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Resilient nations.*

# **United Nations Development Programme**

**Country: Lesotho**

## **Project Document**

<b>Project Title:</b>	<b>Lesotho Data for Sustainable Development Project</b>
<b>NSDP</b>	<b>Pillar 6: Promote Peace, democratic governance and effective institutions</b>
<b>UNDAF/CPD Outcome:</b>	<b><u>Outcome 4.</u> By 2017, national and lower level institutions make evidence-based policy decisions</b>
<b>Strategic Plan Output</b>	<b><u>Outcome 7:</u> Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles</b>
<b>Expected Output(s):</b>	<ul style="list-style-type: none"> <li>a. definition of systematic tools for measuring development programs;</li> <li>b. Promotion of literacy and innovations for data collection, dissemination and use;</li> <li>c. Strengthening national leadership, institutional and technical capacities for effective coordination and sectoral engagement</li> </ul>

***Funded by:***

**European Commission Lesotho and United Nations Development Programme**

### **Brief Description: Lesotho Data for Sustainable Development**

The Lesotho Data for Sustainable Development Project is aimed at assisting the Government of Lesotho in the collection, analysis and dissemination of development data and building institutional and technical capacities for monitoring and evaluation of development programs and effective public management system. The proposed project is aimed at strengthening national and sectoral capacities to generate and utilise data, facilitate accountability for resources and advocacy for evidence – based planning and results.

The project will drive realisation of the national, regional and global targets as enshrined in the National Strategic Development Plan (NSDP) and United Nations Sustainable Development Goals (SDG), by also promoting centrality and availability of quality data, strengthening stakeholder coordination and leadership in collection, dissemination and use of development data. The project is funded by the European Commission Lesotho, and will be implemented by the United National Development Programme. It is consistent to the national policy framework and priorities as defined by the NSDP, as well as the EU – National Indicative Program – Lesotho, and the Lesotho UNDAF.

Expected outputs from the project include the following:

- i. National statistics are produced through an effective ecosystem
- ii. Increased use and quality of data in policy
- iii. Legal and policy framework reviewed and strengthened for effective coordination

Contributing Outcome (UNDAF/CPD): <b>Outcome 36</b> By 2017, national and lower level institutions make evidence-based policy decisions	Total Resources Required:	\$1,426,550.00
	Total Resources Allocated:	<b>UNDP TRAC: \$238,000</b> <b>Donor:</b> EUR 1,071,731 ~ \$1,188,550.00
	Unfunded	0

#### **Agreed by (signatures):**

Agreed by (Ministry of Development Planning):

Date:

Agreed by (Ministry of development Planning (BOS and M&E Unit):

Date:

Agreed by (UNDP):

Date:

## Table of Contents

I.	Development Challenge .....	5
II.	Strategy .....	6
2.1.	Project Components .....	7
2.1.1.	Component 1: Development of a national ecosystem for statistics and data collection ...	7
2.1.2.	Component 2: Promote literacy and innovations for data collection, compilation, dissemination and use .....	7
2.1.3.	Component 3: Strengthening national leadership, legal frameworks and policy .....	8
2.2.	Lessons learnt .....	8
III.	Results and Partnerships .....	10
3.1.	Expected Results .....	10
3.2.	Resources Required to achieve the results .....	10
3.3.	Beneficiaries and Partnerships.....	11
3.4.	Stakeholder Analysis .....	11
3.5.	South – South Cooperation (SSC/TrC).....	13
3.6.	Knowledge products.....	13
3.7.	Sustainability and scaling up .....	13
IV.	Project Management.....	14
4.1.	Cost Efficiency and Effectiveness.....	14
4.2.	Project Management and audit arrangements .....	14
V.	Results and Resources Framework .....	16
VI.	Monitoring And Evaluation .....	21
6.1.	Project Monitoring and reporting .....	21
6.2.	Project Evaluation.....	21
VII.	Multi-Year Work Plan .....	22
VIII.	Governance and Management Arrangements .....	23
IX.	Legal Context and Risk Assessment.....	25
X.	Annexes .....	26
10.1.	RISK ANALYSIS.....	27
10.2.	CAPACITY ASSESSMENT: RESULTS OF CAPACITY ASSESSMENTS/HACT OF MINISTRY OF DEVELOPMENT PLANNING .....	30
10.3.	PROJECT BOARD TERMS OF REFERENCE AND TORS OF KEY MANAGEMENT POSITIONS.....	31
1.	Project Steering Committee.....	31
2.	Project Manager .....	32
3.	Project Assistant.....	33

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## **I. DEVELOPMENT CHALLENGE**

There is a growing consensus that relevant, credible and timely availability of data are critical for the “upstream” processes of identifying emerging issues, informing policy and setting targets, and forecasting future trends. With emergence of the Post 2015 agenda, development data is expected to play a key role in helping countries set new targets, benchmark as well as develop systems that will enable them to turn the agenda into reality. As such, a strong national statistical system is the prerequisite for designing, monitoring and evaluating national policies and managing results on socio-economic development. Availability of reliable development data, would also promote accountable, transparent, responsive and efficient service delivery within government and all stakeholders responsible for development results as well as ensure effective public management.

Over the years, quality, availability and use of socio-economic data to inform policy, facilitate tracking of development programs as well as facilitate resource planning, prioritization, allocation and accountability, has been a major challenge in Lesotho. There are several institutions involved in data collection, analysis and management of statistics including Bureau of Statistics (BOS), Central Bank of Lesotho, Ministry of Finance, Ministry of Development Planning (M & E unit), and other line ministries, National University of Lesotho, parastatals and non-governmental organizations. The Bureau of Statistics is mandated by the Statistics Act 2001, to produce national statistics, in collaboration and cooperation with other agencies with similar objectives. However, due to absence of institutional alignment and systems for consolidation, there is often overlaps and contradictory information and data results, also posing challenges for access and comparative use.

In the recent years, development partners including, but not limited to World Bank, UN agencies and European Union have invested in development and generation of data within the Bureau of Statistics as well as key ministries consistent to their development assistance. Despite this, the national statistical system, remains weak, uncoordinated and at most providing inconsistent results to users. Supported ministries and other data collecting agencies are at different capacity levels, on monitoring and evaluation, data collection methodologies and systems. In order to promote credibility and consistent information in Lesotho, there is need to strengthen secondary data collection, standardize processes and ensure that data collection is consistent to the statistical norms. The 2013 assessment on implementation of the National Strategy for Development Statistics (NSDS) emphasizes the need to strengthen coordination and capacity of BOS to provide technical support to participating ministries and development agencies. Despite having reached expiration, the NSDS is still considered very relevant to leverage national statistical system.

In most national assessments for statistical and M&E capacities; Irish Aid (2013), BoS (2010) and M&E Unit (2009), there is reference to weak internal capacities, both human resources and technical, which limit participation for data collection and usage. Other than lack of qualified statistical professional staff, there is limited use and reference to statistical evidence in national development processes. Observations at ministerial level, reflect limited micro analysis for budgetary and resources performance, policy and program interventions. At sectoral level, the lack of understanding of the role of statistics, results in lack of coordination or measurements of sectoral impact, at national level, this distort national priorities and capacities resulting in misallocation of resources and non-essential policy interventions. A survey of the NSS concluded by the BoS in 2010 indicated that there was no coordinated planning and statistics strategic plans in most sectors, thus constraining production of sector-specific data. Where available, limitation in statistical skills and adherence to international norms and standards were found inadequate, with limited coordination between data producers, and lack of quality assurance.

The Post 2015 Agenda assumes, based on the results of the MDGs; that countries have a certain range of statistics instrumental for setting national baselines and targeting for SDGs monitoring and evaluation. It further assumes existence of an enabling environment to facilitate accurate and timely reporting on national achievements. The absence of these preconditions compromises the national capacity to achieve Post 2015 targets and meet its own national development objectives. Experience from the MDG reporting reflect inconsistent, fragmented and disaggregated data across the indicators, thus compromising the quality of presented results. It becomes imperative therefore, to facilitate overall accountability framework, supporting a statistical system for regular, timely, reliable and relevant data to support evidence-based policy, planning, prioritisation and budgeting. A linkage and coordinated mechanism has to be drawn between the development national programs (NSDP) and international programs such as the SDGs.

Despite the existence of a National Monitoring and Evaluation System (NMES), the country's monitoring and evaluation (M&E) efforts are fragmented and heavily reliant on donors. Relative to weak statistical capacities, dissemination mechanisms and awareness of statistical resources, there is also a high risk of data duplication and results misrepresentation. The NSDP Monitoring and Evaluation Framework remains unutilised, and cannot be used to measure impact of various programs on national targets. Different surveys are often not comparable, making it difficult to set baselines or to form long term trend analysis or projections. A strong national system that promotes data collection, dissemination and use is necessary to incentivise progress on the national and international development targets, particularly the NSDP and SDGs.

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## **II. STRATEGY**

The importance of building up robust data collection system for evidence based policy making and timely and regular analysis is evident from Lesotho's obligation to monitor and report on national and international commitments. These include requirements to assess progress attained in the implementation of the NSDP and Vision 2020 as well as other international initiatives such as Agenda 2063, Regional Indicative Strategic Development Plan, MDGs and the upcoming SDGs which require timely and up to date data. In addition to reporting requirements, timely and quality data is a prerequisite for informed policy formulation, planning and evidence based decision making by Government and other agencies. Other than government reporting, data is required by different stakeholders including private sector, academia, development partners, and civil society. As such this project will be expected to enable the Bureau of Statistics to meet the minimum requirements for production of typological data and disaggregation.

The Lesotho Data project is expected to facilitate a coordinated and harmonised National Statistical System as well as a functional and integrated National Monitoring & Evaluation System. In order to establish a comprehensive implementation strategy for the project, an inception review will be undertaken, to update project work-plan, and budget. This report will be presented to the project stakeholders and project steering committee for approval. These will be achieved through implementation of three interlinked project components being

- Definition of systematic tools for measuring development programs;
- Promotion of literacy and innovations for data collection, dissemination and use; and
- Strengthening national leadership, institutional and technical capacities for effective coordination and sectoral engagement

## **2.1. Project Components**

### **2.1.1. Component 1: Development of a national ecosystem for statistics and data collection**

The component is aimed at establishing foundation blocks for sustainable data collection, compilation, dissemination and use. A complete national statistical system is one that is able to produce different types of data such as demographic, economic, social, and environmental statistics by typology. This would entail collaborative efforts and coordination between government agencies, at national and district levels, private sector, international organizations and civil society.

**Assessment of the national statistical and data capacities for SDG and NSDP.** An initial assessment for statistical capacities and cost of such, in the context of national development programs and SDGs, will be undertaken. Based on this, the project will facilitate development of a data ecosystem for alignment of national, and international programs, coordinated development of monitoring and evaluation systems to determine data requirements and resources distribution, as well as collaborative statistical efforts across all national segments. This will in further strengthen effectiveness and efficiency, management and coordination in data development and management.

**Development of the national M&E framework.** The project will support technical assistance for development of the national Monitoring and Evaluation Framework for National Development Strategic Plan (NSDP), and facilitate a contextual integration of the targets for the SDGs and other international programs. The project will also support development of systems and technical capacity to effect monitoring and evaluation processes, by developing tools for reporting, planning, data collection and data compilation. This will complement the World Bank support to review of the NSDP 1 and development of the NSDP II. A collaborative and coordinated process is envisaged to ensure a systematic inter-linkage in these two activities.

**Development of sectoral tools and on-line platform for statistics and data.** As a complement to the national statistical system, the project will support development of sectoral statistical tools and data management systems, which will contribute to compilation of data and development of sectoral databases. The project also proposes to revitalize a central platform for national data management and dissemination, developing dashboards and features that will enable exploitation, visualisation and analysis of data from different sources. These will also be useful in the development of the baseline data for the SDGs.

### **2.1.2. Component 2: Promote literacy and innovations for data collection, compilation, dissemination and use**

This objective of this component is to facilitate a continuous, participatory and responsive process for data collection, compilation and utilisation. In order to cultivate a data-oriented culture, it is imperative that suppliers of data are sensitized about the importance of information they provide; likewise, users of statistics should also understand disseminated information and context of interpretation (metadata). An effective system would necessitate adequate levels of human and institutional capacities and skills.

**Capacity development for data collection and use.** The project will support capacity assessment for technical skills, infrastructure and technological requirements for Bureau of Statistics, Department of M&E within MDP, line ministries and development partner agencies. The project will ensure availability of minimum skills, technology and infrastructure including Human Resources to establish a process for results based planning, budgeting and assessment. The project will ensure administration of concepts, tools and packages for results-based management

**Training programs for statistics and policy officials.** The national statistics development strategy provides a framework for comprehensive collection, compilation, dissemination and use of national statistics. However, due to lack of capacity within the ministries, there is limited use of statistics to

inform decision making and policy development. The project will establish mechanisms to promote and maintain consistency in the production of statistics by training key statistics officials in the Bureau of Statistics and line ministries on key statistical concepts, tools and standards. The project will further strengthen Ministries, Departments and Agencies by deploying additional staff in identified key ministries and provide training to both statisticians and M&E technicians, for methods and techniques of data. The BoS will also be strengthened to coordinate and provide mentorship and guidance relating to issues of quality, methodologies and standards. Similarly, the project will also train economic planning officers on results-based management techniques, for usage and collection of data.

**Data awareness and dissemination.** The project will also support review of data dissemination tools, to ensure that user- and objective specificity, in order to increase awareness and usage. The project will promote advocacy for data use, train different user groups as well as celebrate important days, promoting awareness different types of statistics. Linked to the proposed data platform, the project will establish a 'data-lab' which will enable learning and innovations based on the development data, particularly for SDGs and NSDP. Relevant guidelines and reporting tools will be developed to promote coherence for all procedures, and to facilitate implementation of the NSDS and the national NSDP M&E framework.

### **2.1.3. Component 3: Strengthening national leadership, legal frameworks and policy**

This component will focus on building national ownership, participation and sustainability of the proposed project activities. The objective of this component therefore, will be to build capacities 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 NSDS.

**National Statistics Development Strategy (NSDS) and Statistics Act 2001.** The project will support the on-going revision of the NSDS as well as the review and amendment of the Statistics Act 2001. This will establish roles of various institutional frameworks to support statistics processes and build confidence among users of national statistics.

**Establishment of the Statistics and M&E Coordinating Platform.** According to the NSDS, there are no forums for coordinating user needs and discussing both demand and supply of data, except for ad hoc participation in review of survey instruments. As such, a collaborative effort between the Department of M&E (within MDP) and the Bureau of Statistics is necessary to establish common platform for information sharing, technical support and oversight mechanism. This would also establish roles and responsibilities for various stakeholders in the national statistics systems, thus ensuring harmonized data production, dissemination and use.

**Strengthen coordination, knowledge development and documentation of best practices.** Through the Bureau of Statistics, the project will strengthen and coordinate actions and institutions necessary to serve data needs for sustainable development. A technical committee for statistics, monitoring and evaluation is anticipated to coordinate and harmonize monitoring and evaluation practices at all levels of government, and ensure collection of relevant data. This platform will also facilitate a continuous flow of information between and among the stakeholders and sharing of best practices and lessons through development of various knowledge products.

## **2.2. Lessons learnt**

**Involvement of all stakeholders.** The NSDS outlines at least 11 sectors believed to have a direct participation in the national development programs, and compilation of data sources for national statistics. However, according to the assessment by the Irish Aid (2012),<sup>1</sup> their involvement remains

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<sup>1</sup> Report on the Rapid assessment of the monitoring and evaluation practices and capacities in Lesotho, Irish Aid 2012



fragmented, and weak, resulting in unreliable and sometimes conflicting or contradictory data. This is primarily due to lack of standardised processes and quality control for data collection outside the Bureau of Statistics. As such, it is important that all stakeholders which carry out statistical activities' are involved in this project, to strengthen participation as well as reduce incidences of duplicative efforts.

**Ownership of project and project results.** In order to ensure effective implementation and continuity of project results, it is important to raise awareness and advocacy on the project implementation, with defined roles for different stakeholders. Lessons from previous interventions indicate that results and activities were terminated with closure of projects, rendering capacities and resources redundant. For success of this project and sustainability of results, the Bureau of Statistics is the primary beneficiary, and ownership within the Ministry of Development Planning and all the stakeholders participating in the national statistics system is paramount. Continuous dialogue with stakeholders, as data producers and users is also important to improve data quality and expectations, as such the project will also establish a mechanism for sharing project results and to enable stakeholders to understand respective mandates for compliance and partnerships.

**Development of appropriate capacity building programs.** Experiences from other donor-funded programs show that there is a growing culture of study tours, expensive international training programs and conferences, which most of the time are limited to similar personnel. As a result, there is varying capacity levels on both technical and development programs, across ministries and personnel, due to high staff turnover, varying levels of exposure and inability to integrate learning results within beneficiary ministries. While the project purports to establish a continued learning program for both statistics professionals, M&E technical staff and economic planners, this practice will need to be reviewed to encourage experience and lessons sharing. In order to achieve a broad learning program, the project will develop a training of trainers' program, facilitate platforms for sharing national and international best practices, and information dissemination. Promoting awareness will be key to ensure consistent engagement by building alliances and networks with international communities for statistics and M&E.

**Promote effective project coordination and management, and ensure national leadership.** Statistics and data are vital for economic policy development, implementation and measurement, resources allocation and accountability and building evidence for development programs and governance. National leadership in this project will influence successful implementation and results in this project; demonstrated by advocacy and demand for data and evidence in policy decisions.

The Bureau of Statistics as the overall coordinator, is responsible for reporting and ensure oversight functions of the project steering committee are carried out. Clear terms of reference for staff members involved in the project, functions of various committees and roles of other stakeholders will also be important to build confidence, accountability and goodwill relative to the project.

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### III. RESULTS AND PARTNERSHIPS

#### 3.1. Expected Results

Expected results from the project include the following:

- 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;
- Improved use of available data for evidence in decision-making, policy formulation and planning, through enhanced capacities for statistical production, advocacy and literacy within government, CSO, private sector and development partners
- 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

#### 3.2. Resources Required to achieve the results

- Project funding: The estimated total project is expected to cost **USD 1, 426, 550 (EUR 1, 286, 338.76)**.
- Operational costs. The project will require the following for effective operation:
  - Human Resources
    - Assistant Statisticians/Project technical staff
    - Project manager
    - Project Assistant
    - Project Thematic Coordinators (2)
  - Supplies
    - Stationary
    - Communication
    - Transport
    - Venues
  - Equipment
    - Computers and laptops
    - Printers
    - Vehicle
  - Office equipment
- Human resources. Project Manager and project administrator will be engaged through UNDP and the related HR costs will be borne by the project. The Project Coordinators will be engaged through the Ministry of Development Planning, and salary contribution will form part of the counterpart support to the project. The Assistant Statisticians will be engaged through the project, and their remuneration costs will be borne by the project only for the 1st year, after which the government is expected to take over. The project will further engage an expert in data and statistics, to build internal capacities and ensure successful delivery of project activities. The total human resources costs during the implementation of the project will amount to USD480, 224.00, as reflected below:

Indicative activities	Budget Y1	Budget Y2	Total USD
Project Management and Administration	\$240,224.00	\$240,000.00	\$480,224.00
Project Technical Advisor	50,000	150,000	200,000
Project Manager	60,000	60,000	120,000
Project Assistant	30,000	30,000	60,000
Project Coordinators	0	0	0
Assistant Statisticians/Project technical staff (6 officials)	100,224	0	100,224

Table 1. Estimated human resources costs

- Calculate staff training costs. The capacity building program of the project will be directed by the recommendations of the capacity assessment report. In addition to this, the planning cadre will be introduced to results based management training as an introduction to the project implementation and to support planning activities. The total training budget on the project is estimated at USD700, 000.00, being 40% of the project budget. This will include costs of experts, travel, per diems, lodging and venues, and training materials.
- Consultancy Services Costs Implications. Being a systems development and capacity building project, the consultancies budget takes 22% of the budget. These will also include costs of travel, experts, workshops and meetings, relevant training and technical support.

### 3.3. Beneficiaries and Partnerships

The project will benefit the Government of Lesotho, by strengthening the public financial management system, by providing processes for performance review, facilitating effective resources allocation as well as promoting accountability. The project will ensure a coordinated and harmonised implementation and accountability of the NSDP, and improve the tracking of performance against set national, regional and global goals.

Further, the project will help strengthen coordination of development aid, by appropriating donor assistance relative to national priorities and gaps. This will also benefit development partners as it will facilitate resources accountability and improve results reporting. This will also facilitate standardisation of techniques, tools and systems for data collection, analysis, and dissemination.

### 3.4. Stakeholder Analysis

The NSDS outlines at least 11 sectors<sup>2</sup> believed to have a direct participation in the national development programs, and compilation of data sources for national statistics. However, their involvement remains fragmented, and weak, resulting in unreliable and sometimes conflicting or contradictory data. This is primarily due to lack of standardised processes and quality control for data collection outside the Bureau of Statistics.

As such, it is important that all stakeholders which carry out statistical activities' are involved in this project, to strengthen participation as well as reduce incidences of duplicative efforts. In broad terms, in order to adequately report on the NSDP and also the SDGs indicators, data must be derived from these 8 sources:

- Census Data
- Household surveys
- Agricultural Surveys
- Economic statistics, including labour force, establishment surveys and trade statistics

- Administrative Data
- Civil registration and Vital statistics
- Geospatial data
- Other environmental data

The project will facilitate a national diagnostic to determine the priority areas for data requirements for both NSDP and SDGs. Therefore, the stakeholder to be involved in this project, by typology of data supply and use will include:

*Table 2. Stakeholder analysis by participation in statistics and data collection*

<b>Typology of Data</b>	<b>Definition</b>	<b>Stakeholder Ministries/Depts/Agencies</b>
Census Data	Systematic recording of information from all members of a given population.	Ministry of Development Planning (Bureau of Statistics),
Household surveys	National sample of randomly selected households that provides data on demographic and socioeconomic characteristics.	Bureau of Statistics
Agricultural Surveys & Census	Surveys of farms, ranches, and people who operate related enterprises, including data on crop yields, economic variables, and environmental data.	Bureau of Statistics, Ministry of Agriculture
Economic Statistics	Financial and economic-performance measurements, including labor force and establishment surveys, economic performance, employment, taxation, imports and exports, and other industrial activities	Ministry of Finance, Central Bank of Lesotho, Ministry of Development Planning (BoS), LRA, Ministry of Trade and Industry, Ministry of labour and employment
Civil Registration and Vital Statistics (CRVS)	A form of administrative data that records vital events in a person's life, including birth, marriage, divorce, adoption, and death	Bureau of Statistics, Ministry of Home Affairs, Ministry of health, Ministry of Justice, Law Office
Administrative Data	Information collected primarily for administrative or management purposes, including welfare, taxes, and educational record systems, amongst others.	Ministries, departments and agencies
Geospatial Data/Infrastructure and Facility Inventories	Data with location-specific information (including other data inputs mentioned above) and spatial visualization, including facility inventories and core geographic data layers	Bureau of statistics, Ministry of Local Government, Ministry of Public Works
Environmental Data	Real-time monitoring, ground stations, and satellite imagery for a range of environmental variables, including biodiversity, air quality, water resources, and forest and land use change	Ministry of Environment, water, health, local gvt, energy, agric, forestry,

Typology of Data	Definition	Stakeholder Ministries/Depts/Agencies
Other stakeholders and users		<ul style="list-style-type: none"> <li>- Private Sector</li> <li>- NGOs</li> <li>- Academia</li> <li>- Development partners</li> </ul>

### 3.5. South – South Cooperation (SSC/TrC)

The project is aimed at building capacities for data collection and development of systems to support national monitoring and evaluation in the context of NSDP and the Sustainable Development Goals. In this regard, lessons, expertise and experiences from other countries, UNDP and other development agencies, including the World Bank, will be imperative for peer support and to ensure program sustainability. The project encourages both in-house training and exposure of statisticians and related to wider outreach and capacity building.

### 3.6. Knowledge products

Annex IV of the Agreement outlines the Communication and Visibility strategy of the project. It is planned to produce the following knowledge items: In order to streamline development of knowledge products for the project, Press releases/conferences/briefing

- Brochures, leaflets and newsletters
- Websites
- Sector based databases
- Photographs
- Audio - visual productions
- Print and Social media products
- Promotional materials and stationary items
- Project reports and publications

### 3.7. Sustainability and scaling up

As part of the implementation modalities, the project will establish relationship for research and data with the National University of Lesotho, which may also be used to open internship programs for students in statistics, demography, economics and sociology. For sustainability of statistics and data activities, there has to be continuous capacity building and information flow to ensure effective data collection and analysis. So, a one-year cyclic internship will ensure constant presence of human resources and additional capacity building for new graduates.

Secondly, the project aims to build capacity of all the participating ministries through training, and human resources complement. By establishing policies and standard guidelines to data collection and analysis, the project will be ensuring continuity even after termination.

Lastly, the project will establish annual and thematic campaigns to ensure continued data literacy, engagement and use of statistics and data in development programs and planning.

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## IV. PROJECT MANAGEMENT

### 4.1. Cost Efficiency and Effectiveness

The project is divided into three components to achieve implementation effectiveness by ensuring a focused strategy to enable attainment of project results. The Ministry of Development Planning will be the main implementing partner responsible for coordinating planned actions and other government ministries participating in the project implementation and to facilitate alignment of the project results to the ongoing processes in both functions. It is recommended to have dedicated project support teams within the Ministry, including thematic coordinators and technical staff on the project. In order to build operation efficiency, the project will support engagement of human additional human resources to complement capacity gaps within identified government ministries.

- **Project Thematic Coordinators** are champions of the project at the Ministerial level representing both Bureau of Statistics and the Department of M&E. They will act as technical advisors and experts on statistics and M&E issues. They are responsible for coordinating participating ministries, technical teams, and delivery of project objectives. In collaboration with the project manager, the project coordinators will plan and report on the project activities and results in their respective departments.
- The project will also engage **Project technical staff/assistant statisticians** to supplement capacities in selected ministries. The Assistant Statisticians will be charged with performance of statistical and M&E functions in the line ministries, where these functions are limited. These will be in addition to the existing positions in the line ministries.
- **Technical experts and consultants** on statistics, national planning, monitoring and evaluation and SDGs will be engaged as need arises during project implementation.
- The project will also establish technical committees to facilitate effective participation and contribution across all relevant ministries and departments. They will be coordinated by the Ministry of Development Planning under BoS and Department of M&E.

### 4.2. Project Management and audit arrangements

#### 4.2.1. Project offices and management

The Ministry of Development Planning will be the main implementing partner responsible for coordinating planned actions and other government ministries participating in the project implementation. The other ministries will participate through relevant departments, planning and statistics, to ensure responsive reporting and collation of data as required for national and international processes.

The project will be financed through funding from the European Union representation in Lesotho, and managed through UNDP. As such, the **project** will be implemented using the **Direct Implementation Modality**, an implementing agency. In this case, UNDP has the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs. UNDP assumes overall management responsibility and accountability for project implementation. All the UNDP financial rules and regulations will be applicable.

Accordingly, UNDP must follow all policies and procedures established for its own operations UNDP will appoint a National Project Manager, who is a senior and will be able to support the project as necessary, ensuring that the project activities are implemented successfully. The Project Manager will play the key role in project coordination and management of the project. UNDP will provide the project team office and will be supported by a project officers for statistics and also for M&E.

#### 4.2.2. Audit requirements

Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP

## V. RESULTS AND RESOURCES FRAMEWORK<sup>3</sup>

<b>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:</b> Outcome 4. By 2017, national and lower level institutions make evidence-based policy-decisions
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> <b>Indicator 1:</b> Existence of a coordinated and integrated M&E system; <b>Baseline:</b> A draft M&E framework for NSDP exists, <b>Target:</b> National sectoral level M&E frameworks in place
<b>Applicable Output(s) from 2014-17 Strategic Plan:</b> 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
<b>Project title and ID: Lesotho Data for Sustainable Development (Lesotho Data)</b>

Intervention logic	Indicators	Baseline (2015)	Current Value (2015)	Targets (incl. reference year)	Sources and means of verification:	Assumptions
<b>Overall objective:</b> <b>(Impact):</b> <b>National data collection, measurement and analytical systems in place to monitor progress on the national development programmes, agenda and Sustainable Development Goals</b>	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)	<i>Sources of information:</i> Project progress and evaluation reports Bureau of Statistics Reports Sectoral M&E reports National budget and program reports  <i>Method of collection:</i> Evaluation reports, desk review  <i>Frequency:</i> Annually	<i>Assumptions:</i> There is political will to implement the project.  <i>Risks:</i>
<b>Outcome(s):</b> LUNDAP Outcome 4. By 2017, national and lower level institutions make evidence-based policy-decisions						
<b>Project Outcomes</b>						

<sup>3</sup>Instead of a Results and Resources Framework, the project uses a Logframe as a requirement by the donor organization.



Intervention logic	Indicators	Baseline (2015)	Current Value (2015)	Targets (incl. reference year)	Sources and means of verification:	Assumptions
<b>Outcome 1. National statistics are produced through an effective ecosystem for data collection, analysis and dissemination</b>	Output Indicator 1.1. Existence of a national M&E framework to monitor national and international (SDGs) development programs	<i>Draft NSDP M&amp;E framework</i>	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 reports Annual Statistical 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	<i>NSDS (2012 - 2015); Assessment for NSDS implementation (2013)</i>	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		
<b>Outcome 2. Increased quality and use of data in policy</b>	Output Indicator 2.1. Number of training programs held/people trained	Baseline: TBD	Lack of technical capacities to support M&E and statistical functions  Limited use of data and statistics for evidence in planning and reporting  Lack of information and access to statistical reports and data	Y1. Capacity building plan for key officials in Statistics, M&E and Policy;	Workshop/training reports, BoS Website; Distribution register; published policy briefs,  BOS reports	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
	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)	<i>Tbd</i>		Y3. A functional central and sectoral statistics and data dissemination platform		A2.2. Technicians with advanced appreciation of statistical methods, budgeting and M&E will be available to participate as trainers
<b>Outcome 3. Legal and policy framework reviewed and strengthened for effective coordination</b>	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		
			Lack of policy framework for collection and management of data	Y3. Draft Statistics Act		
<b>Activities</b>	<i>Implementation means</i>			<i>Cost classification</i>		<i>Factors outside project management's control that may impact on the output-outcome linkage.</i>
<b>National statistics and data collection ecosystem</b>	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		

Intervention logic	Indicators	Baseline (2015)	Current Value (2015)	Targets (incl. reference year)	Sources and means of verification:	Assumptions
				USD1, 000; Printing of study tools and packages USD500; Final Report design and printing USD5, 000; Visibility USD1, 000; Venue Staff		
<b>Carry out a national diagnostic study</b>	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		
<b>Develop national M&amp;E framework</b>	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		
<b>Establish national, sectoral and district database and an on-line platform</b>	Staff, meetings, Technical team meetings, Experts Reports Supplies			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+) @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		
<b>Analysis of use and demand for statistics</b>	Staff, meetings, Technical team meetings, Experts Reports Supplies			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+) @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		
<b>Capacity building for data collection, use and literacy</b>	Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility					

<b>Intervention logic</b>	<b>Indicators</b>	<b>Baseline (2015)</b>	<b>Current Value (2015)</b>	<b>Targets (incl. reference year)</b>	<b>Sources and means of verification:</b>	<b>Assumptions</b>
<b>Develop and implement a capacity building program for MDA</b>	Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility					
<b>Support Innovations for data awareness and dissemination</b>	Consultant, Experts, advertisements, workshops, staff, supplies, attend meetings, local travel, Visibility					
<b>Promote awareness and advocacy for use of statistics and data</b>	Staff, meetings, Technical team meetings, Experts, Reports, Supplies					
<b>Coordination, legal and policy frameworks</b>	Staff, meetings, Technical team meetings, Experts, Reports, Supplies			publications, validation, visibility,		
<b>Support improved coordination, policy and legal frameworks for data and statistics</b>	Consultants, training, transport, accommodation, equipment, meetings, local and international travel; supplies,			International consultant, validation and review Meetings		
<b>Establish coordinating and support mechanisms for M&amp;E and Statistics</b>	Consultants, training, transport, accommodation, equipment, meetings, local and international travel; supplies,			consultant, report, conferences, seminars, visibility, publications		
<b>Support learning and knowledge resources</b>	Consultants, training, transport, accommodation, equipment, meetings, local and international travel; supplies,			consultant, report, conferences, seminars, visibility, publications		
<b>Project Management and Administration</b>	Supplies, equipment, technology, experts, survey, meetings, internet, staff			consultant, report, conferences, seminars, visibility, publications		

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## VI. MONITORING AND EVALUATION

### 6.1. Project Monitoring and reporting

In accordance with UNDP's programming policies and procedures, and standard reporting requirements towards set in article 3 of the General Conditions, the project will be monitored through the following:

- **Inception Report.** At the initiation, the project management will be expected to produce an inception report which will refine the implementation strategy, M&E framework, work-plan and budget for the project. This will be presented to the Project Steering Committee and stakeholders within 3 months of project commencement.
- **Annual Project Review and Report.** The Project Board shall hold a project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year. An annual report will be presented to the Project Board for the review, 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 long with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project Board and may involve other stakeholders as required. The progress and final report to the EU would be submitted in line with the standard reporting requirements set in article 3 of the General Conditions (Annex II to the EU-UNDP Delegation Agreement).

### 6.2. Project Evaluation

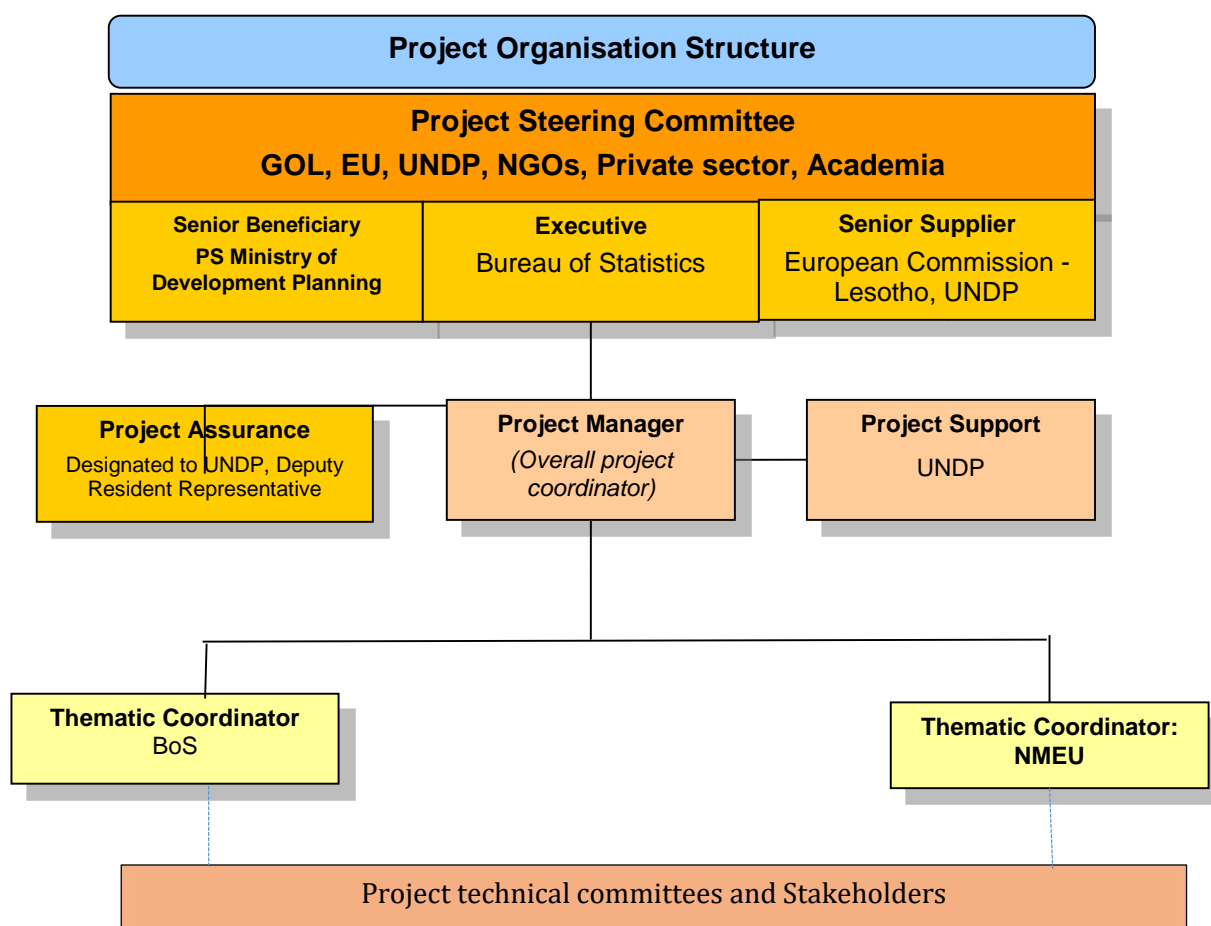
There will only be one evaluation undertaken in the project at the end of the project implementation period. In the project's final year, the Project Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up.

## VII. MULTI-YEAR WORK PLAN

Component Number	Indicative activities	Y1	Y2	Budget Y1	Budget Y2	Total Budget (USD)	Total Budget (EUR)
<b>1.0.</b>	<b>National statistics and data collection ecosystem</b>			<b>\$160,000</b>	<b>\$115,000</b>	<b>\$275,000</b>	<b>€ 247,971</b>
<b>1.1.</b>	Carry out a national diagnostic and Inception	X	X	\$75,000	\$0	\$75,000	€ 67,628
<b>1.2.</b>	Develop national M&E framework	x	x	\$50,000	\$15,000	\$65,000	€ 58,611
<b>1.3.</b>	Establish national, sectoral and district database and an on-line platform	x	x	\$30,000	\$90,000	\$120,000	€ 108,206
<b>1.3.</b>	Analysis of use and demand for statistics	x	x	\$5,000	\$10,000	\$15,000	€ 13,526
<b>2.0.</b>	<b>Capacity building for data collection, use and literacy</b>			<b>\$155,000</b>	<b>\$275,000</b>	<b>\$430,000</b>	<b>€ 387,737</b>
<b>2.1.</b>	Develop and implement a capacity building program for MDA	x	x	\$80,000	\$200,000	\$280,000	€ 252,480
<b>2.3.</b>	Support Innovations for data awareness and dissemination	X	X	\$30,000	\$30,000	\$60,000	€ 54,103
<b>2.4.</b>	Promote awareness and advocacy for use of statistics and data	0	X	\$45,000	\$45,000	\$90,000	€ 81,154
<b>3.0.</b>	<b>Coordination, legal and policy frameworks</b>			<b>\$4,000</b>	<b>\$40,000</b>	<b>\$44,000</b>	<b>€ 39,675</b>
<b>3.1.</b>	Support improved coordination, policy and legal frameworks for data and statistics	x	x	\$0	\$30,000	\$30,000	€ 27,051
<b>3.2.</b>	Establish coordinating and support mechanisms for M&E and Statistics	X	X	\$4,000	\$10,000	\$14,000	€ 12,624
<b>4.0.</b>	Project Management and Administration			\$290,224	\$294,000	\$584,224	€ 526,803
<b>Total Project Budget</b>				<b>\$609,224</b>	<b>\$724,000</b>	<b>\$1,333,224</b>	<b>€ 1,202,186</b>
	<b>7% Management fee</b>			<b>\$42,646</b>	<b>\$50,680</b>	<b>\$93,326</b>	<b>€ 84,153</b>
<b>Grand total</b>				<b>\$651,870</b>	<b>\$1,383,904</b>	<b>\$1,426,550</b>	<b>€ 1,286,339</b>

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

In line with PRINCE 2 project management standards, the project will have an established Steering Committee, and designated Project manager to oversee project implementation and ensure attainment of project results. The Project Steering Committee will be established for making, on a consensus basis, management decisions for a project when guidance is required by the Project Manager, including recommendation for approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. Figure 1 below reflects the proposed project organogram:



**Project Steering Committee:** The Project Steering Committee (PSC) is responsible for the overall direction and management of the project and has responsibility and authority for the project. The PSC is the group responsible for making executive management decisions for a project when guidance is required by the Project Manager, including approval of project plans and revisions. This group contains three roles as defined below:

- an **Executive** representing the project ownership to chair the group, being Ministry of Development Planning (Bureau of Statistics)
- a **Senior Supplier** to provide guidance regarding the technical feasibility of the project, UNDP and EU
- A **Senior Beneficiary** to ensure the realization of project benefits from the perspective of project beneficiaries represented through the Ministry of Development Planning:
  - *Coordination Agency*–Ministry Development Planning
  - *Other government Ministries involved:* Office of the Prime Minister, Ministry of Finance,

The Steering Committee will meet every six months and review and approve annual budgets and work plans and provide strategic guidance to the project.

The **Project Manager will have** the authority to run the project on a day-to-day basis on behalf of the Steering Committee within the constraints laid down by the Steering Committee and is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.. He/she will be hired by UNDP, and will be charged with the responsibility of implementing the project from planning, implementation to reporting phase. He/she must coordinate project activities with officers in participating institutions and ministries, and reflect in reports activities carried out at all levels. He/she will work closely with counterparts in the Ministry of Development Planning and key stakeholders and government agencies to ensure effective participation in the project, build capacities and ensure compliance.

The **Project Support** role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. In this role a project administration assistant will be engaged for the duration of the project period.

**Project Assurance** is the responsibility of each Steering Committee member; however, daily monitoring function in this regard is delegate to the Project Manager. This role ensures that appropriate project management milestones are managed and completed. The project will further establish technical committees for M&E and also for Statistics, to support coordination, advance the oversight function especially at activity level, and maintain inclusive project implementation.

In support to the various project elements and multiple implementing partners, there will be **Project Thematic Coordinators** placed within the key departments, National Monitoring and Evaluation and also the Bureau of Statistics. The role of these officers will be to coordinate project activities within their respective ministries, as well as maintain relevance of the project interventions to the activities of the Ministry. In collaboration with the project manager, the Project Coordinators, will be responsible for leading implementation of the project activities at the Ministry level, coordinate with different government ministries and facilitate an integrated project management system.



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## IX. LEGAL CONTEXT AND RISK ASSESSMENT

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plans and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

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## **X. ANNEXES**

### **1. Project Quality Assurance Report**

## 10.1.RISK ANALYSIS.

Risk Description and date identified	Type	Probability & Impact	Risk Mitigation
1. Project Ownership by all major stakeholders (Ministry of Development Planning, BoS)	Organizational	<i>Probability</i> = Medium (2)  <i>Impact</i> = High (5)	<ul style="list-style-type: none"> <li>Strengthen engagement with the Ministry and the Bureau of Statistics to ensure that all concerns and aspirations are addressed</li> <li>Advocacy for benefits of improved statistical system</li> </ul>
2. Limited capacity of the BoS (Human resources complement and skills)	Operational	<i>Probability</i> = High (4)  <i>Impact</i> = High (5)	<ul style="list-style-type: none"> <li>Facilitate human resources by engaging a project coordinator with BoS and other external support required</li> <li>Advocacy with government on the HR policy</li> </ul>
3. Different levels of appreciation and usage of statistics and data among clients and producers	Operational	<i>Probability</i> : Medium (3)  <i>Impact</i> = Medium (3)	<ul style="list-style-type: none"> <li>Undertake a needs assessment to validate current analysis</li> <li>Integrate appropriate training events for users and producers</li> </ul>
4. Uncoordinated donor assistance to BoS and NMEU that duplicates results of this intervention	Strategic	<i>Probability</i> = High (4)  <i>Impact</i> = Medium (3)	<ul style="list-style-type: none"> <li>Consult with potential donors, and ensure alignment of results for intended project.</li> <li>Use MDP to strengthen coordination of donor support in the area.</li> </ul>
5. Closed term of the NSDS and NSDP mid-term review	Strategic	<i>Probability</i> = High (5)	<ul style="list-style-type: none"> <li>NSDS will be revitalized as the main implementation document for the project</li> </ul>

Risk Description and date identified	Type	Probability & Impact	Risk Mitigation
		<i>Impact = Low (1)</i>	<ul style="list-style-type: none"> <li>• Include review of the M&amp;E framework</li> </ul>
6. Poor coordination and communication between key implementation ministries	Strategic	<i>Probability= Medium (3)</i>  <i>Impact = Medium (3)</i>	<ul style="list-style-type: none"> <li>• Facilitate systems for effective communication and support to the BoS</li> </ul>
7. Potential changes in political and administrative leadership in the key ministries	Political	<i>Probability = High (4)</i>  <i>Impact = High (4)</i>	<ul style="list-style-type: none"> <li>• A strong technical team to ensure project continuity and stability</li> </ul>
8. Ability to meet the funding requirements and terms	Financial	<i>Probability = Medium (2)</i>  <i>Impact = High (4)</i>	<ul style="list-style-type: none"> <li>•</li> </ul>



## **10.2.CAPACITY ASSESSMENT: RESULTS OF CAPACITY ASSESSMENTS/HACT OF MINISTRY OF DEVELOPMENT PLANNING**

### 10.3.PROJECT BOARD TERMS OF REFERENCE AND TORs OF KEY MANAGEMENT POSITIONS

#### 1. Project Steering Committee

**Overall responsibilities:** The Project Steering Committee is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Steering Committee decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Steering Committee may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

**Composition and organization:** This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Steering Committee is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Steering Committee is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Steering Committee are reviewed and recommended for approval during the LPAC<sup>4</sup> meeting.

#### **Specific responsibilities:**

##### *Defining a project*

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

##### *Initiating a project*

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

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<sup>4</sup> Depending on its composition, the Outcome Steering Committee can fulfill the function of the Project Appraisal Committee (LPAC)

### *Running a project*

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP,
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

### *Closing a project*

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Steering Committee ;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project

## **2. Project Manager**

**Overall responsibilities:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Steering Committee within the constraints laid down by the Steering Committee. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner, UNDP, appoints the Project Manager..

**Specific responsibilities** would include:

### *Overall project management:*

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Steering Committee or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

### *Running a project*

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;



- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Steering Committee for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Steering Committee and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Steering Committee and the Outcome Steering Committee;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

#### *Closing a Project*

- Prepare Final Project Review Reports to be submitted to the Project Steering Committee and the Outcome Steering Committee;
- Identify follow-on actions and submit them for consideration to the Project Steering Committee;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner

### **3. Project Assistant**

**Overall responsibilities:** The Project Assistant role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager.

**Specific responsibilities:** Some specific tasks of the Project Support would include:

#### *Provision of administrative services:*

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

#### *Project documentation management:*

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

#### *Financial Management, Monitoring and reporting*

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting

#### *Provision of technical support services*

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties