall be applied to supporting activities planned for the remaining ~~14~~ months of the project period.

80. Of the US$1,500,140, US$ $879,000 ~~1,095,140~~ (~~73~~59%) of the total budget is allocated to direct project activities. This demonstrates the project commitment to reach out to direct beneficiaries and to ensure value for money., The project will apply US$ 450,000 ~~510,000.00~~ (~~34~~30%) to accomplish Outcome 1, US$ 165,000 (11%) to Outcome 2, US$ 70,000 (5%) to Outcome 3 and US $194,000 ~~150,000.00~~(~~10~~13%) to Outcome 2. ~~A total of US$219,000,000(14%) has been is allocated to Outcome 3~~ *[JS22]*

81. At least ~~38.7~~36**% or US$ ~~579,833.00~~550,000** of the total budget shall support intervention that address Gender Equality and Women's Empowerment. Other critical segments of the population to be targeted include 10% or US$150,000.00 for young people aged between 18 and 35 and 5% or US$75,000.00 for people with disabilities.

82. 27% or US$ 405,000 of the total budget is allocated to personnel costs. These include the cost of a Security Sector Expert/Project Coordinator (P4) ~~and a National Human Rights Office (SB4)~~. Anticipated co-funding from the EU was not realised for a Programme Manager/Team Leader (P5), a Communications, Monitoring and Evaluation Analyst, a National Human Rights Officer, a Project Finance and Administration Officer, and a Project Driver/Clerk leaving the project short of five (71%) of the positions critical for the effective implementation of the project.

83. ~~Two~~ Three percent or US$ ~~35~~38,000.00 shall be used for operational costs, while $80,000 (5%) ~~US$85,000.00 or 5.7%~~ of the total budget is allocated to monitoring and evaluation~~, with a 3% or US$40,000.00 of the total project budget being earmarked for the external project evaluation~~. Another US$ $77,910 ~~98,140.00~~ (7%) shall be charged as indirect support cost on the project.

*Fill out two tables in the Excel budget **Annex D**.*

Annex A.1: Project Administrative arrangements for UN Recipient Organizations

(This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA. of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

Administrative Agent Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent (AA) or Multi Donor Trust Funds and Joint Projects, and One UN funds" (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations' headquarters);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in

		consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF *[JS23]*allocations only), which may contain a request for additional PBF allocation if the context requires it	~~1 December~~N/A	~~PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.~~ N/A

Financial reporting and timeline

Timeline	Event
30 April	Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year)
Certified final financial report to be provided by 30 June of the calendar year after project closure	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to been refunded and a notification sent to the MPTF Office, no later than six months (30 June. of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (http://unpbf.org) and the Administrative Agent's website (http://mptf.undp.org).

Annex A.2: Project Administrative arrangements for Non-UN Recipient Organizations

(This section uses standard wording – please do not remove)

Accountability, transparency and reporting of the Recipient Non-United Nations Organization:

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

Reporting:

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	~~1 December~~N/A	~~PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.~~N/A

Financial reports and timeline

Timeline	Event
28 February	Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year)
30 April	Report **Q1 expenses** (January to March)
31 July	Report **Q2 expenses** (January to June)
31 October	Report **Q3 expenses** (January to September)
Certified final financial report to be provided at the quarter following the project financial closure	

Unspent Balance exceeding USD 250 at the closure of the project would have to been refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (http://unpbf.org) and the Administrative Agent website (http:www.mptf.undp.org)

Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

Non-UN recipient organization (NUNO) eligibility:

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package. the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (**NOTE**: If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches)
- Produces an annual report that includes the proposed country for the grant
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable. as well as the activities of the country of implementation. (**NOTE**: If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project[9]
- Demonstrates at least 3 years of experience in the country where grant is sought
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

[9] Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

Annex B: Project Results Framework (MUST include sex and age disaggregated data.

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
Outcome 1: A National security policy and strategy in line with Lesotho's international human rights commitments and obligations; implemented and effectively communicated with the engagement of civil society, the sustained commitment of key political and security actors and providing a concrete framework to prevent politicization of security institutions and to facilitate conflict prevention and peacebuilding (Any SDG Target that this Outcome contributes to)	*Output 1.1: A **national security policy** document that articulates the role, responsibilities and accountability of security institutions and required legislative and policy reforms in a way that respects international human rights standards and obligations and integrate a strong gender jointly developed by key government, security and civil society actors.*	a. **No. of National Security Policy developed,** in line with Lesotho's international human rights commitments and obligations Baseline: 0 Target: 1 b. No. of studies and assessments related to national security policies completed Baseline: 0 Target: 3 ~~c. No. of mechanisms to prevent politicization of security sector established~~*~~[JS24]~~* ~~Baseline:0~~ ~~Target: 2~~ d. No and inclusive nature of country-wide consultations undertaken whose recommendations are adopted in the national security sector strategy and policy.	NRA Minutes/Reports to confirm national concurrence on security sector policy and strategy Government Reports including Cabinet Memorandum on security sector policy and strategy. Media reports and announcements on national security sector policy and strategy consultations. Civil society reports on citizen participation in the national security sector policy and strategy consultations. Perception surveys on inclusivity and quality of consultations Cabinet memorandum on security sector policy	- Updated HRDDP assessment completed - A multi-stakeholder Technical Committee on Security Sector Reforms established - National security goals and priorities defined - National concurrence on definition of security sector reached - Security sector stakeholder mapping and engagement completed - Security sector situational analysis: state of security in Lesotho completed - Governance and organizational structure for

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life Target 5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels Target 16.1: Significantly reduce all forms of violence and related death rates everywhere Target 16.6: Develop effective, accountable and transparent institutions at all levels (Any Universal Periodic Review of Human Rights (UPR) recommendation that		Baseline: 0 Target: ~~76~~10 e. No of people disaggregated by age, gender, socio-economic status, religious affiliation and disability conditions consulted Baseline: 0 Target: ~~7,600~~500 f. No. of **national security sector policy** documents produced. Baseline: 0 Target: 1		security sector determined - Security sector improvement methods and interventions established - Security sector management information systems and data systems developed - Security sector performance indicators and core measures produced - Cabinet Memorandum/white paper on security sector for tabling in parliament
	1.1.1 **HRDDP risk assessment** ~~**updated**~~ and Assessment of the current security sector legal and policy framework and strategies in Lesotho in line with the UN Human	a. Updated human rights risk assessment of the security sector in line with the UN HRDDP. Baseline: A human rights assessment under the HRDDP was carried out under the	Updated HRDDP risk assessment Report on current security sector legal and policy framework and strategies identifying gaps with international human rights and gender norms and standards.	- Desk review of the 2019 UN HRDDP and related documents. - Situational analysis on the implementation of

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
this Outcome helps to implement and if so, year of UPR) UPR Lesotho, 2020 110.2 Adopt national anti-torture legislation to ensure full implementation of CAT 110.66 Undertake impartial investigations into allegations of police brutality, corruption, and human rights violations and abuses, including reported extrajudicial killings and torture by the Lesotho Mounted Police Service, and continue to operationalize the Police Complaints Authority 110.69 Conduct trainings for police officers on human rights and prevention of arbitrary arrests and torture	Rights Due Diligence Policy supported.	previous PBF project in 2019 and requires updating both for context and in relation to new proposed activities. ~~Target: A new HRDDP assessment is carried out prior to commencement of activities that provide support to security forces.~~		the 2019 UN HRDDP recommendations completed - Consultative meetings with key stakeholders on HRDDP risk assessment completed
	1.1.2 Technical committee composed of govt, security sector and civil society representatives, to lead the development of the national security policy document established and supported;	a. No and performances of Technical Committees established and operationalized Baseline: 0 Target: 1 b. No of Technical Committees meetings with actionable recommendations held Baseline: 0 Target: at least 2 meetings per month c. No people disaggregated by age, religious affiliation, gender, socio-economic status and disability conditions	NRA Minutes/Reports on progress made by the technical committee. Government Reports including Cabinet Memorandum on the national security sector policy. Minutes and Reports of Technical Committee meeting on progress made by the technical committee	- Identification and appointment of representative from government, security sector, civil society, women, youth and people with disabilities to the technical committee completed. - Technical committee terms of reference developed and approved - Technical committee operational and technical plan developed

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
110.72 Take effective measures to prevent further acts of torture and other forms of police violence and to bring perpetrators of such crimes to justice 110.81 Allocate additional resources to address overcrowding, inadequate sanitary conditions and lack of medical care in prisons and detention centres 111.3 Ratify the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman and Degrading Treatment or Punishment		participating in the consultations. Baseline: 0 Target: To be determined		- Bimonthly technical committee meetings held. - Quarterly progress and status reports produced
	1.1.3 Technical review of existing national security documents supported;	a. No of reviews initiated, completed and presented to national security sector stakeholders. Baseline: 0 Target: ~~To be Determined~~5 b. No people disaggregated by age, religious affiliation, gender, socio-economic status and disability conditions participating in the review process. Baseline: 0 Target: To be determined	CSO Reports NRA Minutes/Reports on progress made by the technical committee. Government Reports including Cabinet Memorandum on the national security sector policy Minutes and Reports of Technical Committee meeting on progress made by the technical committee Interviews to people consulted	- Desk review of existing security sector documents completed. - Stakeholder consultative feedback meetings on reviewed documents
	1.1.4 Technical advice and equipment provided to the technical committee or other security sector institutions and frameworks on drafting the national security policy document by national stakeholders;	a. Number of technical recommendations with a focus on human rights and on GEWE proposed to the technical committee Baseline: 0 Target: To be Determined b. No of National Security Sector Policies and Produced	Expert Reports on national security sector issues produced by experts Commissioned Survey Reports. NRA Minutes/Reports adopting recommendations of experts. Government Reports on status and progress of national security sector policy formulation.	- Terms of reference on technical areas of support and expertise required developed. - Identification and recruitment of technical experts.

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		Baseline: 0 Target: 1~~2~~ c. No of technical experts recruited and deployed to provide technical support. Baseline: 1 (AU) Target: 2 d. No of consensus building and validation workshops with participants reflecting diversity in age, religious affiliation, gender, socio-economic status and disability conditions. Baseline: 0 Target: 2	Media and workshop Reports Perception surveys on quality of work produced by experts	- Commissioning of technical work including studies. - Consensus building and validation workshops implemented
	1.1.5 Legal framework and strategies revised and updated in line with the new national security policy document based on human rights and gender mainstreaming.	a. No of recommendations made to national stakeholders that integrated to the updated legal framework "and strategies Baseline: 0 Target: ~~To be Determined~~4 (one set of recommendations per security institution act)	Commissioned Survey Reports on status of revised and updated legal framework. Government Reports and bills emanating from revised legal framework. Perception surveys on the issues revised and updated in the legal framework	- Terms of Reference for the revision and updating of the legal framework developed. - Baseline study on the security sector legal framework completed. - Validation workshop on the

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		b. No of consultative workshops with participants reflecting diversity in age, religious affiliation, gender, socio-economic status and disability conditions Baseline: 0 Target: 1		revised and updated security sector legal framework
	*Output 1.2. A **national security sector strategy** that outlines key benchmarks and timeline to reform security sector institutions in line with the new security sector policy, including respect for human rights standards and gender mainstreaming jointly developed by key government, security and civil society actors.*	a. No of **national security sector strategy** documents produced. Baseline: 0 Target: 1 b. Inclusion of human rights and gender norms and standards in the national security and defence strategy, Baseline: Does not currently include. Target: Integrates keys references to human rights and gender norms and standards relating to the security sector. c. No of studies and assessments related to security strategies completed Baseline: 0 Target: 3	Media reports and announcements on national security sector strategy consultations. Civil Society reports on citizen participation in the national security sector policy and strategy consultations. Perception surveys on inclusivity and quality of consultations Cabinet Memorandum on security sector policy UN analysis of the national security and defense strategy in terms of integration of human rights and gender norms and standards..	- A multi-stakeholder Technical Committee on Security Sector Reforms established - National security goals and priorities defined - National concurrence on definition of security sector reached - Security sector stakeholder mapping and engagement completed - Security sector situational analysis: state of security in Lesotho completed

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		d. No. and inclusiveness of country-wide consultations undertaken whose recommendations are adopted in the national security sector strategy and policy. Baseline: 0 Target: ~~76~~10 e. No of people disaggregated by age, gender, socio-economic status, religious affiliation and disability conditions consulted Baseline: 0 Target: ~~7,600~~500		- Governance and organizational structure for security sector determined - Security sector improvement methods and interventions established - Security sector management information systems and data systems developed - Security sector performance indicators and core measures produced
	1.2.1 Technical assessment and costing exercise of the security sector completed.	a. 1 policy costing exercise on implementation of new policy completed Baseline: 0 Target: 1 b. 1 security sector public expenditure review. Baseline: 0 Target: 1	Media reports and announcements on national security sector policy and strategy consultations. Government reports on public expenditure reviews Government budget statement and medium-term expenditure framework	- Terms of Reference for policy costing, expenditure review and situation analysis completed. - Commissioning of security sector public expenditure review. - Commissioning of security sector situation analysis

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		~~c. 1 technical review of security sector situation completed.~~ ~~Baseline: 0~~ ~~Target: 1~~ *[JS25]*		
	1.2.2 Assessment of the human rights situation and capacities of two security institutions in Lesotho to protect and respect human rights principles is completed.	a. No of studies and reviews of specific security sector institutions undertaken and validated Baseline: 0 Target: 2 b. No of individuals consulted as part of the assessment process, disaggregated by sector, gender and age. Baseline: 0 Target: To be determined c. No of institutions consulted as part of the assessment process Baseline: 0 Target: 2	Commissioned Survey Reports. List of persons consulted, disaggregated by sector, gender and age.	- Terms of Reference of human rights situation and institutional capacities developed. - Human rights situation and institutional capacities assessment commissioned
	1.2.3 Assessment of impact of security sector on women and women's rights and capacities of security institutions to protect women's rights and	a. No of studies and reviews undertaken Baseline: 0 Target: 1	Civil Society reports on security sector impact on women and women's rights assessment. List of participants consulted in the assessments.	- Terms of Reference of human rights situation and institutional capacities developed.

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
	respect principles of gender equality supported.	b. No. women groups, youth people with disabilities consulted during the assessment a. women groups Baseline: 0 Target: 10 ~~per~~ district consultations a. youth groups Baseline: 0 Target: 10 ~~per~~ district consultations a. people with disabilities Baseline: 0 Target: 5 ~~per~~ district consultations c. No of national entities participating in the assessment Baseline: 0 Target: at least ~~10~~5	Questionnaires and interviews on quality of assessments.	- Assessment of impact of security sector on women and women's rights and capacities of security institutions to protect women's rights and respect principles of gender equality commissioned
	1.2.4 Capacity of key actors in the security sector on human rights and gender sensitivity built.	a. No of trainings conducted Baseline: 0 Target: 3 b. No of people trained, disaggregated by gender and age	Reports on training sessions. List of participants, disaggregated by gender and age Pre and post-training self-assessment surveys of participants.	- Capacity assessment of key actors in security sector, human rights, and gender sensitivity.

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		Baseline: 0 Target: 1000, of which at least 33% are women. c. Number of participants who report increased understanding of human rights and gender standards relating to security sector. Baseline: TBD Target: More than 60% of participants.		- Capacity building materials and plans produced. - Capacity building activities including trainings implemented. - Evaluation of capacity building activities
	~~*Output 1.3. A strategy to monitor and measure the implementation of* **gender mainstreaming** *benchmarks in the reform of security sector institutions developed by key government, security and civil society actors*~~ *[JS26]*	~~a. No of strategies for monitoring and measuring of gender mainstreaming benchmarks in the reform of security sector institutions~~ ~~Baseline: 0~~ ~~Target: 1~~ ~~b. No of government, security and civil society institutions engaged in the strategy development.~~ ~~Baseline: 0~~ ~~Target: 76~~ ~~c. No of people disaggregated by age, gender, socio-economic status, religious affiliation, and disability conditions consulted~~	~~Media reports and announcements on national security sector policy and strategy consultations.~~ ~~Civil Society reports on citizen participation in the monitoring and measurement strategy consultations.~~ ~~Perception surveys on inclusivity and quality of consultations~~	~~Terms of Reference for developing monitoring and measuring gender mainstreaming benchmarks in the security sector institutions produced.~~ ~~Strategy drafting team constituted.~~ ~~Strategy development process commissioned.~~ ~~Stakeholders validation workshop held.~~

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		Baseline: 0 Target: 1000		
	1.3.1 The A gender mainstreaming monitoring system with clear benchmarks, indicators and means of verification is designed;	a. Gender mainstreaming in security sector toolkit produced with clear benchmarks and indicators and means of verification; Baseline: 0 Target: 1 b. No of people disaggregated by age, gender, socio-economic status, religious affiliation, and disability conditions consulted Baseline: 0 Target: 1000	List of participants involved in the design process to determine diversity. Government reports to determine adoption of gender mainstreaming monitoring system.	Terms of Reference for developing monitoring and measuring gender mainstreaming benchmarks in the security sector institutions produced. Design team constituted. Design development process commissioned. - Stakeholders validation workshop held.
	1.3.2 Training members of the committee on gender-sensitive/gender focused monitoring completed.	a. No of trainings conducted Baseline: 0 Target: 10 b. No of people trained	Pre and post peer exchange self-assessment surveys of participants. Training activity reports on trainings completed.	Training needs assessment conducted. Training materials and media developed.

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		~~Baseline: 0~~ ~~Target: 200~~	~~List of participants to determine diversity and number of people trained.~~ ~~Training materials and media to determine quality~~ ~~Perception surveys~~	- ~~Participants and facilitators identified and selected~~
	*Output 1.4: ~~A c~~C**apacity development** ~~and communication programme~~[JS27]with a focus on peacebuilding and rule-of-law and human rights and gender standards, including refinement of **codes of conduct** for ~~different~~ the security sector institutions ~~tailored to their mandate in line with human rights standards and integrating a gender perspective developed and implemented~~.*	a. No of training programmes designed. Baseline: 0 Target: 4 b. No of training activities on human rights standards and integrating a gender perspective conducted Baseline: 0 Target: 4 c. No of people disaggregated by age, gender, socio-economic status, religious affiliation, and disability conditions trained Baseline: 0 Target: 100 ~~d. People's awareness and knowledge of the security sector reforms and peacebuilding initiatives disaggregated by age, gender,~~	CSO Reports to determine citizen participation and inclusivity in capacity building activities Commissioned Survey Reports assessing relevance, efficacy and efficiency of capacity building activities. Media Reports and announcements on security sector reforms activities Perception surveys to determine people's awareness and knowledge of the security sector reforms Training activity reports with lists of participants to determine quality and diversity of participants.	- Diagnostic capacity assessment in human rights standards and integrating a gender perspective conducted. - Training curriculum and materials developed. - Identification and selection of facilitators and participants. - Design and development of communication materials completed. - Dissemination of communication materials on security sector reforms and peacebuilding initiatives.

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		~~sector, religious affiliation, and disability conditions~~ ~~Baseline: 550,000 (based on the reach under the LNDSP estimates)~~ ~~Target: 1,000,000 (indirectly~~*[JS28]*~~)~~		
	1.4.1 Human rights norms and standards are integrated in codes of conducts and Standard Operating Procedures of different security sector forces including in relation to arrest, detention, use of force, accountability and non-discrimination.	a. Number of distinct human rights standards (eg: on arrest, detention, use of force, accountability and non-discrimination) integrated into codes of conduct, SOPs or other guidance documents Baseline: TBD based on assessment. Target: at least one human rights standard relating to arrest, detention, use of force, accountability and non-discrimination (each) is integrated in at least two additional codes of conduct, SOPs or other guidance documents	UN analysis of codes of conduct, SOPs, other guidance documents.	
	1.4.2 Tailored curriculum for officials of security bodies on respect for human rights, including in relation to arrest, detention, use of force, accountability and non-	a. Number of tailored curricula on respect for human rights developed for security sector institutions Baseline: TBD based on assessment	Curriculum Reports on training sessions. List of participants, disaggregated by gender and age	- Training needs assessment on respect for human rights undertaken. - Training curriculum on respect for

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
	discrimination developed and delivered;	Target: +1 tailored curriculum on human rights developed for security sector institutions. b. No of people trained, disaggregated by gender and age Baseline: 0 Target: 50, at least 33% women c. Number and inclusiveness of participants in training sessions who report increased understanding of human rights standards relating to arrest, detention, use of force, accountability and non-discrimination. Baseline: TBD Target: More than 60% of participants.	Pre and post-peer exchange self-assessment surveys of participants.	human rights developed. - Identification and selection of facilitators and participants.
	1.4.3 Peer exchange sessions between Lesotho security sector institutions and security institutions of SADC countries in relation to good practices in integrating human rights undertaken.	a. No. of exchange sessions/learning missions or engagements conducted Baseline: 0 Target: 2 b. No. of people disaggregated by age, gender, sector, religious affiliation, and disability conditions	Reports on peer exchange sessions. List of participants, disaggregated by gender and age Pre- and post-peer exchange self-assessment surveys of participants.	

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		participating in the exchange sessions/learning missions. Baseline: 0 Target: At least 20 persons, at least 33% participation of women. c. Proportion and inclusiveness of participants in peer exchanges who report increased understanding of the practical implementation of human rights standards relating to security sector. Baseline: TBD Target: More than 60% of participants.		
	~~1.4.4 security sector reforms communication plan to promote better knowledge of security sector reforms as well as to strengthen trust between security sector and the population developed and implemented:~~ *[JS29]*	~~1.4.4~~ a. ~~No of communications plan produced and implemented~~ ~~Baseline:0~~ ~~Target:1~~ ~~1.4.4~~ b. ~~No. of communication materials and programmes produced~~ ~~Baseline: 0~~	~~Perception surveys about people's awareness of security sector reforms~~ ~~Commissioned study reports on the efficacy of communication programmes implemented.~~ ~~Media Reports and announcements on security sector reforms activities~~	~~Team to develop security sector reforms communication plan with clear terms of reference constituted~~ ~~Communication materials design and development workshop implemented.~~

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		Target: 2 products per month 1.4.4 c No of people disaggregated by age, gender, socio-economic status, religious affiliation, and disability conditions participating in the design and development of communication materials 1.4.4d. Proportion of population reached by communications activities Baseline:0 Target:50%		Dissemination of communication materials
			Training activity reports to determine quality of training programmes. List of participants to determine diversity in training programmes Perception surveys on people's awareness of the security sector reforms process	- Training needs assessment conducted. - Training materials for communication personnel developed. - Identification and selection of facilitators and trainees
	1.4.5 Sectoral and joint training organized for the authorities in charge of SSR, the structures of the ISFs responsible for Communication and Public Relations, the media, and CSO on SSR in Lesotho *[JS30]*.	1.4.5 a. No of trainings conducted Baseline: 0 Target: 6 1.4.5 b. No of people trained with 33% women; 15% youth and 0.5% people with disabilities Baseline: 0 Target: 50 1.1.2 c. Proportion of people the population aware and actively participating in training activities.	Government reports on public and internal oversight mechanisms established Media reports and announcements on operations of public and internal oversight mechanisms. Questionnaires and interviews on efficacy of public and internal oversight mechanisms	- Nature of public and internal oversight needed defined to structure an effective oversight mechanism. - Public and internal oversight mechanism best suited for the type of oversight to conducted selected. - Identification and determination of who (individuals and institutions) to conduct oversight.

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		~~Baseline: 0~~ ~~Target: 30%~~		~~Identification and determination of oversight methods.~~ ~~Training and capacity building of oversight individuals.~~ - ~~Oversight reporting and analysis system developed~~

Outcome 2: **Internal and public oversight** mechanisms are strengthened and effectively prevent partisanship within security institutions and enforce the protection of human rights and including women's rights and the fight against SGBV. (Any SDG Target that this Outcome contributes to) Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life Target 5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	*Output 2.1:* ***Legal reform*** *advanced to clarify and strengthen the mandates of Lesotho's public and internal oversight mechanisms in line with international human rights standards and international good practices.*	a. No. of internal and public oversight mechanisms supported in their capacity to monitor and uphold human rights standards Baseline: 0 Target: 2 b. Number of cases / reports / actions by oversight bodies in relation to prevention or remedy of human rights violations related to the security sector Baseline: To be Determined Target: Increase of 50% c. Proportion of SGBV reported and address Baseline: TBD Target: Increase by 30% d. Number of draft proposals for legislation proposed to Government / Parliament / NRA to clarify and strengthen the mandates of public and internal oversight mechanisms that integrate international human rights standards and good practices. Baseline: 0 Target: At least 1	UN analysis of any draft proposals proposed CSO Reports NRA Minutes/Reports. Government Reports. Media Reports	- Definition of public and internal oversight needed to structure an effective oversight mechanism. - Public and internal oversight mechanism best suited for the type of oversight to conducted selected. - Identification and determination of who (individuals and institutions) to conduct oversight. - Identification and determination of oversight methods. - Training and capacity building of oversight individuals. - Oversight reporting and analysis system developed

Target 16.1: Significantly reduce all forms of violence and related death rates everywhere Target 16.6: Develop effective, accountable and transparent institutions at all levels (Any Universal Periodic Review of Human Rights (UPR) recommendation that this Outcome helps to implement and if so, year of UPR) UPR Lesotho, 2020 110.2 Adopt national anti-torture legislation to ensure full implementation of CAT 110.66 Undertake impartial investigations into allegations of police brutality, corruption, and human rights violations and abuses, including reported extrajudicial killings and torture by the Lesotho Mounted				

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
Police Service, and continue to operationalize the Police Complaints Authority 110.69 Conduct trainings for police officers on human rights and prevention of arbitrary arrests and torture 110.72 Take effective measures to prevent further acts of torture and other forms of police violence and to bring perpetrators of such crimes to justice 110.81 Allocate additional resources to address overcrowding, inadequate sanitary conditions and lack of medical care in prisons and detention centres 111.3 Ratify the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman and	2.1.1 Assessment of the current legal and policy framework for public and internal oversight bodies in Lesotho and alignment with international human rights standards undertaken;	a. No of studies and assessments completed on alignment of legal/policy framework of oversight bodies with international human rights standards. Baseline: 0 Target: 1	Assessment/study reports. UN analysis of draft proposals	
	2.1.2 Government, National Reforms Authority and security forces supported to develop proposals for legal and policy reforms to align mandates for oversight bodies with international human rights norms and standards;	a. No of draft proposals for reforms that integrate recommendations on alignment of legal and policy frameworks with international human rights standards to strengthen oversight bodies. Baseline: 0 Target: At least 1	Reports on peer exchange sessions. List of participants, disaggregated by gender and age Pre and post-peer exchange self-assessment surveys of participants.	
	2.1.3 Training and peer exchange with security sector oversight bodies from neighbouring countries facilitated.	a. No of exchange sessions/learning missions conducted Baseline: 0 Target: 2 b. No of participants from Lesotho, disaggregated by sector, gender and age. Baseline: 0	Curriculum Reports on training sessions. List of participants, disaggregated by gender and age Pre and post-peer exchange self-assessment surveys of participants.	

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
Degrading Treatment or Punishment 110.116 Enact the Domestic Violence Bill, support its immediate implementation and strengthen coordinated essential services and referral pathways between the health, social services, police and justice sectors in order to respond to gender-based violence 110.125 Redouble efforts in strengthening policy measures and programs to prevent and address gender-based violence 110.139 Develop and implement public awareness campaigns against domestic violence		Target: At least 20 persons, at least 33% participation of women. c. Number of participants in peer exchanges who report increased understanding of the practical implementation of human rights standards relating to oversight bodies relating to the security sector. Baseline: TBD Target: More than 60% of participants.		
	2.1.4 Tailored curriculum developed and delivered for staff of oversight bodies on monitoring human rights in operations of security forces and international standards on effective, prompt, impartial investigation of alleged violations by security force and access to remedy for victims;	a. No of training sessions conducted Baseline: 0 Target: 2 b. No of people trained, disaggregated by gender and age Baseline: 0 Target: 50, at least 33% women c. Number of participants in training sessions who report increased understanding of the practical implementation of human rights standards relating to effective, prompt, impartial investigation of	Draft proposals Report of decision(s) by oversight bodies	

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		alleged violations by security force and access to remedy for victims. Baseline: TBD Target: More than 60% of participants.		
	2.1.5 Oversight bodies supported to review or develop internal SOPs on investigating and monitoring respect for human rights by the security sector.	a. No of draft proposals for SOPs of oversight bodies that integrate recommendations provided by the UN on monitoring respect for human rights by the security sector that are a. presented to oversight bodies and b. adopted by oversight bodies. Baseline: a. 0 / b. 0 Target: a. 1 / b. 1 b. Number of recommendations that integrate a focus on gender and women's rights. Baseline: N/A Target: At least 30%	Diagnostic capacity assessment reports to demonstrate capacity gaps Training reports with lists of participants to determine diversity among participants and quality of training	- Scoping and design of capacity building completed. - Capacity assessment Lesotho Human Rights Commission and Civil Society conducted - Capacity development plan developed - Stakeholders review undertaken. - Capacity building activities implemented. Capacity building programme evaluated.
	Output 2.2: ***Capacity of the Lesotho National Human Rights Commission*** *(when established)****, and civil society to monitor human rights*** *in the context of the security sector is strengthened. In the absence of a LNHRC, build*	a. No of diagnostic capacity assessments for Lesotho Human Rights Commission and Civil Society completed Baseline: N/A	Curriculum Reports on training sessions. List of participants, disaggregated by gender and age	-

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
	capacity of other oversight bodied for example Police Inspectorate and NSS.	Target: 5 b. No of capacity building strategies to monitor human rights developed and implemented. Baseline: N/A Target: 1 c. No of people disaggregated by gender, age, sector and disability conditions trained Baseline: N/A Target: 50	Pre and post-peer exchange self-assessment surveys of participants.	
	2.2.1 Curriculum developed and delivered to strengthen capacity of staff of the LNHRC *(when established)* and civil society on monitoring of human rights in operations of security forces and the effective, prompt, impartial investigation of alleged violations by security force; *In the absence of a LNHRC, build capacity of other oversight bodied for example Police Inspectorate and NSS.*	a. Curriculum developed on monitoring human rights in operations of security forces and investigation of alleged violations for LNHRC and civil society Baseline: 0 Target: +1 b. No of people trained, disaggregated by gender and age Baseline: 0 Target: 50, at least 33% women c. Number of participants in training sessions who report	Draft proposals Report of decision(s) by LNHRC	

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		increased understanding of the practical aspects of monitoring of human rights in operations of security forces and the effective, prompt, impartial investigation of alleged violations by security force. Baseline: TBD Target: More than 60% of participants.		
	2.2.2 LNHRC *(when established)* supported to develop SOP on investigative and monitoring practices relating to the security sector. *In the absence of a LNHRC, build capacity of other oversight bodied for example Police Inspectorate and NSS.*	a. No. of draft proposals for SOPs of LNHRC that integrate recommendations provided by the UN on monitoring respect for human rights by the security sector that are a. presented to LNHRC and b. adopted by LNHRC. Baseline: a. 0 / b. 0 Target: a. 1 / b. 1 b. Number of recommendations that integrate a focus on gender and women's rights. Baseline: N/A Target: At least 30%	CSO Reports on nature and form of consultations Project activity Reports on process and progress. Media Reports consultations and key project activities related to citizen participation Perception surveys to determine inclusivity Pre and post-peer exchange self-assessment surveys of participants.	- Community and district level *Lipitso* ~~Lepiste~~/engagement platforms operationalized - Briefing and training sessions for community mediators and facilitators - Government/civic engagement platforms operationalized. Consultative conference on reforms organised

Outcome 3: Increased informal / community **conflict resolution**, negotiation, management and peacebuilding~~Citizen participation in implementation of the security sector reform and related peace-building initiatives and people-centred security is enhanced~~. (Any SDG Target that this Outcome contributes to) Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life Target 5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	*Output 3.1 Capacity of citizens, gender advocates and youth's to conduct* ***conflict resolution****, negotiation, peacebuilding ~~and constitution building increased~~through community policing, community mediation and customary justice mechanisms to help parties solve their problems out of court..* 3.1.1. tailored curriculum developed and delivered for civil society including gender advocates and youth. 3.1.2 Unfunded: Community policing concept, community mediation and psycho-social support programs, and neighbourhood justice centers / customary justice mechanisms to help parties solve their problems out of court	a. No of trainings conducted Baseline: 0 Target: ~~30~~10 b. No of conflicts resolved by the trainees per district Baseline: 0 Target: 10 c. No of women groups, youth and people with disabilities supported to take leadership position Baseline: 0 Target:20 d. ~~No of youth supported to take leadership position~~ ~~Baseline: 0~~ ~~Target: 10~~*[JS31]* c. ~~No of people with disabilities supported to take leadership position~~*[JS32]* ~~Baseline: 0~~ ~~Target: 3~~	CSO Reports on nature and form of consultations Project activity Reports on process and progress. Media Reports consultations and key project activities related to citizen participation Perception surveys to determine inclusivity Pre and post-peer exchange self-assessment surveys of participants. CSO Reports on nature and form of consultations Project activity Reports on process and progress. Media Reports consultations and key project activities related to citizen participation Perception surveys to determine inclusivity	- Community and district level *Lipitso ~~Lepiste~~*/engagement platforms operationalized - Briefing and training sessions for community mediators and facilitators - Government/civic engagement platforms operationalized. - Consultative conference on reforms organised -

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
Target 16.1: Significantly reduce all forms of violence and related death rates everywhere Target 16.6: Develop effective, accountable and transparent institutions at all levels (Any Universal Periodic Review of Human Rights (UPR) recommendation that this Outcome helps to implement and if so, year of UPR) UPR, 2020 110.43 Parliament to adopt the draft legislation on equality for persons with disabilities. 110.47 Take effective measures to ensure the implementation of the 2018– 2028 Gender and Development Policy as a possible way of addressing gender	*Output 3.2 Citizens supported to engage in an inclusive and participatory process to design and adopt high-impact* ***Women, Peace and Security National Action Plan***. ~~*3.2.1. community engagement platforms established and facilitated*~~*[JS33]*	a. No of consultative conference held with 33% women; 15% youth and 0.5% people with disabilities Baseline: 0 Target: ~~12~~10 b. No of recommendations adopted by Government after consultations. Baseline: 0 Target: 10	CSO Reports on nature and form of consultations Project activity Reports on process and progress. Media Reports consultations and key project activities related to citizen participation Perception surveys	
	~~3.2.2: Consultations between Government, security forces, civil society and other stakeholders on the proposed reforms of the security sector institutions and public and internal oversight bodies held.~~ ~~3.2.3 Broad stakeholder consultations on security sector reforms supported~~*[JS34]*~~.~~	a. No of gender and youth advocates trained Baseline: 0 Target: 200 b. proportion of gender and youth advocates trainees who demonstrate improved knowledge in security sector, human rights and peace building. Baseline: 0 Target: 50%	CSO Reports on nature and form of consultations Project activity Reports on process and progress. Media Reports consultations and key project activities related to citizen participation Perception surveys to determine inclusivity	
	Output 3.3 ***Capacity of CSOs, Faith Based Organisations, women groups, youth and people with disabilities, media, bar association, trade unions strengthened***.	a. No of citizen peacebuilding platforms established and operationalised Baseline: 0	CSO Reports on nature and form of consultations Project activity Reports on process and progress.	

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
equalities 110.53 Adopt norms that will guarantee to LGBTI persons the full enjoyment of their rights on the basis of equality in all spheres, combatting discrimination and negative stereotypes that still exists in the society 110.117 Advance policies and actions that aim at providing an equal and encouraging environment for the participation of women in decision-making positions 110.122 Step up activities in providing adequate legal protection of women against all forms of discrimination, and provide them with equal opportunities	3.3.1 Human rights curriculum for civil society including gender advocates and youth developed and delivered.	Target: ~~76~~10	Media Reports consultations and key project activities related to citizen participation Perception surveys to determine inclusivity	
	~~*Output 3.4 Citizen platforms for peacebuilding, trust building and monitoring of national reforms implementation in relation to the security sector established*~~ *[JS35]*~~.~~	~~3.4.1 No of lepistos held per year~~ ~~Baseline: 0~~ ~~Target: 400~~	~~CSO Reports on nature and form of consultations~~ ~~Project activity Reports on process and progress.~~ ~~Media Reports consultations and key project activities related to citizen participation~~ ~~Perception surveys to determine inclusivity~~	
	~~3.4.1 Community engagement platforms/lePistos established and facilitated:~~ *[JS36]*	~~3.4.2 No of monitoring reports produced~~ ~~Baseline:0~~ ~~Target: 6~~ ~~3.6.2 b. No of monitoring strategies developed~~ ~~Baseline: 0~~ ~~Target: 1~~ ~~3.6.2 c. No of monitoring plans developed~~ ~~Baseline: 0~~ ~~Target: 1~~	~~CSO Reports on nature and form of consultations~~ ~~Project activity Reports on process and progress.~~ ~~Media Reports consultations and key project activities related to citizen participation~~ ~~Perception surveys to determine inclusivity~~	

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
and empowerment 110.164 Continue strengthening programmes of social protection, focusing on persons with disabilities 110.165 Ensure progress in the preparation of legal and administrative measures that will ensure full access to education for persons with disabilities 110.166 Take the necessary steps to combat discrimination on grounds of sexual orientation and gender identity and discrimination against persons with disabilities UPR, 2010 96.33. Strengthen efforts to ensure the full implementation of the principle of non-discrimination, particularly in the promotion of gender				
	~~3.4.3 Community mediators and lePisto facilitators identified and trained~~ *[JS37]*	~~3.7 a. No of local administrators and traditional leaders disaggregated by age, gender, geography, religious affiliation trained on citizen-civic engagement~~ ~~Baseline: 0~~ ~~Target: 110 (at least 10 per district and municipality)~~ ~~3.7 b. No of CSO leaders disaggregated by age, gender, geography, religious affiliation trained on citizen-civic engagement~~ ~~Baseline: 0~~ ~~Target: 55 (at least 5 per district and municipality)~~ ~~3.7 b. No of local administration-CSO engagement platforms established and operationalised~~ ~~Baseline: 0~~ ~~Target: 11 (at least 1 per district and municipality)~~		
	~~3.4.4 local administration and traditional leaders capacities to enhance citizen participation in peacebuilding and implementation of~~	~~4.4.5~~a. ~~No of local administrators and chiefs disaggregated by age and~~	~~CSO Reports on nature and form of consultations~~	

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
equality and women's empowerment	~~national reforms relating to the security sector strengthened.~~*[JS38]*	~~gender trained and actively engaging with citizens~~ ~~Baseline: 0~~ ~~Target: 20~~ ~~4.4.5~~b. ~~proportion of trained local administrators and chiefs disaggregated by age and gender trained who demonstrate improved knowledge in civic engagement~~ ~~Baseline: 0~~ ~~Target: 50%~~	~~Project activity Reports on process and progress.~~ ~~Media Reports consultations and key project activities related to citizen participation~~ ~~Perception surveys to determine inclusivity~~	
	~~3.4.5 local administration, traditional chiefs trained on civic engagement;~~	~~4.4.6~~a. ~~No of CSO leaders disaggregated by age and gender trained and actively engaging with Government~~ ~~Baseline: 0~~ ~~Target: 50~~ ~~3.7.2b: Proportion of trained CSO leaders disaggregated by age and gender who demonstrate improved knowledge in engaging with Government officials~~ ~~Baseline: 0~~ ~~Target: 50%~~	~~CSO Reports on nature and form of consultations~~ ~~Project activity Reports on process and progress.~~ ~~Media Reports consultations and key project activities related to citizen participation~~ ~~Perception surveys to determine inclusivitys~~	

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
	~~3.4.6 CSO leaders trained on civic-government engagement;~~ *[JS39]*	~~3.4.7~~ a. ~~No of CSO/Government engagement platforms established~~ ~~Baseline: 0~~ ~~Target: 50~~ ~~3.4.7~~ b. ~~Proportion of women, youth, elderly and special needs participating in CSO/Government platforms~~ ~~Baseline: 0%~~ ~~Target: 33%~~ ~~3.4.7~~ c. ~~No of actionable recommendations from CSO/Government platforms adopted by Government~~ ~~Baseline: 0~~ ~~Target: 25~~	~~CSO Reports on nature and form of consultations~~ ~~Project activity Reports on process and progress.~~ ~~Media Reports consultations and key project activities related to citizen participation~~ ~~Perception surveys to determine inclusivity~~	
	~~3.4.7 CSO/Government engagement platforms created.~~ *[JS40]*			
Outcome 4: Enhanced government and state security institutions engagement with society, and citizen participation in SSR ~~Citizen participation in implementation of the security sector reform and related peace-building initiatives and~~	*Output 4.1 Establish **citizen platforms** for peacebuilding, trust building and monitoring of national reforms implementation in relation to the security sector* ~~*3.4.1*~~ 4.1.1 Community engagement platforms / *Lipitso* established and facilitated.	~~3.3.2~~ a. No. of community engagement platforms created Baseline: 0 Target: 10 ~~3.4.1~~ b. No. of *Lepitso* held per year	CSO Reports on nature and form of consultations Project activity Reports on process and progress. Media Reports consultations and key project activities related to citizen participation Perception surveys to determine inclusivityTraining activity reports to	**Increased public awareness of, 'buy-in' to, and participation in security sector reforms** - Training needs assessment conducted.

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
~~people-centred security is enhanced~~	~~3.4.7~~ 4.1.2 CSO/Government engagement platforms created. ~~3.4.3~~ 4.1.3 Community mediators and *Lipitso* facilitators identified and trained	Baseline: 0 Target: 10 ~~3.4.3~~ c. No of community mediators disaggregated by age and gender trained and deployed Baseline: 0 Target 20 ~~3.6.3~~ d. No of mediations completed Baseline: 0 Target: 40 ~~3.7~~ e. No. of local administration-CSO **engagement platforms established** and operationalised Baseline: 0 Target: 1 (community policing first responder app)	determine quality of training programmes. List of participants to determine diversity in training programmes Perception surveys on people's awareness of the security sector reforms process	- Training materials for communication personnel developed. Identification and selection of facilitators and trainees
	Output 4.2: ***Media campaign*** *to socialise security sector reforms, promote awareness and understanding of them and to strengthen trust*	~~1.4.4~~ a. No of communications plan produced and implemented Baseline:0	Perception surveys about people's awareness of security sector reforms	- Team to develop security sector reforms communication plan with clear terms of

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
	between security sector actors and the population.;	Target:at least 1 ~~1.4.4~~ b. No. of communication materials and programmes produced Baseline: 0 Target: 5 ~~1.4.4~~ d. People's awareness and knowledge of the security sector reforms and peacebuilding initiatives disaggregated by age, gender, sector, religious affiliation, and disability conditions Baseline: 550,000 (based on the reach under the LNDSP estimates) Target: 500,000 (indirectly)	Commissioned study reports on the efficacy of communication programmes implemented. Media Reports and announcements on security sector reforms activities	reference constituted - Communication materials design and development workshop implemented. - Dissemination of communication materials
	*Output 4.3: **Consultations** between Government, security forces, civil society, and other stakeholders on the proposed reforms of the security sector institutions and public and internal oversight bodies through local "townhall" meetings led by the relevant Ministries of Lesotho with security actors and civil society.* *4.3.1 Local "townhall" meetings led by the relevant Ministries of Lesotho with security actors and civil society and other stakeholders on the proposed reforms of the security sector*	~~3.7~~ a. No of local administrators and traditional leaders disaggregated by age, gender, geography, religious affiliation trained on citizen-civic engagement Baseline: 0 Target: 22 (at least 2 per district and municipality)	Government, CSO, project and media reports on nature and form of consultations Perception surveys or questionnaires and interviews to determine inclusivity and efficacy Government reports on international dev elopement assistance Media reports on nature and form of briefings Level of additional international donor assistance	- Holding of consultations - Development of engagement platform(s) - Live test of engagement platform(s)

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
	institutions and public and internal oversight bodies. *4.3.2 Briefings, led by the relevant Ministries and security institutions of Lesotho, to international development partners on the proposed reforms of the security sector and quarterly progress briefings to the diplomatic community.* *~~1.4.5~~ 4.3.3 Sectoral and joint training organized for the authorities in charge of SSR, the structures of the ISFs responsible for Communication and Public Relations, the media, and CSO on SSR in Lesotho.* *4.3.4 Strengthen local administration and traditional leaders capacities to enhance citizen participation in peacebuilding and implementation of national reforms relating to the security sector* *~~3.4.6~~ 4.3.5 CSO leaders trained on civic-government engagement;*	~~3.4.7~~ a. b. No of CSO/Government engagement platforms established Baseline: 0 Target: 10 ~~3.4.7 b)~~c. Proportion of women, youth, elderly and special needs participating in CSO/Government platforms Baseline: 0% Target: 33% ~~3.4.7 c)~~d. No of actionable recommendations from CSO/Government platforms adopted by Government Baseline: 0 Target: 10 ~~1.4.5 a.~~e. No of trainings conducted Baseline: 0 Target: 6 ~~1.4.5 b.~~f. No of people trained with 33% women; 15% youth and 0.5% people with disabilities Baseline: 0 Target: 50		

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
		~~1.1.2 c.~~g. Proportion of people the population aware and actively participating in training activities. Baseline: 0 Target: 30% h. No. of briefings to international partners Baseline: 0 Target: 10 in 2022 i. Improved international understanding Baseline: low Target: medium / high j. Additional international donor support Baseline: $0 (PBF: UNDP $1,190,910 + UN OHCHR $309,230.00 = $1,500,140.00) Target: at least $250,000 *[JS41]*		
	~~*Output 3.2*~~*4.4* ~~*Increase citizens, gender advocates and youth's understanding of and capacity to …. contribute to* **constitution building** *through a media campaign and community awareness sessions*~~ *[JS42]*			

Outcomes	Outputs	Indicators	Means of verification/ frequency of collection	Indicator milestones
	~~*Output 4.4 Provide* **briefings to international development partners and quarterly progress briefings to the diplomatic community,** *led by the relevant Ministries and security institutions of Lesotho, on the proposed reforms of the security sector* [JS43].~~	~~a. No. of briefings held~~ ~~Baseline: 0~~ ~~Target: 10 in 2022~~ ~~b. Improved international understanding~~ ~~Baseline: low~~ ~~Target: medium / high~~ ~~c. Additional international donor support~~ ~~Baseline: $0 (PBF $531,445)~~ ~~Target: at least $250,000 (PBF $500,000)~~	~~Government reports on international dev elopement assistance~~ ~~Media reports on nature and form of briefings~~ ~~Level of additional international donor assistance~~	

Annex C: Checklist of project implementation readiness

Question			ıment
1. Have all implementing partners been identified? If not, what steps remain and proposed timeline	YES		
2. Have TORs for key project staff been finalized and ready to advertise? Plz attach to the submission		No	
3. Have project sites been identified? If not, what will be the process and timeline	YES		
4. Have local communities and government offices been consulted/ sensitized on the existence of the project? Plea state when this was done or when it will be done.	YES		
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done? If not, what analy remains to be done to enable implementation and proposed timeline?	YES		Baseline studies and costing exercises Update HRDDP risk assessment prior any support to security forces.
6. Have beneficiary criteria been identified? If not, what will be the process and timeline.	YES		
7. Have any agreements been made with the relevant Government counterparts relating to project implementati sites, approaches, Government contribution?	YES		
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	YES		
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	N/A		

Annex D: Detailed and UNDG budgets (attached Excel sheet)

Annex D - PBF Project Budget

Outcome/ Output number	**Description** (Text)	**Recipient Organization 1** Budget	**Recipient Organization 2** Budget	Recipient Organization 3 Budget	**Total**	% of budget per activity allocated to Gender Equality and Women's Empowerment (GEWE) (if any):	Current level of **expenditure/ commitment** (To be completed at time of project progress reporting)	Any **remarks** (e.g. on types of inputs provided or budget justification, esp. for TA or travel costs)
		UNDP	**UN OHCHR**					
OUTCOME 1:	**A National security policy and strategy are developed in line with Lesotho's international human rights commitments and obligations; implemented and effectively communicated with the engagement of civil society, the sustained commitment of key political and security actors and providing a concrete framework to prevent politicization of security institutions and to facilitate conflict prevention and peacebuilding.**							
Output 1.1:	**A national security policy document that articulates the role, responsibilities and accountability of security institutions and required legislative and policy reforms in a way that respects international human rights standards and obligations and integrate a strong gender jointly developed by key government, security and civil society actors.**							
Activity 1.1.1:	Human Rights Due Diligence Policy risk assessment ~~updated and assessment of the current security sector legal and policy framework and strategies in Lesotho in line with the UN Human Rights Due Diligence Policy supported.~~ and UNCT Joint Risk Assessment Framework for future UNCT support to security forces.	$ 10,000.00	$ 15,000.00		$ 25,000.00	50%	$ -	*An initial assessment was done in 2021. Due to recruitment issues, OHCHR recommended and PBF agreed that it was too late in the project to do this.*
Activity 1.1.2:	Technical committee or successor framework composed of govt, security sector and civil society representatives, to lead the development of the national security policy document established and supported.	$ 30,000.00	$ 15,000.00		$ 45,000.00	50%	$ -	50% of the The project component support 33% composition of women in the technical committee; support women led agenda development and steering of meetings; articulation of gender issues in
Activity 1.1.3:	Technical review of existing national security documents supported	$ 25,000.00	$ 10,000.00		$ 35,000.00	50%	$ -	
Activity 1.1.4	Technical advice and equipment provided to the technical committee or other security agencies on drafting the national security policy document by national stakeholders	$ 30,000.00	$ 5,000.00		$ 35,000.00	50%	$ -	50% of The budget component will support hiring of gender experts to undertake gender maisnstreaming in documents produced and identify gender gaps in related documents.
Activity 1.1.5	Legal framework and strategies revised and updated in line with the omnibus bill of proposed consitutional amendments and new national security policy document based on human rights and gender mainstreaming.	$ 30,000.00	$ 5,000.00		$ 35,000.00	50%	$ -	50% of the budget component will support hiring of gender experts to undertake gender maisnstreaming in documents produced and identify gender gaps in related documents.
Activity 1.1.6	A national security policy (from the above activities)				$ -		$ -	
Activity 1.1.7					$ -		$ -	
Activity 1.1.8					$ -		$ -	
	Output Total	**$ 125,000.00**	**$ 50,000.00**	**$ -**	**$ 175,000.00**	**$ 87,500.00**	**$ -**	
Output 1.2:	**A national security sector strategy that outlines key benchmarks and timeline to reform security sector institutions in line with the new security sector policy, including respect for human rights standards and gender mainstreaming jointly developed by key government, security and civil society actors.**							
Activity 1.2.1	Technical assessment and costing exercise of the security sector completed	$ 30,000.00	$ 10,000.00		$ 40,000.00	50%	$ -	50% of the component will support gender costing process and gender budgeting for the security sector
Activity 1.2.2	Assessment of the human rights situation and capacities of two security institutions in Lesotho to protect and respect human rights principles is completed.	$ 20,000.00	$ 5,000.00		$ 25,000.00	50%	$ -	
Activity 1.2.3	Assessment of impact of security sector on women and women s rights and capacities of security institutions to protect women s rights and respect principles of gender equality supported.	$ 20,000.00	$ 5,000.00		$ 25,000.00	100%	$ -	

Activity 1.2.4	Capacity of key actors in the security sector on human rights and gender sensitivity built.	$ 20,000.00	$ 5,000.00		$ 25,000.00	50%	$ -	
Activity 1.2.5	Develop the national security policy document (from the above activities)				$ -		$ -	
Activity 1.2.6					$ -		$ -	
Activity 1.2.7					$ -		$ -	
Activity 1.2.8					$ -		$ -	
	Output Total	**$ 90,000.00**	**$ 25,000.00**	**$ -**	**$ 115,000.00**	**$ 70,000.00**	**$ -**	
Output 1.3:	**A strategy to monitor and measure the implementation of gender-mainstreaming benchmarks in the reform of security sector institutions developed by key government, security and civil society actors.**							
Activity 1.3.1	A gender-mainstreaming monitoring system with clear benchmarks, indicators and means of verification is designed, and support to Women, Peace and Security National Action Plan (WP&SNAP)	$ 30,000.00			$ 30,000.00	100%	$ -	*Awaiting UN Women action*
Activity 1.3.2	Training members of the Committee, its successor framework or other security agencies on gender-sensitive/gender-focused monitoring completed.	$ 30,000.00			$ 30,000.00	100%	$ -	*Awaiting UN Women action*
Activity 1.3.3					$ -		$ -	
Activity 1.3.4					$ -		$ -	
Activity 1.3.5					$ -		$ -	
Activity 1.3.6					$ -		$ -	
Activity 1.3.7					$ -		$ -	
Activity 1.3.8					$ -		$ -	
	Output Total	**$ 60,000.00**	**$ -**	**$ -**	**$ 60,000.00**	**$ 60,000.00**	**$ -**	
Output 1.4:	**A capacity development programme with a strong peacebuilding and rule-of-law focus and human rights and gender standards, including refinement of tailored codes of conduct for the security sector institutions.**							
Activity 1.4.1	Human rights norms and standards are integrated in codes of conducts and Standard Operating Procedures of different security sector forces including in relation to arrest, detention, use of force, accountability and non-discrimination	$ 10,000.00	$ 10,000.00		$ 20,000.00	40%	$ -	40% will be allocated to support participation of women at all cadres in the training session to enhance women career progression
Activity 1.4.2	Tailored curriculum for officials of security bodies on respect for human rights, including in relation to arrest, detention, use of force, accountability and non-discrimination developed and delivered.	$ 10,000.00	$ 10,000.00		$ 20,000.00	40%	$ -	40% will be allocated to support participation of women at all cadres in the training session to enhance women career progression
Activity 1.4.3	Peer exchange sessions between Lesotho security sector institutions and security institutions of SADC countries in relation to good practices in integrating human rights undertaken.	$ 50,000.00	$ 10,000.00		$ 60,000.00	40%	$ -	40% will be allocated to support participation of women at all cadres in the peer to peer exchange session to enhance women career progression
Activity 1.4.4					$ -		$ -	
Activity 1.4.5					$ -		$ -	
Activity 1.4.6					$ -		$ -	
Activity 1.4.7					$ -		$ -	
Activity 1.4.8					$ -		$ -	
	Output Total	**$ 70,000.00**	**$ 30,000.00**	**$ -**	**$ 100,000.00**	**$ 40,000.00**	**$ -**	
OUTCOME 2:	**Internal and public oversight mechanisms are strengthened and effectively prevent partisanship within security institutions and enforce the protection of human rights, including women's rights and the fight against SGBV.**							
Output 2.1	**Advance legal reform to clarify and strengthen the mandates of Lesotho's public and internal oversight mechanisms in line with international human rights standards and international good practices.**							
Activity 2.1.1	Assessment of the current legal and policy framework for public and internal oversight bodies in Lesotho and alignment with international human rights standards undertaken.	$ 10,000.00	$ 10,000.00		$ 20,000.00	45%	$ -	50% of the resources shall be allocated specific activities that amplify targeted gender related legal and policy frameworks.
Activity 2.1.2	Government, National Reforms Authority and security ~~forces~~ institutions and agencies supported to develop proposals for legal and policy reforms to align mandates for oversight bodies with international human rights norms and standards.	$ 10,000.00	$ 10,000.00		$ 20,000.00	50%	$ -	50% of the resources shall be allocated specific activities that amplify targeted gender related legal and policy frameworks.

Activity 2.1.3	Training and peer exchange with security sector oversight bodies from neighboring countries facilitated.	$ 30,000.00	$ 10,000.00		$ 40,000.00	50%	$ -	50% of the resources shall be allocated to ensure at least 33% of participants are female.
Activity 2.1.4	Tailored curriculum developed and delivered for staff of oversight bodies on monitoring human rights in operations of security forces and international standards on effective, prompt, impartial investigation of alleged violations by security force and access to remedy for victims.	$ 10,000.00	$ 10,000.00		$ 20,000.00	50%	$ -	50% of resources hall be allocated to women participants to prepare them for sinior positions in the security sector
Activity 2.1.5	Oversight bodies supported to develop internal SOPs on investigating and monitoring respect for human rights by the security sector.	$ 10,000.00	$ 10,000.00		$ 20,000.00	50%	$ -	50% shall be allocated to targetted interventious to promote gender equality in the SOPs
Activity 2.1.6	~~Development and implementation of reforms monitoring strategy and plans.~~ *[Due to political challenges, insufficient time for national reforms, NRA end of mandate and diminished UNDP staff resources, use this additional funding for the above oversight ativities]*	$ 10,000.00	$ 5,000.00		$ 15,000.00	50%	$ -	50% of the budget will be allocated to support women participation and women's only platforms
Activity 2.1.7					$ -		$ -	
Activity 2.1.8					$ -		$ -	
	Output Total	**$ 80,000.00**	**$ 55,000.00**	**$ -**	**$ 135,000.00**	**$ 66,500.00**	**$ -**	
Output 2.2	**Capacity of the Lesotho National Human Rights Commission, and civil society to monitor human rights in the context of the security sector is strengthened.**							
Activity 2.2.1	Curriculum developed and delivered to strengthen capacity of staff of the LNHRC or other human rights oversight bodies and civil society on monitoring of human rights in operations of security forces and the effective, prompt, impartial investigation of alleged violations by security force.	$ 5,000.00	$ 10,000.00		$ 15,000.00	50%	$ -	50% of resources hall be allocated to women participants to prepare them for sinior positions in the security sector
Activity 2.2.2	LNHRC or other human rights oversight bodies supported to develop SOP on investigative and monitoring practices relating to the security sector.	$ 5,000.00	$ 10,000.00		$ 15,000.00	50%	$ -	50% shall be allocated to targetted interventious to promote gender equality in the SOPs
Activity 2.2.3					$ -		$ -	
Activity 2.2.4					$ -		$ -	
Activity 2.2.5					$ -		$ -	
Activity 2.2.6					$ -		$ -	
Activity 2.2.7					$ -		$ -	
Activity 2.2.8					$ -		$ -	
	Output Total	**$ 10,000.00**	**$ 20,000.00**	**$ -**	**$ 30,000.00**	**$ 15,000.00**	**$ -**	
OUTCOME 3:	**Increased informal / community conflict resolution , negotiation, management and peacebuilding.**							
Output 3.1	**Capacity of citizens, gender advocates and youth's to conduct conflict resolution, negotiation, peacebuilding increased through community policing, community mediation and psycho-social support programs, and neighbourhood justice centres / customary justice mechanisms to help parties solve their problems out of court.**							
Activity 3.1.1	Tailored curriculum developed and delivered for civil society including gender advocates and youth. *(Originally 37,000, added 15,000 from unused monitoring budget for urgent peacebuilding activities)*	$ 52,000.00			$ 52,000.00	50%	$ -	
Activity 3.1.2	Unfunded: Community policing concept				$ -		$ -	*a small amount of funding for this important initiative will be drawn from Activity 4.1.1 Establish and facilitate community engagement . Separately, a much larger proposal has been submitted in response to a call from Japan's supplementary budget 2023*
Activity 3.1.3	Political conflict resolution workshop ahead of elections *(from reduced 5.3 monitoring budget)*	$ 5,000.00			$ 5,000.00		$ -	
Activity 3.1.4	~~Unfunded: Psycho social support concept.~~				$ -		$ -	

Activity 3.1.5	~~Unfunded: Neighbourhood justice centers / customary justice concept.~~				$ -		$ -	
Activity 3.1.6					$ -		$ -	
Activity 3.1.7					$ -		$ -	
Activity 3.1.8					$ -		$ -	
	Output Total	**$ 57,000.00**	**$ -**	**$ -**	**$ 57,000.00**	**$ 26,000.00**	**$ -**	
Output 3.2:	**Citizens supported to engage in an inclusive and participatory process to design and adopt high-impact Women, Peace and Security National Action Plan.**							
Activity 3.2.1							$ -	
Activity 3.2.2							$ -	
Activity 3.2.3							$ -	
Activity 3.2.4	Women, Peace and Security National Action Plan (WP&SNAP)				$ -		$ -	*No funding was allocated in the orignal budget (NSSP 04.12.2020 Output 3.2) to actually developing a WP&SNAP. UNW will fund a consultant and SSR Project Admin Assoc (when recurited) will facilitate access, etc.*
Activity 3.2.5					$ -		$ -	
Activity 3.2.6					$ -		$ -	
Activity 3.2.7					$ -		$ -	
Activity 3.2.8					$ -		$ -	
	Output Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
Output 3.3	**Capacity of CSOs, Faith Based Organisations, women groups, youth and people with disabilities, media, bar association, trade unions strengthened.**							
Activity 3.3.1	Human rights curriculum for civil society including gender advocates and youth developed and delivered	$ 13,000.00	$ 20,000.00		$ 33,000.00	50%	$ -	50% shall be allocated to women's only platforms, training of gender facilitators, training of women leaders
Activity 3.3.2							$ -	
Activity 3.3.3					$ -		$ -	
Activity 3.3.4					$ -		$ -	
Activity 3.3.5					$ -		$ -	
Activity 3.3.6					$ -		$ -	
Activity 3.3.7					$ -		$ -	
Activity 3.3.8					$ -		$ -	
	Output Total	**$ 13,000.00**	**$ 20,000.00**	**$ -**	**$ 33,000.00**	**$ 16,500.00**	**$ -**	

OUTCOME 4:	**Enhance government and state security institutions engagement with society, and citizen participation in SSR.**							
Output 4.1	**Establish citizen platforms for peacebuilding, trust building and monitoring of national reforms implementation in relation to the security sector.**							
Activity 4.1.1	Establish and facilitate community engagement & CSO/Government platforms / *Lipitso*	$ 30,000.00	$ 9,000.00		$ 39,000.00	40%	$ -	40% of the budget will be allocated to support women participation and women's only platforms
Activity 4.1.2	Identify and train community mediators and *Lipitso* facilitators	$ 10,000.00			$ 10,000.00	50%	$ -	50% will be allocated to support at least 33% of women mediators and *Lipitso* facilitators
Activity 4.1.3	Strengthen local administration and traditional leaders capacities to conduct civic engagement and enhance citizen participation in peacebuilding and implementation of national reforms relating to the security sector	$ 10,000.00	$ 5,000.00		$ 15,000.00	50%	$ -	50% will be allocated to support at least 33% of women local administrators
Activity 4.1.4					$ -		$ -	
Activity 4.1.5					$ -		$ -	
Activity 4.1.6					$ -		$ -	
Activity 4.1.7					$ -		$ -	
Activity 4.1.8					$ -		$ -	
	Output Total	**$ 50,000.00**	**$ 14,000.00**	**$ -**	**$ 64,000.00**	**$ 28,100.00**	**$ -**	
Output 4.2	~~**Media campaign to socialise security sector reforms, promote awareness and understanding of them and to strengthen trust between security sector actors and the population**~~ **Promote public knowledge on the reforms and security agencies' roles and mandates to strengthen trust between security sector actors and the population.**							
Activity 4.2.1	Organize sectoral ~~and joint~~ training on communications ~~for the authorities in charge of SSR, responsible for communication and public relations, the media, and CSO on SSR in Lesotho~~.	$ 40,000.00	$ 20,000.00		$ 60,000.00		$ -	

Activity 4.2.2	Design, develop, produce and disseminate information, education and communication materials on the security sector and ~~implementation of~~ SSR reforms	$ 30,000.00			$ 30,000.00	40%	$ -	40% will be allocated to support design and development of communication prtoducts that enhance gender parity.
Activity 4.2.3					$ -		$ -	
Activity 4.2.4					$ -		$ -	
Activity 4.2.5					$ -		$ -	
Activity 4.2.6					$ -		$ -	
Activity 4.2.7					$ -		$ -	
Activity 4.2.8					$ -		$ -	
	Output Total	**$ 70,000.00**	**$ 20,000.00**	**$ -**	**$ 90,000.00**	**$ 12,000.00**	**$ -**	
Output 4.3	**Consultations between Government, security forces, civil society, and other stakeholders on the proposed reforms of the security sector institutions and public and internal oversight bodies through local "townhall" meetings led by the relevant Ministries of Lesotho with security actors and civil society.**							
Activity 4.3.1	Public outreach led by the relevant Ministries, security institutions, agencies and oversight bodies. ~~on the proposed reforms and of the security sector institutions and public and internal oversight bodies.~~	$ 30,000.00	$ 10,000.00		$ 40,000.00	40%	$ -	40% shall be allocated to women's only platforms, training of gender facilitators, training of women leaders
Activity 4.3.2	Briefings, led by the relevant Ministries and security institutions of Lesotho, to international development partners on the proposed reforms of the security sector and quarterly progress briefings to the diplomatic community.				$ -		$ -	
Activity 4.3.3					$ -		$ -	
Activity 4.3.4							$ -	
Activity 4.3.5							$ -	
Activity 4.3.6					$ -		$ -	
Activity 4.3.7					$ -		$ -	
Activity 4.3.8					$ -		$ -	
	Output Total	**$ 30,000.00**	**$ 10,000.00**	**$ -**	**$ 40,000.00**	**$ 16,000.00**	**$ -**	

Additional personnel costs	1 Security Sector Expert/Project Coordinator (P4) 100% UN PBF financed; 1 ~~Finance and~~ Administration Officer (SB4) ~~50% contribution; 1 Communication, Monitoring and Evaluation Officer 50% contribution.~~ ??? 1 National Human Rights Office (SB4)	$ 360,000.00	$ 45,000.00		$ 405,000.00	14%	$ -	The project management will take affirmative action to ensure at least 33% of the personnel are women
Additional Operational Costs	Project Operations Costs	$ 38,000.00			$ 38,000.00		$ -	
Monitoring budget	Support to nationally-owned SSR monitoring capacities, and project monitoring. [*Originally $40,000 in the face of urgent needs for conflict resolution and lack of UN staff (no monitoring & eval officer was recruited due to absence of EU co-funding) half of this is to be redirected to a political conflict resolution workshop ahead of elections (5,000) and additional peacebuilding / conflict resolution activities (15,000)*].	$ 20,000.00			$ 20,000.00	35%	$ -	35% will be allocated to ensure gender disaggreated indicators and data is collected and mainstreamed in the monitoring and evaluation process to capture lessons that enhance GEWE
Budget for independent final evaluation	Independent final evaluation	$ 40,000.00			$ 40,000.00	35%	$ -	35% will be allocated to ensure gender disaggreated indicators and data is collected and mainstreamed in the evaluation process. Women only focus groups shall be supported as well as women in leadersghip position to capture their perspectives
	Total Additional Costs	**$ 458,000.00**	**$ 45,000.00**	**$ -**	**$ 503,000.00**	**$ 77,700.00**	**$ -**	

$ 281,111.11

Totals				
	Recipient Organization 1	Recipient Organization 2	Recipient Organization 3	Total
	UNDP	UN OHCHR		
Sub-Total Project Budget	$ 1,113,000.00	$ 289,000.00	$ -	$ 1,402,000.00
Indirect support costs (7%):	$ 77,910.00	$ 20,230.00	$ -	$ 98,140.00
Total	**$ 1,190,910.00**	**$ 309,230.00**	**$ -**	**$ 1,500,140.00**

Performance-Based Tranche Breakdown					
	Recipient Organization 1	Recipient Organization 2	Recipient Organization 3	Total	Tranche %
	UNDP	UN OHCHR			
First Tranche:	**$ 393,000**	**$ 102,046**	**$ -**	**$ 495,046**	**33%**
Second Tranche:	**$ 797,910**	**$ 207,184**	**$ -**	**$ 1,005,094**	**67%**
Third Tranche	**$ -**	**$ -**	**$ -**	**$ -**	
Total:	**$ 1,190,910**	**$ 309,230**	**$ -**	**$ 1,500,140**	**100%**

$ Towards GEWE (includes indirect costs)	**$ 551,371.00**
% Towards GEWE	**36.75%**
$ Towards M&E (includes indirect costs)	**$ 64,200.00**
% Towards M&E	**4.28%**

Note: PBF does not accept projects with less than **5%** towards M&E and less than **15%** towards GEWE. These figures will show as red if this minimum threshold is not met.

Total Expenditure	**#REF!**
Delivery Rate:	**#REF!**

For MPTFO Use

Totals				
	Recipient Agency 1	Recipient Agency 2	Recipient Agency 3	Totals
	UNDP	UN OHCHR	$ -	
1. Staff and other personnel	$ 370,000.00	$ 45,000.00	$ -	$ 415,000.00
2. Supplies, Commodities, Materials	$ 158,756.76	$ 39,405.41	$ -	$ 198,162.16
3. Equipment, Vehicles, and Furniture (including Depreciation)	$ 67,324.32	$ 10,459.46	$ -	$ 77,783.78
4. Contractual services	$ 305,837.84	$ 111,270.27	$ -	$ 417,108.11
5. Travel	$ 141,081.08	$ 62,864.86	$ -	$ 203,945.95
6. Transfers and Grants to Counterparts	$ 20,000.00	$ -	$ -	$ 20,000.00
7. General Operating and other Costs	$ 50,000.00	$ 20,000.00	$ -	$ 70,000.00
Sub-Total	$ 1,113,000.00	$ 289,000.00	$ -	$ 1,402,000.00
7% Indirect Costs	$ 77,910.00	$ 20,230.00	$ -	$ 98,140.00
Total	$ 1,190,910.00	$ 309,230.00	$ -	$ 1,500,140.00

Performance-Based Tranche Breakdown					
	Recip Agency 1	Recip Agency 2	Recip Agency 3	TOTAL	Tranche %
	UNDP	UN OHCHR	0		
First Tranche:	$ 393,000.30	$ 102,045.90	$ -	$ 495,046.20	33%
Second Tranche:	$ 797,909.70	$ 207,184.10	$ -	$ 1,005,093.80	67%
Third Tranche:	$ -	$ -	$ -	$ -	0%
TOTAL	$ 1,190,910.00	$ 309,230.00	$ -	$ 1,500,140.00	