



Empowered lives.
Resilient nations.

TERMS OF REFERENCE

CONSULTANCY FOR END OF PROJECT EVALUATION FOR THE LESOTHO DATA FOR SUSTAINABLE DEVELOPMENT PROJECT

Type of Contract: National Consultant
Language Required: English
Time: 20 days (August – September 2019)

BASIC PROJECT/OUTCOME INFORMATION

Project title	Lesotho Data for Sustainable Development (Lesotho Data)	
Atlas ID	00098578	
Corporate outcome and output	Outcome 4. By 2017, national and lower level institutions make evidence-based policy decisions	
Country	Lesotho	
Region	Southern Africa	
Date project document signed		
Project dates	Start	Planned end
	29 November 2016	15 June 2019
Project budget	USD 1,426,550	
Project expenditure at the time of evaluation	1,168,440	
Funding source	UNDP and European Union	
Implementing party	UNDP	

1. Background and Context

UNDP is the UN global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. It works with individual countries on their own solutions to global and national development challenges. UNDP has recently initiated a new Country Programme (2019-2023) anchored on the Lesotho National Strategic Development Plan (NSDP II), the UNDAF (2019–2023) and guided by the UNDP Strategic Plan (2018–2021). The Programme comprises three pillars: (i) Governance, Accountability, Social Cohesion and Stability; (ii) Sustainable and Inclusive Economic Growth and (iii) Environmental Sustainability, Climate Change and Resilience.

As part of its previous Country Programme (2013 – 2018), UNDP Lesotho supported the Government of Lesotho in the implementation of the Lesotho Data for Sustainable (Lesotho Data) Project (2016 – 2019). The project was aimed at assisting the Government in the collection, analysis and dissemination of development data and building institutional and technical capacities for monitoring and evaluation

RM



Empowered lives.
Resilient nations.

of development programmes and effective public management systems. The Lesotho Data Project was executed by the Ministry of Development Planning, through the Department of Monitoring and Evaluation (M&E) and Bureau of Statistics (BOS). The project was jointly funded by the UNDP and European Union, with the total budget of USD1, 426, 550.00.

The project strategy had three components, as follows:

- Development of a national ecosystem for statistics and data collection, to create a definition of systematic tools for measuring development programs, thereby establishing foundation blocks for sustainable data collection, compilation, and dissemination such that national statistics are produced through an effective ecosystem
- Promotion of literacy and innovations for data collection, compilation, dissemination and use; to facilitate a continuous, participatory and responsive process for data collection, compilation, dissemination and utilisation for policy making.
- Strengthening national leadership, legal frameworks and policy for coordination and management, as well as ensure conducive legal and policy that would facilitate a systematic collection, access, and integration of data in development policy, in the context of the National Strategy for Development of Statistics (NSDS).

UNDP will commission an end of project evaluation for the Lesotho Data project facilitate accountability for results and resources invested in the project. A midterm review was undertaken through the Union Results Oriented Monitoring (ROM) exercise in June 2018. This evaluation is expected to complement the findings of the ROM by conducting a comprehensive and in-depth analysis of the performance of the Project. The evaluation will also assess the partnerships across agencies, global, regional, and local environment and comparative value and positioning of UNDP. As such, UNDP is looking for a national consultant to support evaluation process, working in collaboration with the international consultant, who will also be a lead consultant in the assignment. t

2. Evaluation Objectives and Scope

Purpose

The purpose of evaluation is to assess the extent to which the Lesotho Data Project has met the set objectives; provide evaluative evidence of the contribution of UNDP to meet its accountability requirements and generate lessons to inform planning of similar interventions to maximise achievements of development results. It is expected that apart from UNDP, the results of the evaluation will be used by the Ministry of Development Planning, the Department of Monitoring and Evaluation (M&E) and Bureau of Statistics (BOS), UN Agencies, the EU and other development partners.

Objectives

The specific objectives for this evaluation include:

- Determining the extent to which outputs of the Lesotho Data have been achieved relative to the set objectives of the project;

- Assessing and analysing the relevance, efficiency and effectiveness of the Lesotho Data Project and effectiveness of adopted implementation modalities and partnership strategies to achieving its objectives, outputs and results;
- Assessing factors affecting Project outcomes and sustainability, including contributing factors and constraints
- Assess the extent to which the project met its resource mobilization objectives
- Examine the extent to which gender, human rights and other cross-cutting issues were considered in the project's design, implementation and monitoring,
- Establish lessons from implementation of the project
- Make recommendations for improving the design, effectiveness, efficiency, sustainability and mainstreaming of gender and other cross-cutting issues in future programming.

Scope of the evaluation

The outcome evaluation will be conducted during the months of July and August 2019. The evaluation will cover the implementation phase of the project, from November 2016 – June 2019. It will also consider project results relative to the various project stakeholders, beneficiaries and geographic locations, and ensure effective sampling for evaluation. The evaluation should also include an assessment of the extent to which Lesotho Data's design, implementation and monitoring have taken into consideration gender, human rights and other cross cutting issues.

3. Evaluation Criteria and Questions

The outcome evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

Relevance:

- To what extent was the Lesotho Data Project relevant to Lesotho's needs around data for development and results-based management?
- To what extent was the selected method of delivery been appropriate to Lesotho's development context?
- To what extent are the indicators and targets relevant, realistic and measurable? Are the indicators in line with the SDGs and what changes need to be done? Are the baselines up to date?
- To what extent was gender equality and women empowerment considered in the design of the project?

Effectiveness

- What evidence is there that the Lesotho Data Project has contributed towards an effective national system for statistics and monitoring and evaluation by developing processes and plan for data collection, and statistical production and reporting, quality management and disaggregation in Lesotho?
- What evidence is there that the Lesotho Data Project has contributed towards Improved use of available data for evidence in decision-making, policy formulation and planning,

- What evidence is there that the Lesotho Data Project has contributed towards strengthening national leadership, institutional and technical capacities for effective coordination and sectoral engagement through review of legal and institutional frameworks, policy and establishment of platforms for continued learning and information dissemination in Lesotho?
- Has the Lesotho Data Project been effective in helping improve national data collection, measurement and analytical systems to facilitate monitoring progress of SDGs and NSDP inclusive of other developmental agendas?
- Has the Lesotho Data Project utilized innovative techniques and best practices in its design and implementation?
- To what extent did implementation strategies of the Lesotho Data integrate gender equity and women empowerment?
- What contributing factors and impediments enhanced or impeded the Lesotho Data Project performance area?

Efficiency

- Were approaches, resources, models, conceptual framework employed in the Lesotho Data Project relevant to achieving the planned outcome? were they sufficiently appropriate for Lesotho's developmental constraints?
- Has the Lesotho Data Project employed efficient and cost-effective means in strategy and execution?
- Were financial and human resources used economically?
- Were there monitoring and evaluation systems in place to ensure that the Lesotho Data Project was managed efficiently and effectively?

Sustainability

- What is the likelihood that the Lesotho Data Project interventions are sustainable?
- What mechanisms have been set in place to support the government of Lesotho to sustain improvements made through interventions of the Lesotho Data Project?
- How can the Project be enhanced to support central authorities, local communities and civil society in improving service delivery if it was to continue?
- What changes should be made in the current set of partnerships to promote long term sustainability?

Partnership strategy

- Was the partnership strategy of the Project been appropriate and effective?
- Are there current or potential complementarities or overlaps with existing national partners' programmes?
- How have partnerships or lack of affected the progress towards achieving the outputs?
- Has the Lesotho Data Project worked effectively with other UN Agencies and other international and national delivery partners to improve functionality of the National Statistics System and the National M&E System?



Empowered lives.
Resilient nations.

- How effective has Scope and the Lesotho Data Project been in partnering with civil society and the private sector to improve functionality of the National Statistics System and the National M&E System in Lesotho?

Based on the above analysis, the evaluation team is expected to provide overarching conclusions on Lesotho Data Project's results, as well as recommendations on how the design, implementation strategies, partnership arrangements, resource mobilization strategies, and capacities would have been adjusted to ensure that the Project fully achieves planned outcomes. The evaluation is additionally expected to offer wider lessons for UNDP support in Lesotho and elsewhere based on this analysis.

4. Methodology

The evaluation is expected to review and validate the project's "theory of change" (TOC) to provide a contextual framework for examining relevant elements of the project including the causal links between interventions and the components of the Project. Evidence obtained and used to assess the results of the Project support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, reviews and technical papers, stakeholder interviews, focus groups, surveys and site visits.

The Consultant should also adopt methodological approaches likely to yield most reliable and valid feedback to the evaluation questions, scope of the assignment, and gender analysis. The evaluation team should take into consideration both qualitative and quantitative approaches, encompassing all or some of the following:

- Desk review of relevant documents, including the following:
 - Project document (contribution agreement).
 - Theory of change and results framework.
 - Programme and Project quality assurance reports.
 - Annual workplans.
 - Activity designs/concept notes.
 - Consolidated quarterly and annual reports.
 - Results-oriented monitoring report.
 - Highlights of project board meetings.
 - Technical/financial monitoring reports
- Data Collection and Analysis
 - Evaluation questions around relevance, effectiveness, efficiency, sustainability and design for different stakeholders to be interviewed.
 - Key informant and focus group discussions with beneficiaries and stakeholders. All interviews should be undertaken in full confidence and anonymity, without assigning specific comments to individuals
 - Semi-structured interviews with key stakeholders including key government counterparts, UN agencies donor community members, and representatives of key civil society organizations,

- Discussions with senior management, Project team and Project staff. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.
- Field visits to selected Ministries, Departments and Agencies
- Data analysis methods and software (where necessary).

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluation team .

5. Evaluation Deliverables

The National Consultant will be expected to contribute in the delivery of the following:

- 1) **Inception report (10 – 15 pages).** One week after contract signing, the Evaluation team should produce an inception report, considering the following:
 - The inception report is expected to *outline the evaluators' understanding of the assignment*, how each of the evaluation questions will be answered, proposed methodologies for analysis and data collection, as well as proposed data sources.
 - The inception report should also include the *evaluation matrix (template in Annex V)* to summarize evaluation criteria and process, indicators/success standards, and methods for data analysis as well as an outline of anticipated *risks and management plan*.
 - The report should *detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders* to be interviewed. Protocols for engaging different stakeholders should be developed.
 - The inception report should be discussed and agreed with the UNDP country office and the evaluation team before the evaluators proceed with site visits.
 - The evaluators should also propose in the inception report *a rating scale* to assess the evaluation criteria and to standardize assessments.
- 2) **Draft evaluation report.** Support drafting of the draft evaluation report consistent with the evaluation terms of reference and inception report,
 - The *draft report* will be reviewed by implementing partners, Project management team and the Evaluation Advisory Committee to ensure that the evaluation meets the required quality criteria and standards, and purpose and objectives are fulfilled.
 - Feedback received from these sessions should be considered when preparing the final report. The evaluators will produce an '*audit trail*' indicating whether and how each comment received was addressed in revisions to the **final report**.
- 3) **Presentation to stakeholders.** Support the presentation of a draft evaluation report to key stakeholders, (partners and beneficiaries). A *debriefing report, presentation and list of partners and stakeholders* who participated/contributed to the evaluation will be submitted to the Evaluation Manager, along with the evaluation report.



Empowered lives.
Resilient nations.

- 4) **Final evaluation report (maximum 50 pages, excl. annexes).** Support preparation of the final report, taking into consideration all comments and inputs made by the implementing partners, and the Evaluation Advisory Committee to formulate the final evaluation report.

Report format should follow the UNDP Evaluation Guidelines suggested table of contents for reports, attached in Annex VI.

- 5) **Evaluation brief**, being a technical report of the evaluation covering main findings, lessons learnt, conclusions and recommendations of the evaluation

6. Evaluation team composition and required competencies

The assignment requires a team of consultants, comprising an international consultant (lead consultant) and national consultant. Based on the division of labour and allocation of roles between the consultants, the national consultant will be responsible for supporting the evaluation process, data collection, and analysis, and drafting and presentation of final reports as outlined in these terms of reference. The consultant must not have been associated with the formulation and engaged in the implementation of the project being evaluated.

Qualification and experience of the National Consultant

- An advanced degree in statistics, economics, monitoring and evaluation, or social studies
- Experience in M&E and broad familiarity with international best practices in Quantitative and Qualitative Surveys or equivalent research work (7 years)
- At least 5 years of working experience with demonstrable knowledge and experience in analytical reports on socio-economic topics;
- Experience in evaluation of development programmes and project is desirable
- Strong understanding and knowledge of the development context and challenges of Lesotho.
- Appreciation of UN Agenda 2030 will be an added advantage.
- Knowledge of both English Language and Sesotho is a requirement

7. Evaluation Ethics

Consultants must sign the Ethical Code of Conduct for UNDP Evaluations and must be free and clear of perceived conflicts of interest. According to this, *"The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners."*

Interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the project



Empowered lives.
Resilient nations.

under review. The code of conduct and an agreement form to be signed by each consultant is included in Annex VII.

8. Management and Implementation arrangements

Evaluation Manager: UNDP CO management is ultimately responsible and accountable for the quality of the evaluation process and products under the leadership of the UNDP Deputy Resident Representative. The DRR will assign an Evaluation Manager who shall be responsible for engaging and debriefing the Evaluation Team, coordinating review of reports, and ensuring compliance to the UNDP ethics and code of conduct for outcome evaluations.

- The Evaluation Manager act as a focal point for the evaluation and will work with the Project Manager in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The CO Management will take responsibility for the approval of the final evaluation report.
- The Evaluation Manager will arrange meetings within the CO and with partners. The consultants, with assistance from the Project Manager, will take responsibility for setting up meetings with stakeholders and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report.
- The CO management will develop a management response to the evaluation within two weeks of report finalization.

The Evaluation Advisory Group: A five - member Evaluation Advisory Group comprising key stakeholders from the Ministry of Development Planning, representation from Department of Monitoring and Evaluation and Bureau of Statistics, UNDP, and European Union (as a UNDP partner in the Project) will work closely with the Evaluation Manager on the process.

- The advisory group will guide the evaluation by advising the Manager on evaluation design and reviewing the TOR and reviewing the draft report to enhance its quality, credibility and utility.
- This group will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The group will also advise on the conformity of evaluation processes to the UNEG standards.

Evaluator. A team of consultant appointed to undertake the evaluation, comprising the international consultant and national consultant. The international consultant will also be responsible for supervising the day-to-day work of the national consultant, relative to these TORs and the agreed division of labour. All members of the team should not have worked for UNDP or involved with national partners, in the design or implementation of the Project

The Quality Assurance Team: The quality assurance team is external to the evaluation, consisting of the Regional Evaluation Advisors at the Regional Bureau and Regional Service Centre. They will critically review the documents and provide advice on the evaluation

Logistical support. While the UNDP Country Office will provide some logistical support during the evaluation, for instance assisting in setting interviews with senior government officials, it will be the

responsibility of the evaluators to logistically and financially arrange their travel to and from relevant Project sites and to arrange most interviews. Planned travels and associated costs will be included in the Inception Report and agreed with the Country Office.

9. Time frame and Evaluation Work

Proposed Time Frame: The consultancy will be taken over a period of **20 working days**, in three phases. The following table provides an indicative breakout for activities and delivery timelines:

Activity	Proposed timeframe	Responsible
Phase 1. Desk overview and inception report		
Briefing of evaluators Review of Terms of Reference and development of the Evaluation Schedule	1 Day	Evaluation manager, Evaluation Advisory Committee Group
Desk Review	5 Days	Evaluation team
Preparation of Inception Report: evaluation design and methods, detailed evaluation schedule		Evaluation team
Presentation and Review of Inception Report		Evaluation team, Evaluation Advisory committee
Phase II. Data collection and report drafting		
Consultations and Field Work and preparation of draft report	10 Days	Evaluation team
Drafting of Evaluation report and executive summaries		
Phase III. Evaluation review and finalisation		
Stakeholder meeting and review of draft report	4 days	Evaluation team, Evaluation Manager, Evaluation Advisory Committee,
Comments		Evaluation Advisory Committee
Preparation of final report		Evaluation Team
Estimated Total number of days for evaluation	20 days	

10. Application Submission process

- For application, interested consultants are invited to submit the following:
 - Duly accomplished **Letter of Confirmation** of Interest and Availability using the template provided by UNDP;
 - Personal CV or P11**, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;

- c) **Technical Proposal**, indicating why the individual considers him/herself as the most suitable for the assignment, and a methodology, on how they will approach and complete the assignment.
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided
 - Interested Consultants should provide their requested fees/rates when they submit their expressions of interest, in USD. The offer should be all inclusive, with all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred should already be factored into the final amounts submitted in the proposal.
 - *Lump Sum Amount* – the quoted price should be closely linked to the deliverables. All breakdowns should be provided on the quoted sums per deliverable.
- **Fee payments** will be made upon acceptance and approval by the UNDP Country Office of planned deliverables and components, based on the following payment schedule:

Inception report	20%
Upon submission of Draft Evaluation Report meeting the evaluation ToRs	40%
Upon submission of an acceptable Final Evaluation Report	40%

11. Criteria for selection

A successful candidate will be selected based on the combines scoring method, where the qualification and methodology will be weighted a maximum of 70%, and combined with the price offer, which will be weighted a maximum of 30%. The criteria for scoring will be guided by the following:

Criteria for technical evaluation	Score
1. Qualification	10%
2. Experience <ul style="list-style-type: none"> - 10 years professional experience, in related activities, and as outlined in Section 6 - Previous experience in undertaking evaluations, policy analysis, quantitative and qualitative data analysis, and research 	30%
3. Methodology and technical proposal	50%
4. Writing skills	10%



Empowered lives.
Resilient nations.

12. List of Annexures.

- i. Results Framework
- ii. Theory of Change
- iii. Key stakeholders and partners
- iv. Documents to be consulted
- v. Evaluation matrix
- vi. Required reporting format
 - a. Inception report format
 - b. Evaluation report format
- vii. Code of Conduct

13. Approval

Name: Ms. Christy Ahenkora

Designation: Deputy Resident Representative

Signature: _____

Date: 10 July, 2019

Annex 1. Results Framework

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: Outcome 4. By 2018, national and lower level institutions make evidence-based policy-decisions						
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:						
Indicator 1: Existence of a coordinated and integrated M&E system; Baseline: A draft M&E framework for NSDP exists, Target: National sectoral level M&E frameworks in place						
Applicable Output(s) from 2014-17 Strategic Plan:						
Output 7.2. Global and national data collection, measurement and analytical systems in place to monitor progress on the post 2015 agenda and sustainable development goals						
Project title and ID: Lesotho Data for Sustainable Development (Lesotho Data)						
Intervention logic	Indicators	Baseline (2015)	Current Value (2015)	Targets (incl. reference year)	Sources and means of verification:	Assumptions
Overall objective: (Impact): National collection, measurement and analytical systems in place to monitor progress on the national development programmes, agenda and Sustainable Development Goals	Existence of a coordinated and integrated M&E system. Existence of a functional and coordinated National Statistics System	A draft M&E framework for NSDP exists (2013) National Statistical Development Strategy (2012-2015)	Lack of updated information on key economic and social indicators Limited of capacity to implement and coordinate the NSDS Lack of awareness and capacities on M&E	National and sectoral level M&E frameworks in place and functional (2018)	Sources of information: Project progress and evaluation reports Bureau of Statistics Reports Sectoral M&E reports National budget and program reports Method of collection: Evaluation reports, desk review Frequency: Annually	Assumptions: There is political will to implement the project. Risks:

Intervention logic	Indicators	Baseline (2015)	Current (2015)	Value	Targets (incl. reference year)	Sources and means of verification:	Assumptions
Outcome(s): LUNDAP Outcome 4. By 2017, national and lower level institutions make evidence-based policy-decisions							
Project Outcomes							
Outcome 1. National statistics are produced through an effective ecosystem for data collection, analysis and dissemination	Output Indicator 1.1. Existence of a national M&E framework to monitor national and international (SDGs) development programs	Draft NSDP M&E framework	Low utilization of M&E data to guide progress reporting		Y1 60% of identified national development sectors participate in the project and report on the NSDP M&E framework	Project Progress reports Statistical Annual Yearbooks	A1.1. Participating ministries able deliver both M&E and statistical functions, to ensure consistent, and timely data production of key national statistics. A1.2. National willingness, participation and ownership of the project
	Output Indicator 1.2. Revised NSDS and implementation	NSDS (2012 - 2015); Assessment for NSDS implementation (2013)	Limited production of timely and relevant statistics on key indicators		Y2. Baseline data for NSDP and SDGs		
					Y3. 60% mandatory statistical reports are planned and published		
Outcome 2. Increased quality and use of data in policy	Output Indicator 2.1. Number of training programs held/people trained	Baseline: TBD	Lack of technical capacities to support M&E and statistical functions		Y1. Capacity building plan for key officials in Statistics,	Workshop/training reports, BoS Website; Distribution	A2.1. Training will extensively cover all relevant stakeholders, even beyond the pilot ministries

Intervention logic	Indicators	Baseline (2015)	Current Value (2015)	Targets (incl. reference year)	Sources and means of verification:	Assumptions
			Limited use of data and statistics for evidence in planning and reporting Lack of information and access to statistical reports and data	M&E and Policy;	register; published policy briefs, BOS reports	
	Output Indicator 2.2. Number of policies, plans, and national/sectoral reports produced that use national data sources			Y2. 60% ministries use data for policy and planning		
	Output Indicator 2.3. Number of reports disseminated through specific platforms (workshops, internet download, distribution of print versions)	Tbd		Y3. A functional central and sectoral statistics data dissemination platform		A2.2. Technicians with advanced appreciation of statistical methods, budgeting and M&E will be available to participate as trainers

Intervention logic	Indicators	Baseline (2015)	Current (2015)	Value	Targets (incl. reference year)	Sources and means of verification:	Assumptions
Outcome 3. Legal and policy framework reviewed and strengthened for effective coordination	Output Indicator 3.1. Existence of national coordination committees for statistics and M&E production		Lack of capacity for coordination of statistics and M&E		Y1. NSDS, NSDP review completed.	National legal notices, Minutes from meetings, ToRs, Parliament session reports and Cabinet papers	A2.3. External trainings will be limited, and experts will be drawn to build internal capacities
	Output indicator 3.2. Improved institutional capacities for effective participation in statistics and data collection	A NASQAD framework (2015)	Ongoing review of the Statistics Act		Y2. Policies on data collection and M&E functions		
Activities	Implementation means		Lack of policy framework for collection and management of data		Y3. Draft Statistics Act		
National statistics and data collection ecosystem	Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility		Cost classification		Factors outside project management's control that may impact on the output-outcome linkage.		
					International Consultant Local consultant 20 day @ USD 10,000; Advertisement USD1,000; Consultation workshops USD5,000; Local travel USD1,000; Printing of study tools and packages USD500; Final Report design and printing USD5,000; Visibility USD1,000; Venue Staff		

Intervention logic	Indicators	Baseline (2015)	Current (2015)	Value	Targets (incl. reference year)	Sources and means of verification:	Assumptions
Carry out a national diagnostic study	Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility				International Consultant (20 day @ USD20, 000; Local consultant 20 day @ USD 10, 000; Advertisement USD1, 000; Consultation workshops USD5, 000; Local travel USD1, 000; Printing of study tools and packages USD500; Final Report design and printing USD5, 000; Visibility USD1, 000; Venue Staff		
Develop national M&E framework	Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility				International Consultant (20 day @ USD20, 000; Local consultant 20 day @ USD 10, 000; Advertisement USD1, 000; Consultation workshops USD5, 000; Local travel USD1, 000 Printing of study tools and packages USD500; Final Report design and printing USD5, 000; Visibility USD1, 000; Venue Staff		
Establish national, sectoral and district database and an on-line platform	Staff, Experts, Reports, Supplies, meetings, Technical team				Staff participation in local; Training seminars for Statistics and M&E staff on SDG and data = USD24, 000; Expert for SDG training @ USD5 000; International consultant to develop M&E frameworks (NSDP/SDG+) @10 days; Local consultant 20 day @ USD 10, 000; Advertisement USD1, 000; Dissemination workshop USD5, 000; Local travel USD1, 000; Printing of study tools and packages USD500; Final Report design and		



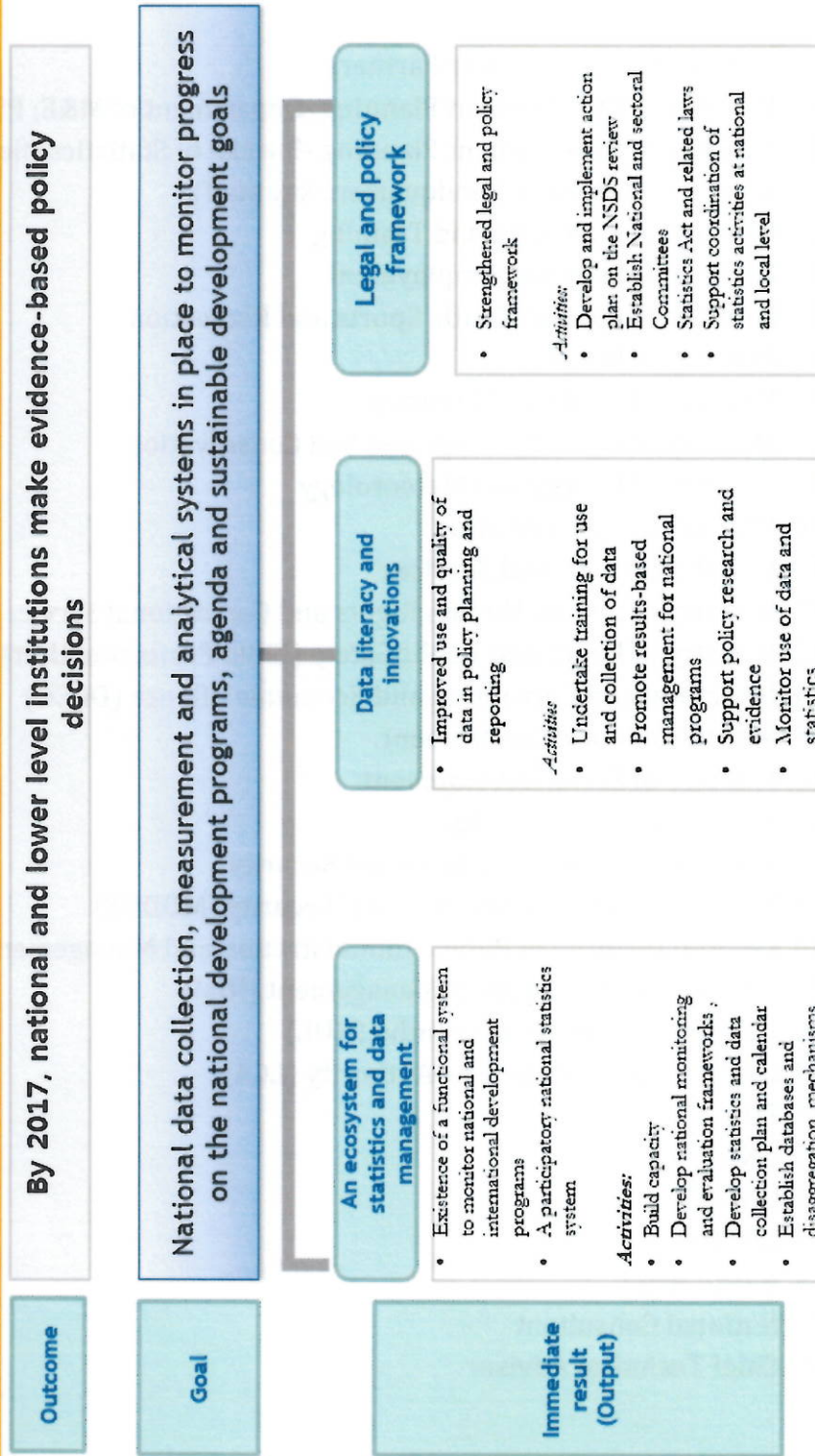
Intervention logic	Indicators	Baseline (2015)	Current (2015)	Value	Targets (incl. reference year)	Sources and means of verification:	Assumptions
					printing USD5, 000; Staff	Visibility USD1, 000	
Analysis of use and demand for statistics	Staff, Experts Reports Supplies	meetings, Technical	team	meetings,	Staff participation in local; Statistics and M&E staff on SDG and data = USD24, 000; Expert for SDG training @ USD5 000; International consultant to develop M&E frameworks (NSDP/SDG+) @10days; Local consultant 20 day @ USD 10, 000; Advertisement USD1, 000; Dissemination workshop USD5, 000; Local travel USD1,000; Printing of study tools and packages USD500; Final Report design and printing USD5, 000; Visibility USD1, 000 Staff		
Capacity building for data collection, use and literacy	Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility						
Develop and implement a capacity building program for MDA	Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility						
Support Innovations for data awareness and dissemination	Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility						
Promote awareness and advocacy for use of statistics and data	Staff, meetings, Technical team meetings, Experts, Reports, Supplies						

Intervention logic	Indicators	Baseline (2015)	Current (2015)	Value	Targets (incl. reference year)	Sources and means of verification:	Assumptions
Coordination, legal and policy frameworks	Staff, meetings, Technical team meetings, Experts, Reports, Supplies					publications, validation, visibility,	
Support improved coordination, policy and legal frameworks for data and statistics	Consultants, training, transport, accommodation, equipment, meetings, local and international travel; supplies,				International consultant, validation and review Meetings		
Establish coordinating and support mechanisms for M&E and Statistics	Consultants, training, transport, accommodation, equipment, meetings, local and international travel; supplies,				consultant, report, conferences, seminars, visibility, publications		
Support learning and knowledge resources	Consultants, training, transport, accommodation, equipment, meetings, local and international travel; supplies,				consultant, report, conferences, seminars, visibility, publications		
Project Management and Administration	Supplies, equipment, technology, experts, survey, meetings, internet, staff				consultant, report, conferences, seminars, visibility, publications		



Annex II. Theory of Change

Lesotho Data for Sustainable Development (Lesotho Data)





Empowered lives.
Resilient nations.

Annex III. Key Stakeholders and Partners

1. Ministry of Development Planning -Department of M&E; PSP; Aid Coordination
2. Ministry of Development Planning -Bureau of Statistics (field staff, data clerks, district statisticians, headquarters key staff)
3. Ministry of Education and Training
4. Ministry Labour and Employment
5. Ministry of Gender, Youth, Sports and Recreation
6. Ministry of Water
7. Ministry of Trade and Industry
8. Ministry of Forestry Range and Soil Conservation
9. Ministry of Energy and Meteorology
10. Ministry of Home Affairs
11. Lesotho Correctional Services
12. Ministry of Justice, Human Rights and Correctional Services
13. Ministry of Police and Public Safety (Child Protection Unit)
14. Directorate on Corruption and Economic Offence (DCEO)
15. Ministry of Local Government
16. Ministry of Social Development
17. Ministry of Public Works
18. Ministry of Agriculture and Food Security
19. Ministry of Defence and National Security (MODNS)
20. Lesotho Institute of Public Administration and Management (LIPAM)
21. Institute of Development Management (IDM)
22. National University of Lesotho (NUL)
23. Lesotho Communications Authority (LCA)
24. EU
25. UNDP
26. UNICEF
27. UNFPA
28. World Bank
29. National Consultant
30. Chief Technical Advisor

RM



Empowered lives.
Resilient nations.

Annex IV. Documents to be consulted

1. NSDP I
2. NSDP I Review report
3. National Statistics Development Strategy
4. Monitoring and Evaluation Framework (NSDP I)
5. Project Document
6. Project Annual Work Plans
7. Project Agreement and Addendum
8. Project Visibility and Communication Plan?
9. Project Progress Reports
10. Results Oriented Monitoring Report (ROM) and management response matrix
11. Project Financial Audit Report
12. Consultants reports (*list to be provided*)
13. UNDP Evaluation Policy
14. UNDP Code of Ethics
15. UNDP Country Programme Document (2013 – 2018)
16. UN Development Assistance Framework (2013 – 2018) – Evaluation report
17. UNDP Strategic Plan



Empowered lives.
Resilient nations.

Annex V. Evaluation Matrix (template)

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis

Annex VI. Outline of the reporting format

- Title
- Table of contents
- Acronyms and abbreviations
- Executive Summary
- Introduction
- Background and context
- Evaluation scope and objectives
- Evaluation approach and methods
- Data analysis
- Findings and conclusions
- Lessons learned
- Recommendations
- Annexes

RM



Empowered lives.
Resilient nations.

Annex VI. Code of Conduct

RAI

RAI