



PROJECT DOCUMENT

(Lesotho)

Project Title: Enhancing Youth Empowerment for Sustainable Development (EYES) Project

Project Number: 00113740

Portfolio Name: Sustainable and Inclusive Economic Growth

Responsible Partner: Ministry of Gender and Youth, Sports and Recreation, National University of Lesotho, The Entrepreneurship Network

Start Date: 2019

End Date: 2019

PAC Meeting date: 20th June 2019

Brief Description

Despite the high literacy rates, at over 90% for both boys and girls, Lesotho's economy is considered highly uncompetitive and lacking requisite conditions to promote private sector participation and entrepreneurship, especially among youth. More than 80% of the private sector is MSMEs, and prevalently in the service and retail sectors. Only about 7% of the country's youth have businesses, while 49% are interested, but do not have access to information, skills or funds to enable this. The country has a young population with almost 40% of its people aged below 35 years. Given the limited capacity of government to create jobs and employment opportunities and the small and undiversified private sector, more than 30% of youth remain unemployed or trapped in low paying jobs. The Government of Lesotho has adopted the National Youth Development Policy (2018), which provides a national blue print on youth development and aims at facilitating comprehensive engagement of the youth for the country's socio-economic development and political participation.

The Enhancing Youth Empowerment for Sustainable Development (EYES) project is aimed at addressing the challenge of lack of creative thinking and innovations for entrepreneurship and social development amongst the youth, which affects their ability to establish sustainable businesses and employment creating initiatives. The project will harness lessons and experiences from previous UNDP-supported projects to facilitate training programs and innovation camps premised on the design thinking process and concepts for development of youth-centric solutions and opportunities.

Specifically, the project will be implemented through the following:

- i) Identification and capacity building of youth entrepreneurs;
- ii) Innovation grants and mentorship support; and
- iii) knowledge and partnerships for youth development

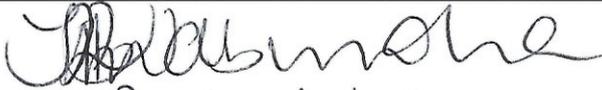
Contributing Outcome (UNDAF/CPD):

Outcome 3.1: By 2023, government and private sector increase opportunities for inclusive and sustainable economic growth, improved food security, and decent work, especially for women, youth and persons with disabilities

Indicative Output(s) with gender marker: **Output 1.** Capacities of government institutions and private sector improved to create competitive and gender-sensitive business environment and enable effective economic participation of MSMEs (GN1)

Total resources required:	395,000	
Total resources allocated:	UNDP TRAC:	333,000
	Donor:	0
	Government:	0
	In-Kind:	
Unfunded:	USD62,000	

Agreed by (signatures)

Ministry of Development Planning (Government)	UNDP
 Name: Teboho Mokele Date: 19/07/2019	 Name: Betty Wabunaha Date: 18/07/2019

OFFICE OF THE PRINCIPAL SECRETARY
 MINISTRY OF
 DEVELOPMENT PLANNING

 2019 -07- 19

 P.O. BOX 630
 MASERU 100, LESOTHO



I. DEVELOPMENT CHALLENGE (1/4 PAGE - 2 PAGES RECOMMENDED)

1. Lesotho has developed a National Strategic Development Plan (NSDP) II (2018/19 - 2022/23), aimed at transforming Lesotho's economic structure to be more private -sector led for creating employment and achieving sustainable and inclusive growth. The country is categorized as a lower middle-income country, with per capita income estimated at USD1, 425. Following a decade of average GDP growth rate of 4.5% (until 2015) economic performance has decelerated to average 1.5% per annum, but it is expected to recover modestly due to activities in the construction, Phase II of the Lesotho Highlands Water Project and mining. Despite the high growth rates, Lesotho is classified among the top ten most unequal countries, and among the low human development countries with an inequality adjusted HDI of 0.359. With more than 50% of the population living below the poverty line, Lesotho's unemployment is estimated at almost 33%, with youth and women mostly affected and more than a quarter of the population declared vulnerable. Lesotho has one of the youngest populations with almost 40% of its population of about 2 million, aged below 35 years. Given the limited capacity of government to create jobs and employment opportunities and the small and undiversified private sector, more than 30% of youth remain unemployed or are trapped in low paying jobs. The NSDP II prioritizes creation of employment opportunities and jobs particularly targeting the youth, for a sustainable and inclusive economic growth, and through private sector engagement. The government has identified four sectors; tourism, agriculture, technology and creative industries, and manufacturing, as the main drivers for employment creation in the country.
2. Despite the high literacy rates, at over 90% for both boys and girls, Lesotho's economy is considered highly uncompetitive and lacking requisite conditions to promote private sector participation and entrepreneurship, especially among youth. The economy is ranked £££ on innovation and creativity, and there is increasing inconsistency between the market need and skills prevalence, especially among the youth. The country has seen some improvement in access to mobile technology and internet, however, marketing networks, internet coverage and cost of internet data, inhibit wide accessibility, especially in the rural areas.
3. More than 80% of the private sector businesses are MSMEs, and prevalently in the service and retail sectors¹. Only about 7% of youth have businesses, while 49% are interested, but do not have access to information, skills or funds to enable this². Further, studies reveal that only a few youth enterprises survive beyond 2 years due to limited business acumen, skills for business sophistication and general challenges related to market access. A UNDP-led mapping exercise for Youth Organizations revealed that there are over 700 youth-led community organizations, and over 60% of these are in income generating activities, of undefined sector, but there is still limited data on youth activities and contribution to economy.
4. The Government of Lesotho has adopted the National Youth Development Policy (2018), which provides a national blue print on youth development in Lesotho and facilitates comprehensive engagement of youth for socio-economic and political participation. This is further complemented by youth proposals for economic transformation in context of the national reforms agenda for constitution, public service, justice and the security sector, the form.

II. STRATEGY

5. The Enhancing Youth Empowerment for Sustainable Development (EYES) project is aimed at addressing the challenge of lack of creative thinking and innovations for entrepreneurship and social development amongst the youth, which affects their ability to establish sustainable

¹ Finscope SMME 2016

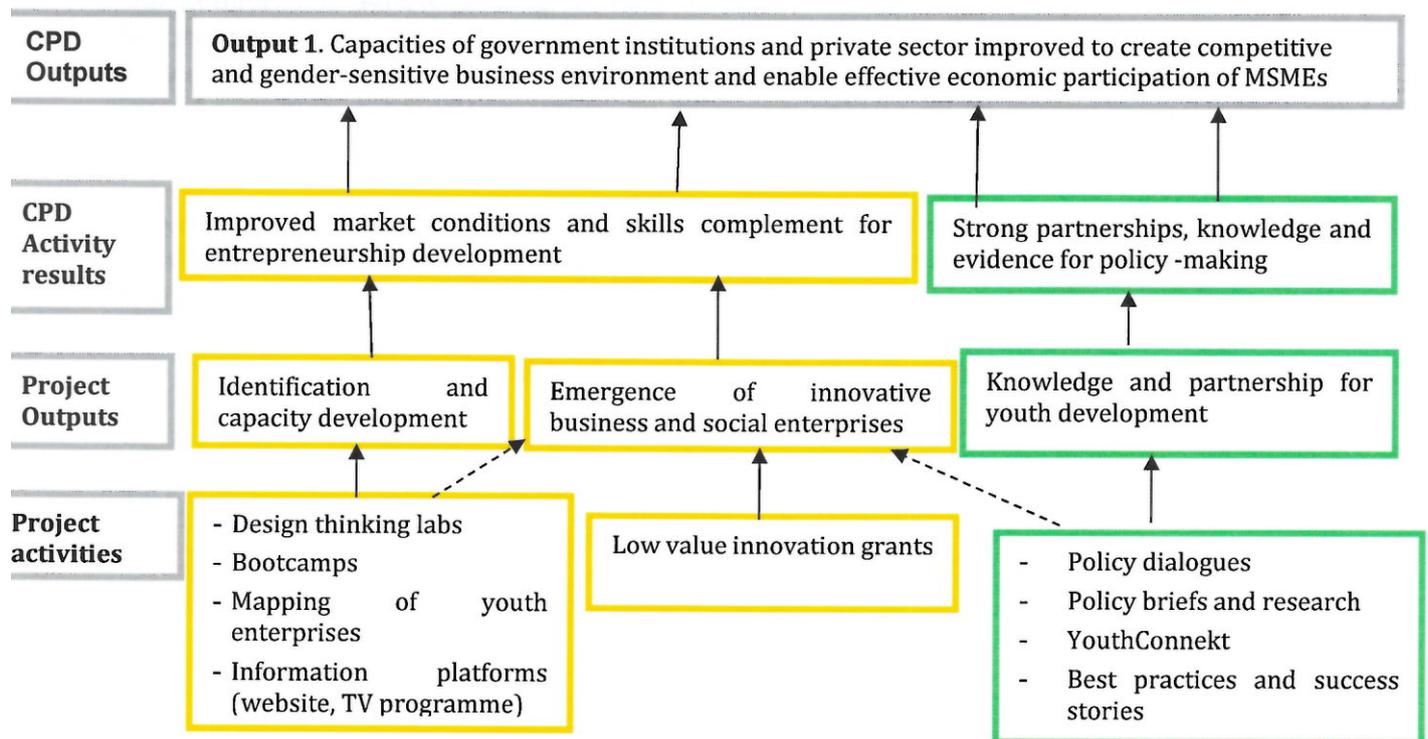
² NHDR 2016

businesses and employment creating initiatives. As identified, there is general a paucity of entrepreneurship in Lesotho, emerging from systemic barriers, attitudes and cultural practices; root causes include lack of access to relevant information on different business ideas and opportunities, weak individual capabilities and networks as well as lack of enabling regulatory and policy framework and finance. The EYES project model will link capacity building on design thinking, to promote cognisant ideation, technology-based solutions for development and facilitate partnerships and networks for mentorship and resources mobilisation. The project will focus on solutions aligned to the identified priority sectors, of tourism, agriculture, technology and manufacturing.

6. The project will harness lessons and experiences from previous projects to facilitate training programs and innovation camps premised on the design thinking process and concepts for development of youth-centric solutions and opportunities. The project will further provide small grants to promote innovations and support operational challenges to effective implementation of youth projects in these areas. Lastly, the project will support information platforms and dialogues among youth and with government and private sector, to induce a culture of dialogues and policy – informing debates. This will include development of websites and databases for youth engagement. The project will borrow progressively from successful youth development programs within the UNDP, including the Arab Leadership Development Program and YouthConnekt Africa to design a training package and curriculum that will address capacity needs for young entrepreneurs and innovators.
7. Specifically, the project will be implemented through the following:
 - Identification and Capacity building of youth entrepreneurs.
 - Innovation grants and mentorship support
 - knowledge and partnerships for youth development
8. **Identification and capacity building of youth entrepreneurs and organisations.** In collaboration with the Ministry of Gender and Youth, Sports and Recreation, the project will host regional and thematic pop-up design thinking labs and bootcamps, to ensure inclusivity and widen impact as well as promote peer learning, networking and technical skills development in these areas. To further understand the sector and needs, the project will support a mapping exercise of youth enterprises and participation in the target sectors to facilitate development of relevant programmes and engagement. A training programme and strategies for engagement will be developed based on this focusing on development of innovation and creativity. Resources will also be made available to support common information platforms, including website, accessible to youth stakeholders and partners. The project will also work with the National University of Lesotho and Limkokwing University of Creative Technologies to advance the culture of learning and leadership for innovation and creativity.
9. **Innovation grants and mentorship support.** Lessons from the UNDP – supported pilots on youth [hackathons](#) and design thinking workshops have revealed that the young innovators face different barriers to entry beyond the training workshops, spanning lack of knowledge and information about different industries and markets, developing sustainable networks and access to operating spaces to facilitate co-creativity and partnerships. Specifically, it has been noted that there is need to invest in the follow-up programs, facilitating mentorship, exposure and technical support for honing selected ideas and stronger youth commitment. EYES will therefore connect the training to market by providing small grants towards that facilitate set-up and other operational challenges thus minimising some of the barriers to entry in markets.
10. **Knowledge and partnerships for effective youth engagement and development.** Working with the Ministry of Gender and Youth, Sports and Recreation, The Entrepreneurship Network and other youth organisations and stakeholders, the project will support public – private dialogues on youth development as well as domestication of the YouthConnekt model to promote integration of youth

into the economy. For sustainability, the project will continue efforts to coordinate stakeholders' dialogues around employment creation for youth, mobilising collaborative contribution and engagement, especially of the private sector and to advance policy informing conversations and advocacy for transformation of regulatory and policy landscape for youth development. The project will support development of knowledge resources on youth development, spanning related research and policy briefs, data collection and collation as well as databases.

11. Through this project, young entrepreneurs and social innovators in Lesotho will be strengthened to effectively participate in local economic development by improving market conditions and skills complement for establishment of sustainable and innovative business and social enterprises and facilitating platforms for knowledge creation and evidence to inform policy on youth development. A diagrammatic presentation of the theory of change is provided in *Figure 1 below*.



III. RESULTS AND PARTNERSHIPS

Expected Results

12. Output 1.: Enhanced Capacity and Skills for Innovations and Creativity Among Young Entrepreneurs. In collaboration with the Ministry of Gender and Youth, Sports and Recreation, National University of Lesotho and Limkokwing University of Technology, the project will facilitate enhanced capacity and skills for innovations and creativity among young entrepreneurs by delivering a mix of skills development, mentorship support and information for youth groups focusing on development of innovation and creative skills for business development. The following initiatives will be supported:

- Training on design thinking for business management and facilitation of linkages
- Provision of mentorship support for identified youth entrepreneurs
- Information platforms and exposure of youth creativity and innovations

13. Output 2. Low Value Grants:

Through the low – value grants for innovations and development, of up to USD5, 000, UNDP will work with stakeholders to encourage **emergence of innovative youth social and business enterprises in the key development sectors**. These would focus mainly on both technological and non – technological solutions addressing challenges of business sophistication³, market access and facilitation relative to identified priority sectors. These grants will further be linked to the training programmes, policy sessions and dialogues, by helping identify emerging and high impact solutions that may unlock opportunities for the youth. UNDP will establish a panel of reviewers in context of the UNDP Innovations Policy and low value grants mechanism to advise on the selection and utilisation of the funds.

14. Output 3. Knowledge Management Platforms for policy making and improved dialogues and information sharing. In collaboration with the Ministry of Gender and Youth, Sports and Recreation, The Entrepreneurs Network (TEN) and other stakeholders, the project will promote a culture of dialogue and debates to inform policy making. The following activities will be pursued:

- Conversations and dialogues with government and
- Policy briefs, focusing on the following:
 - Public procurement policy and youth
 - Business registration and licencing for youth enterprises
 - Options for access to finance for youth
 - Digital economy, opportunities for youth employment and livelihoods development
- YouthConnekt, annual convocation for political and socio-economic engagement and policy
- Publication of success stories, experiences

Resources Required to Achieve the Expected Results

15. The project will require the following resources to achieve the expected results:

³ Business sophistication refers to business strategies, production processes and operations that enhance business productivity and opportunities

- **Financial resources.** The project will require at least USD395, 000 to deliver all planned activities in 2019. UNDP has mobilised USD330, 000 to kick start activities in 2019, and will work with partners to mobilise additional resources.
- **Human resources.** The Project will be supported by a Project Officer and a Project Assistant. Identified partners to this project will also be expected to assign focal points to enable effective engagement, project management, and support. The project will also engage the services of the Information officer, to support in documentation of best practices and key activities.
- **Equipment and Technology Support.** as necessary, the project will procure technological equipment inclusive of computers, cameras to support project implementation'

16. Relative to the project results and the partnership strategy outlined below, the resources have been allocated thus:

Partner	Allocated budget (\$)
MGYSR	113,000
NUL	50,000
TEN	25,000
UNDP/ALL	78,000
UNDP	126,000
Total	392,000

Partnerships

17. The project will establish a small implementation team comprising all participating partners and coordinated by UNDP to support project implementation and facilitate synergies and partnerships . Each partner will be responsible for the allocated output area and activities and accountable for its delivery. The following partnerships will be mobilised and engaged in the project:

- Ministry of Gender and Youth, Sports and Recreation. The Ministry will be responsible for outputs on training and capacity building of participating youth organisations and partners. The Ministry will further co-lead in the activities towards youth engagement and policy dialogues and domestication of the YouthConnekt Lesotho.
- National University of Lesotho and Limkokwing University of Creative Technology. Both universities will be responsible for promoting learnership and culture of innovation and creativity within their institutions. Through the Innovation Hub, the NUL will lead a TV programme on innovations, targeting both in-school and out-of-school youth. This will also be linked to the innovation grants by exposing youth ideas and information and outreach. Through their LEAP programme, the LUCT will be expected to promote mentorship support and promote innovations within the school community to lend sustainability to youth enterprises.
- The Entrepreneurship Network. Utilising their ongoing programme for youth dialogue, TEN will provide a platform for youth engagement, and exposure. The organisation will also contribute to the localisation of the YouthConnekt in Lesotho.
- Other youth organisations. To lend sustainability and continued engagement of youth, at the community, district and national levels, the project will work with the different youth organisations to encourage effective engagement and accountability at community level, and to facilitate linkages to the project.
- Other partners. The project will continuously engage and mobilise partners working in the youth agenda in Lesotho for technical and financial resources mobilisation and partnerships. The project will explore potential partnerships with UNICEF and UNFPA for implementation of the Youth Status report, and ILO for youth entrepreneurship development initiatives. UNDP will

also engage with the Ministry of Small Business Development, Ministry of Trade and Industry (OBFC) to support specific technical and data needs for the project.

Risks and Assumptions

18. The identified risks in this project are the following:

- Time for the implementation of the project. The project is expected to be delivered within 2019. In this regard, the project activities are expected to complement ongoing initiatives, to accelerate implementation and attainment of results in the project.
- Limited coordination mechanisms on youth development initiatives. By applying the inclusive business models, the Ministry will be expected to work with all implementing partners and facilitate complementarity of skills and resources towards resolving some the major challenges to youth development and employment.
- Limited engagement of youth organisations in the project. A strong network of youth organisations and linkages would be necessary to facilitate engagement at both national and local levels.

Stakeholder Engagement

19. The project is targeting organised and individual youth and will work with partners to maximise outreach and engagement. The targeted stakeholder groups are:

- Out of school youth. These are young entrepreneurial graduates and other skilled youth with keen interest in improving their creative and innovative skills for business and empowerment. These will be engaged through the Ministry of Gender and Youth, Sports and Recreation, youth organisations including the TEN and Junior Chamber of Commerce and Industry. The project will also organise dialogues to facilitate continued engagement of both in school and out of school youth.
- In school youth. These are youth in the institution of higher learning. They will be engaged through their ongoing programmes within NUL and LUCT to promote culture of entrepreneurship and innovations.
- Academic institutions. Both NUL and LUCT will be engaged through their ongoing programmes, Innovation Hub and LEAP, respectively, which are entry points for start-up entrepreneurs.
- Youth development organisations and social enterprises. In 2018, UNDP supported mapping of youth organisations, which has indicated that there are over 700 youth organisations countrywide. These will be used to facilitate engagement of youth at the community level, as well as to understand better the development issues affecting youth in these areas.

South-South and Triangular Cooperation (SSC/TrC)

20. UNDP will utilise its global network to facilitate learning and capacity building on youth development. Particularly, the project is aimed at leveraging lessons out of the Arab Youth Leadership Programme to facilitate development of sustainable enterprises and innovation.

Knowledge Management

21. Other than project outputs, the following knowledge products will be published:

- TV and media products based on the project outputs
- Best practices on the project implementation
- Social media informationals

- Newspaper publication on leading youth entrepreneurs and youth organisations

Sustainability and Scaling Up

22. The project will be linked to ongoing programmes within the partner institutions to ensure sustainability as well as replicate lessons, best practices and results.

IV. PROJECT MANAGEMENT

Cost efficiency and effectiveness

23. The EYES project is part of the Sustainable and Inclusive Economic Growth Programme. It will be implemented through a Direct Implementation Modality (DIM) with project management under UNDP, to facilitate multiple ministries and institutions participation and engagement in the project. The project will adopt the management arrangements under the SIEG programme and share the in joint programme support for monitoring and evaluation, procurement and administration. Further, the project will adopt inclusive business approaches, allowing interplay between different stakeholders, leveraging on existing expertise, best practice and lessons learnt to deliver project objectives and facilitate peer learning, also taking advantage of the management arrangements within implementing organisations.

Project Management

24. The project will be implemented in Maseru and throughout the country through selected activities. Each partner institution involved in the programme will be required to appoint technical focal point, whom shall lead implementation and engagement in technical sessions. UNDP will develop and support stakeholder capacities for reporting, utilising, where possible, technological innovations to enhance transparency.

V. RESULTS FRAMEWORK⁴

Intended Outcome as stated in the UNDAF/CPD Programme Results and Resource Framework: Outcome 3.1: By 2023, government and private sector increase opportunities for inclusive and sustainable economic growth, improved food security, and decent work, especially for women, youth and persons with disabilities

Applicable Output(s) from the UNDP Strategic Plan:

- 1.1.2. Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs
- 1.6.1 Country-led measures accelerated to advance gender equality and women's empowerment

Applicable Outputs from the CPD:

Output 1. Capacities of government institutions and private sector improved to create competitive and gender-sensitive business environment and enable effective economic participation of MSMEs

Project title and Atlas Project Number:

Expected Project Outputs and Indicative activities	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5		FINAL
Output 1. Capacities and skills of young entrepreneurs enhanced to promote sustainable and innovative businesses	1.1. Number of youth-led (i) enterprises and (ii) social innovators registered with relevant	MGYSR, Project partners, project reports	tbc	2019	tbc						Quantitative Risk: Limited monitoring and evaluation skills and lack of reporting among MSMEs
Activity 1.1. Training on design thinking for business management and innovations											

⁴ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Expected Project Outputs and Indicative activities	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL		
Activity 1.2. Mapping and profiling of youth enterprises, skills and sectors, start-up incubators, and YBDO	authorities, disaggregated by sector and gender	OBFC, MGYSR	tbc	2019	tbc							Quantitative Risk: Lack of age disaggregated data at the OBFC
Activity 1.3. Provision of mentorship support, bootcamps and linkage facilitation for identified entrepreneurs	1.2. Number of livelihoods impacted as a results of EYES interventions	MGYSR, Project partners	tbc	2019	500	1000	1500	2000			2000	Quantitative Risk: Limited data collection skills and information Qualitative Risk: Complexity or lack of in the designed quality index
Activity 1.3. Information platform on youth innovations		Project data	0	2019	2							
Output 2. Emergence of innovative youth-led social and business enterprises in the identified sectors	2.1. Number of innovations (i) supported and (ii) adopted by market per sector	Project data	tbc	2019								qualitative data Risk: information collected may be too subjective
Activity 2.1. Low value innovation grants for youth		Project data	tbc	2019								qualitative data Risk: Limited monitoring capabilities
Output 3. Government of Lesotho has information and data on youth initiatives and projects to inform policy	3.1. Number of policy changes proposed and adopted (supported by the project) to advance innovations and entrepreneurship	MGYSR, project data	tbc	2019								qualitative data Risk: Responsiveness of stakeholders and government on suggested policy issues
Activity 3.1. Policy dialogues with government and partners		MGYSR, TEN, project data	tbc	2019								quantitative data Risk: Availability of statistics
Activity 3.2. YouthConnect		Project data		2019								Quantitative data

Expected Project Outputs and Indicative activities	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL		
Activity 3.3. Identify and publish profiles for Top 50 youth/20 youth organisations	3.2. Number of youth entrepreneurs participating in (i) policy dialogues (ii) boot-camps		tbc									Risk: Similar organisation and individuals may be counted several times based on their frequency in these events
Activity 3.4. Develop a website on youth development		Project data	tbc	2019								Qualitative data: Risk: Limited number of resident partners in Lesotho

VI. MONITORING AND EVALUATION

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track progress results	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			

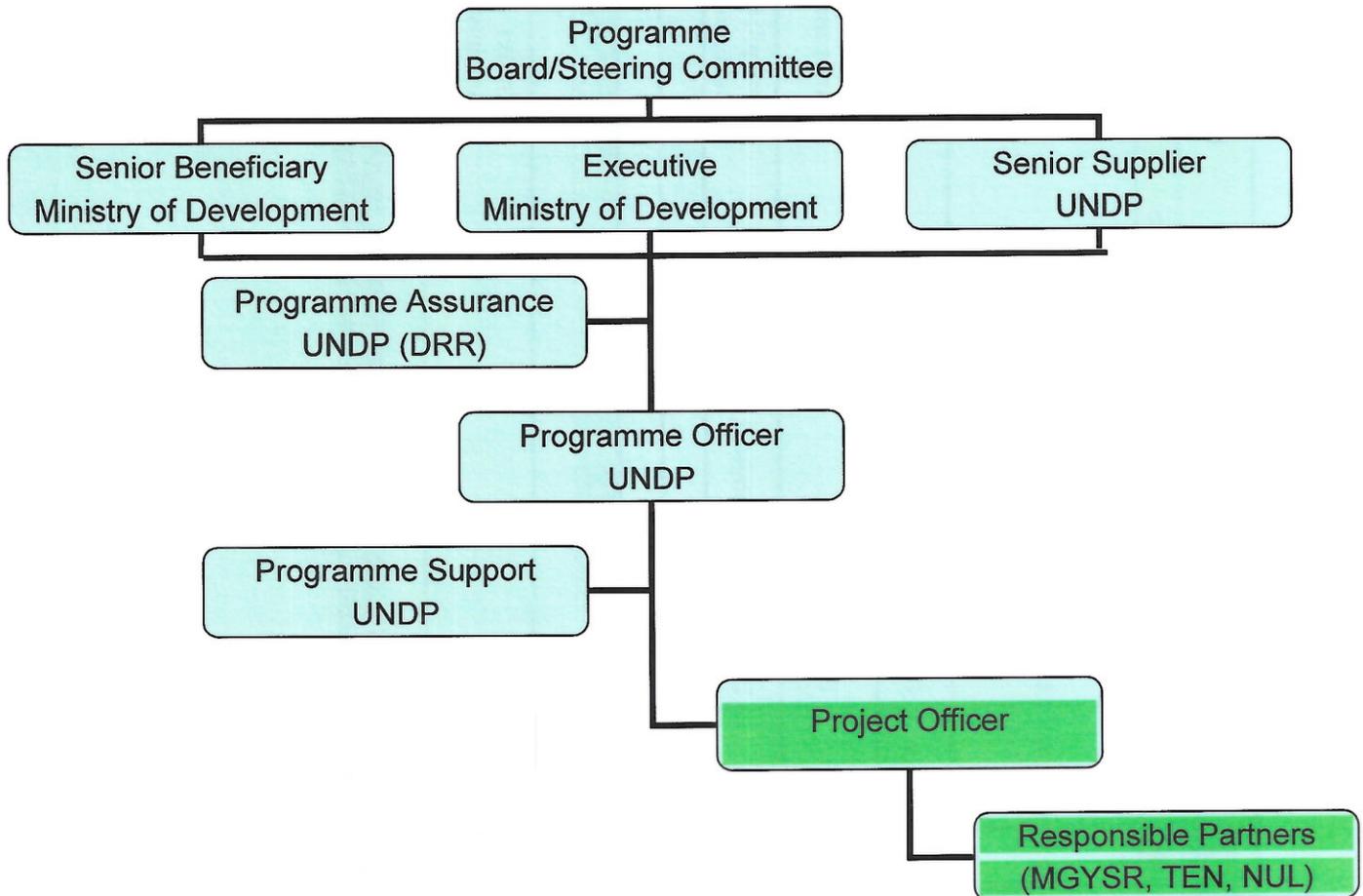
VII. WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarters				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1. Capacities and skills of young entrepreneurs enhanced to promote sustainable and innovative businesses	1.1. Workshops on design thinking for business management and innovations		x	x	x	MGYSR,	UNDP	consultancies, meetings,	60,000
	1.2. Mapping and profiling of youth enterprises, skills and sectors, start-up incubators, and YBDO		x	x		MGYSR	UNDP	consultants, report, meetings	25,000
	1.3. Provision of mentorship support, boot-camps,			x	x	TEN	UNDP	consultancies, meetings,	30,000
	1.4. Information platforms and communication for youth innovations		x	x	x	MGYSR, NUL	UNDP	production, website, consultancies	
	1.4.1. Innovations programme				NUL				50,000
	1.4.2. Website				MGYSR				10,000
<i>Gender marker: 1</i>	MONITORING								3,000
	Sub-Total for Output 1								178,000
Output 2. Emergence of innovative youth-led social and business enterprises in the identified sectors	2.1 Low value innovation grants for youth		x	x	x	UNDP, MGYSR, TEN, NUL	UNDP	grants,	50,000
<i>Gender marker: 1</i>	MONITORING								
	Sub-Total for Output 2								50,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarters				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 3. Government of Lesotho has information and data on youth initiatives and projects to inform policy	3.1. Policy dialogues with government and partners, and information sessions		x	x	x	UNDP, MGYSR, TEN	UNDP	meetings, printing, studies	12,000
	3.2. YouthConnect			x	x	UNDP, MGYSR, TEN	UNDP	conferencing	20,000
Gender marker:	3.3. Identify and publish profiles for Top 50 youth/20 youth organisations		x	x		UNDP, MGYSR	UNDP	print and social media	5,000
	3.4. Best practices and success stories					UNDP/MGYSR/TEN/NUL		compilation, printing, publishing	4,000
	MONITORING								
	Sub-Total for Output 3								41,000
Evaluation (as relevant)	EVALUATION								
General Management Support	Human resources	x	x	x	x			Project Officer, Administrator, Information (50%)	60,000
	Project Management costs							20% GMS	66,000
TOTAL									395,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be managed by UNDP as part of the Sustainable and Inclusive Economic Growth Portfolio, with oversight and governance support from the Programme Steering Committee, as reflected below



Programme Steering Committee: The Programme Steering Committee (PSC) is responsible for the overall direction and management of the programme. The PSC is the group responsible for making executive management decisions for a programme when guidance when required, including approval of programme plans and revisions. This group contains three roles as defined below:

- an **Executive** (Ministry of Development Planning), representing the programme ownership and alignment to the national priorities. Also acts as chairperson to the Committee.
- a **Senior Supplier (UNDP)** to provide guidance regarding the technical feasibility, including compliance and alignment to UNDP objectives. Acts a co-chairperson to the Committee.
- A **Senior Beneficiary** to ensure the realization of programme benefits from the perspective of programme beneficiaries represented. This role will be played by the Ministry of Development Planning as an interlocutor for development and lead coordinating agency in Lesotho. Other stakeholders to be involved in the programme include government ministries, NGOs, academia and private sector.

The Steering Committee will meet every six months and review and approve annual budgets and work plans and provide strategic guidance to the programme. An annual programme review will be hosted annually to share programme results and review progress towards programme objectives.

The **Programme Officer** has the authority to run the programme on a day-to-day basis on behalf of the Steering Committee within the mandate and strategic organisation of UNDP and is responsible for management and decision-making for the programme. The Officer is mainly accountable to delivering the programme results in line with stated objectives, to the required standard of quality and within the specified constraints of time and cost. S/He will be hired by UNDP and will be charged with the responsibility of implementing the programme from planning, implementation, monitoring and evaluation, to reporting phase. S/he must coordinate programme activities and provide programme oversight in liaison with implementing partners. The **Programme Support** role provides programme administration, management and technical support based on the needs of the individual programme.

Programme Assurance is the responsibility of the Steering Committee; however, daily monitoring function in this regard is delegated to the UNDP Deputy Resident Representative. The role of the Programme Assurance is to ensure compliance to UNDP quality standards and policy, as well as provide strategic oversight and leadership, relative to overall UNDP programme support.

The project will engage a **Project Officer** to support implementation of the project and attainment of project results in this regard. The project officer will work in collaboration with the Programme Officer and shall be accountable to UNDP and her partners on management of project resources and attainment of results. The project will further engage a **Project Assistant** to support project administration and financial management.
