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

<table>
<thead>
<tr>
<th>Project title</th>
<th>Lesotho Data for Sustainable Development (Lesotho Data)</th>
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</thead>
<tbody>
<tr>
<td>Atlas ID</td>
<td>00098578</td>
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<tr>
<td>Corporate outcome and output</td>
<td>Outcome 4. By 2017, national and lower level institutions make evidence-based policy decisions</td>
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<tr>
<td>Country</td>
<td>Lesotho</td>
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<tr>
<td>Region</td>
<td>Southern Africa</td>
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<td>Date project document signed</td>
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<td>Project dates</td>
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<tr>
<td>Start</td>
<td>29 November 2016</td>
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<td>Planned end</td>
<td>15 June 2019</td>
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<tr>
<td>Project budget</td>
<td>USD 1,426,550</td>
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<td>Project expenditure at the time of evaluation</td>
<td>1,168,440</td>
</tr>
<tr>
<td>Funding source</td>
<td>UNDP and European Union</td>
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<tr>
<td>Implementing party</td>
<td>UNDP</td>
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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.
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 USD 1,426,550.00.

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.

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 extend 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 extend 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?
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 summarizes 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.
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
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:

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

- For application, interested consultants are invited to submit the following:
  a) Duly accomplished **Letter of Confirmation** of Interest and Availability using the template provided by UNDP;
  b) **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:

<table>
<thead>
<tr>
<th>Inception report</th>
<th>20%</th>
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<tbody>
<tr>
<td>Upon submission of Draft Evaluation Report meeting the evaluation ToRs</td>
<td>40%</td>
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<tr>
<td>Upon submission of an acceptable Final Evaluation Report</td>
<td>40%</td>
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</table>

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:

<table>
<thead>
<tr>
<th>Criteria for technical evaluation</th>
<th>Score</th>
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<tbody>
<tr>
<td>1. Qualification</td>
<td>10%</td>
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<td>2. Experience</td>
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<tr>
<td>- 10 years professional experience, in related activities, and as outlined in Section 6</td>
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<td>- Previous experience in undertaking evaluations, policy analysis, quantitative and qualitative data analysis, and research</td>
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<tr>
<td>3. Methodology and technical proposal</td>
<td>50%</td>
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<tr>
<td>4. Writing skills</td>
<td>10%</td>
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</tbody>
</table>
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)

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<tr>
<td>Overall objective:</td>
<td>Existence of a coordinated and integrated M&amp;E system.</td>
<td>A draft M&amp;E framework for NSDP exists (2013)</td>
<td>Lack of updated information on key economic and social indicators</td>
<td>National and sectoral level M&amp;E frameworks in place and functional (2018)</td>
<td>Sources of information: Project progress and evaluation reports, Bureau of Statistics Reports, Sectoral M&amp;E reports, National budget and program reports</td>
<td>There is political will to implement the project.</td>
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<td></td>
<td>Lack of awareness and capacities on M&amp;E</td>
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<td>Lack of awareness and capacities on M&amp;E</td>
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</table>

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
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<tbody>
<tr>
<td><strong>Outcome(s):</strong> LUNDAP Outcome 4. By 2017, national and lower level institutions make evidence-based policy-decisions</td>
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<tr>
<td><strong>Project Outcomes</strong></td>
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<tr>
<td><strong>Outcome 1. National statistics are produced through an effective ecosystem for data collection, analysis and dissemination</strong></td>
<td>Output Indicator 1.1. Existence of a national M&amp;E framework to monitor national and international (SDGs) development programs</td>
<td>Draft NSDP M&amp;E framework</td>
<td>Low utilization of M&amp;E data to guide progress reporting</td>
<td>Y1 60% of identified national development sectors participate in the project and report on the NSDP M&amp;E framework</td>
<td>Project Progress reports, Statistical Yearbooks</td>
<td>A1.1. Participating ministries deliver both M&amp;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</td>
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<td>Output Indicator 1.2. Revised NSDS and implementation</td>
<td>NSDS (2012-2015); Assessment for NSDS implementation (2013)</td>
<td>Limited production of timely and relevant statistics on key indicators</td>
<td>Y2. Baseline data for NSDP and SDGs</td>
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<td>A2. Training will extensively cover all relevant stakeholders, even beyond the pilot ministries</td>
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<tr>
<td><strong>Outcome 2. Increased quality and use of data in policy</strong></td>
<td>Output Indicator 2.1. Number of training programs held/people trained</td>
<td>Baseline: TBD</td>
<td>Lack of technical capacities to support M&amp;E and statistical functions</td>
<td>Y1. Capacity building plan for key officials in Statistics, Workshop/training reports, BoS Website; Distribution</td>
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<td>M&amp;E and Policy:</td>
<td>register; published policy briefs, BOS reports</td>
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<td>Output Indicator 2.2</td>
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<td>Y2. 60% ministries use data for policy and planning</td>
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<td>Number of policies, plans, and national/sectoral reports produced that use national data sources</td>
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<td>Output Indicator 2.3</td>
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<td>Y3. A functional central and sectoral statistics and data dissemination platform</td>
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<td>A2.2. Technicians with advanced appreciation of statistical methods, budgeting and M&amp;E will be available to participate as trainers</td>
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<td>Number of reports disseminated through specific platforms (workshops, internet download, distribution of print versions)</td>
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| 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  
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  
Lack of policy framework for collection and management of data | Y1. NSDS, NSDP review completed.  
Y2. Policies on data collection and M&E functions  
Y3. Draft Statistics Act | 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 |
| Activities        | Implementation means                                                                                                                                  |                                                                              |                                                                              | Cost classification                                                                 | Factors outside project management's control that may impact on the output-outcome linkage. |
| National statistics and data collection ecosystem | Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility |                                                                              |                                                                              | 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 |
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<td>Carry out a national diagnostic study</td>
<td>Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility</td>
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<td>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</td>
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<tr>
<td>Develop national M&amp;E framework</td>
<td>Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility</td>
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<td>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</td>
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<tr>
<td>Establish national, sectoral and district database and an on-line platform</td>
<td>Staff, meetings, Technical team meetings, Experts Reports Supplies</td>
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<td>Staff participation in local; Training seminars for Statistics and M&amp;E staff on SDG and data = USD24, 000; Expert for SDG training @ USD5 000; International consultant to develop M&amp;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</td>
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<td>Analysis of use and demand for statistics</td>
<td>Staff, meetings, Technical team meetings, Experts Reports Supplies</td>
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<td>printing USD5, 000; Visibility USD1, 000</td>
<td>Staff participation in local; Training seminars for Statistics and M&amp;E staff on SDG and data = USD24,000; Expert for SDG training @ USD5 000; International consultant to develop M&amp;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</td>
<td>Staff</td>
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<tr>
<td>Capacity building for data collection, use and literacy</td>
<td>Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility</td>
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<td>Develop and implement a capacity building program for MDA</td>
<td>Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility</td>
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<td>Support Innovations for data awareness and dissemination</td>
<td>Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility</td>
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<td>Promote awareness and advocacy for use of statistics and data</td>
<td>Staff, meetings, Technical team meetings, Experts, Reports, Supplies</td>
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<td>Coordination, legal and policy frameworks</td>
<td>Staff, meetings, Technical team meetings, Experts, Reports, Supplies</td>
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<td>publications, validation, visibility,</td>
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<td>Support improved coordination, policy and legal frameworks for data and statistics</td>
<td>Consultants, training, transport, accommodation, equipment, meetings, local and international travel; supplies,</td>
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<td>International consultant, validation and review Meetings</td>
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<tr>
<td>Establish coordinating and support mechanisms for M&amp;E and Statistics</td>
<td>Consultants, training, transport, accommodation, equipment, meetings, local and international travel; supplies,</td>
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<td>consultant, report, conferences, seminars, visibility, publications</td>
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<tr>
<td>Support learning and knowledge resources</td>
<td>Consultants, training, transport, accommodation, equipment, meetings, local and international travel; supplies,</td>
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<td>consultant, report, conferences, seminars, visibility, publications</td>
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<tr>
<td>Project Management and Administration</td>
<td>Supplies, equipment, technology, experts, survey, meetings, internet, staff</td>
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<td>consultant, report, conferences, seminars, visibility, publications</td>
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Annex II. Theory of Change

Lesotho Data for Sustainable Development (Lesotho Data)

**Outcome**

By 2017, national and lower level institutions make evidence-based policy decisions

**Goal**

National data collection, measurement and analytical systems in place to monitor progress on the national development programs, agenda and sustainable development goals

**Immediate result (Output)**

An ecosystem for statistics and data management
- Existence of a functional system to monitor national and international development programs
- A participatory national statistics system

**Activities:**
- Build capacity
- Develop national monitoring and evaluation frameworks
- Develop statistics and data collection plan and calendar
- Establish databases and disaggregation mechanisms

**Data literacy and innovations**

- Improved use and quality of data in policy planning and reporting

**Activities:**
- Undertake training for use and collection of data
- Promote results-based management for national programs
- Support policy research and evidence
- Monitor use of data and statistics

**Legal and policy framework**

- Strengthened legal and policy framework

**Activities:**
- Develop and implement action plan on the NSDS review
- Establish National and sectoral Committees
- Statistics Act and related laws
- Support coordination of statistics activities at national and local level
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
Annex IV. Documents to be consulted
1. NSDP I
2. NSDP I Review report
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
17. UNDP Strategic Plan
### Annex V. Evaluation Matrix (template)

<table>
<thead>
<tr>
<th>Relevant evaluation criteria</th>
<th>Key questions</th>
<th>Specific sub questions</th>
<th>Data sources</th>
<th>Data-collection methods/tools</th>
<th>Indicators/success standard</th>
<th>Methods for data analysis</th>
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### 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
Annex VI. Code of Conduct