
II. MANAGEMENT ARRANGEMENTS

Article III of the Standard Basic Agreement between the Government of the Kingdom of Lesotho and UNDP of 31 December 1974 states that execution of UNDP-assisted projects shall remain the responsibility of the Government. This was also reaffirmed in United Nations General Assembly resolution 44/211, which categorically states that the recipient Governments have the sole responsibility for the co-ordination of external assistance and the principal responsibility for its design and management and that the exercise of those responsibilities is crucial to the optimal use of external assistance and to the strengthening and utilization of national capacity. UNDP works to help develop and enhance the national capacities in the initiation, implementation and conclusion of the developmental undertakings in which it is involved as a partner. For this to work, it is essential that the Government assume the overall responsibility and direction for the execution of the UNDP-supported initiatives. To this end, the National Execution (NEX) modality will be used for programme execution in accordance with the approved Country programme Action Plan (CPAP).

Whereas execution means overall ownership and responsibility for programme activities, to be undertaken by the Ministry of Finance and Development Planning, expressed via signature of the CPAP, implementation means responsibility for management and delivery of programme activities to achieve specified results, and is expressed via signature of an Annual Work Plan (AWP).

Given the scope of the project, the Ministry of Education and Training will be the **Implementing Partner** for all Output areas, and Annual Work Plans (AWP) will be signed with by this partner as it will have responsibility for the management and delivery of project activities to produce the specified output(s).

In line with the UNDP Harmonised Approach to Cash Transfers (HACT) approach to disbursements of project funds, agreements will be made with the Implementing Partner to either transfer funds on a quarterly basis to the Implementing Partner for activities set out in an approved Annual Work Plan or for UNDP to make direct payments to service providers. The decision whether to transfer funds to an Implementing Partner or make direct payments will also be informed by a capacity assessment of the Implementing Partner (see below on Capacity Assessments).

UNV/UNDP will support project implementation by recruiting an international UNV and one or more national UNVs who will be based at the regional level in the DTEP programme structure and who will report in a matrix arrangement to the Regional Coordinator and the UNV Volunteer Programme Officer in UNV Lesotho. The person responsible for the project from LCE/DTEP should be sufficiently senior to ensure easy progress and delivery. This person will be the Project Manager. The Implementing Partner is responsible for providing the necessary administrative and logistical support.

Every effort will be made during the course of this project to liaise with existing teacher training support networks, most especially Peace Corps, in the delivery of training and tutor support within the Leribe district. Should the possibility arise for further collaboration outside the Leribe district, without impacting on the budget, this will also be actively pursued.

If required, the UNDP Country Office may provide support to and facilitate the implementation of activities in the form of **Implementation Support Services**. Procurement as well as recruitment of project staff and consultants will be done by UNDP in line with standard, published, UNDP procurement and recruiting rules and procedures. In addition, UNDP is able to provide support to the Implementing Partner(s) by processing procurement of goods and services, as well as accessing and adapting best practices from its global knowledge networks. As these services entail a cost to the UNDP office, these will be incorporated as direct costs to the project.

If required, training on the UNDP project management, procurement and financial practices and regulations will be given during the start-up of the project to the Implementing Partner.

1. Capacity Assessment of Implementing Partners

As a standard procedure for all UNDP administered projects and programmes under the Harmonized Approach to Cash Transfers to Implementing Partners (HACT), there is a requirement that a Macro and

Micro Assessment be carried out. A Macro Assessment is a key element of the HACT. It is basically a review of a country's public financial management system. There are two reasons why a Macro Assessment has to be carried out. The first is to help UNDP, the government and development partners identify strengths and weaknesses in the public financial management system that can be flagged for follow-up assistance, and the second is to help UNDP and its partners understand more fully the financial environment within which they are operating. It helps UNDP and partners decide, in conjunction with the Micro Assessment, on the most appropriate assurance methods and the best procedures to use for transferring financial resources. The Micro Assessment on the other hand, is a review of a partner's financial management capacity. It is used to review the strengths and weaknesses of an Implementing Partner's financial management system. The assessment includes recommendations to strengthen less robust areas. This information is then fed into the overall capacity development plan in the programme. It is also used to identify the best procedures to use for transferring cash and the most appropriate assurance methods (the process of determining whether expenditures that took place were for the purpose intended). Assurance requires familiarity with the internal controls and financial management practices of all Implementing Partners as they relate to cash transfers. Practically, assurance involves checking the accuracy of a partner's reporting on the use of funds to ensure that expenditure has been true and fair.

2. Project Board

In line with PRINCE 2 project management standards, a Project Board 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 UNDP/ Implementing Partner 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. This group is consulted by the Project Manager for decisions when PM tolerances have been exceeded.

This group contains three roles:

Executive representing the project ownership to chair the group.

Senior Supplier role to provide guidance regarding the technical feasibility of the project, and

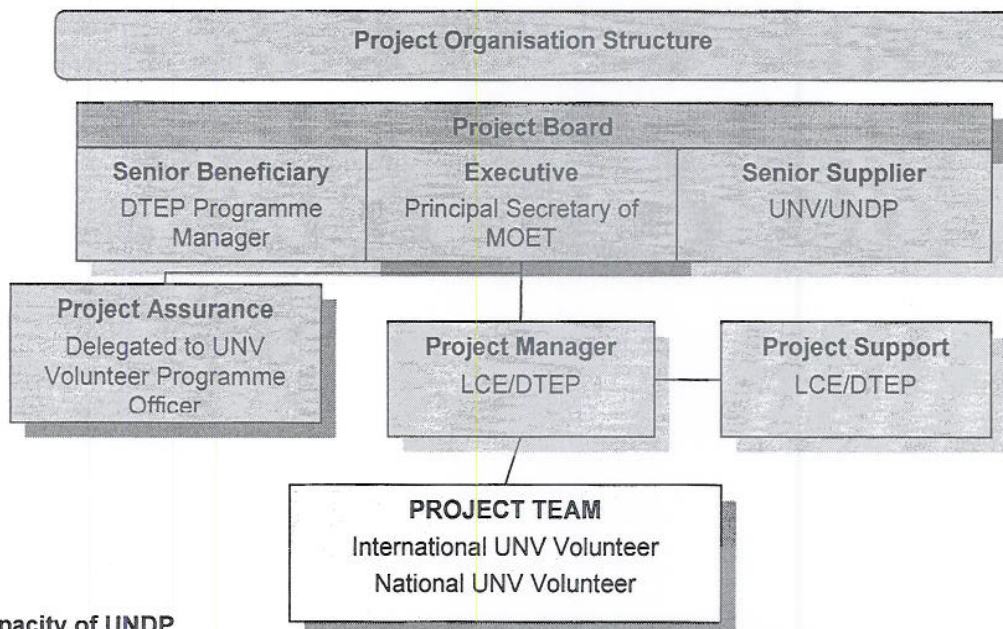
Senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries.

3. Project staff

The **Project Manager** will have the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. 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 **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. The Implementing Partner will ensure that this administrative and logistical support is made available to the Project Manager.

Project Assurance is the responsibility of each Project Board member. In addition, representatives from the various responsible parties as well as the UNV Volunteer Programme Officer will carry out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are managed and completed.



Capacity of UNDP

UNDP Lesotho has an Operations Unit which services projects either through Implementation Support Services or as part of Direct Implementation. The Unit contains Human Resources, Procurement, ICT Advisory and Finance sections. The backbone of the Operations section for UNDP is the corporate Enterprise Resource Planning (ERP) system known as Atlas. Atlas is used for project management and reporting, all procurement, processing of payments and maintenance of staff, consultants and vendors. No transaction takes place outside of this system to ensure transparency at all times.

On the programming side, UNV/UNDP Lesotho will provide local support to the project through the UNV team but also has access to a global network of experts as well as the Africa Sub-Regional Office (ASRO) based in Johannesburg, South Africa. Further, all Programme Officers have been trained on PRINCE2 as well as UNDP Results-based project management standards.

During project start up, the UNV Volunteer Programme Officer, who is competent in project management and Atlas will ensure correct Atlas set-up and oversee the recruitment of the project manager and other project staff.

Audit arrangements

In line with UNDP auditing procedures, the project will be subject to audit on an annual basis. The costs for the audit will be borne by the project.

Intellectual property Rights and Use of logo

In all communication, the project will bear the logos of the Government of Lesotho and the UNDP. This arrangement may change based on requirements from additional partners that join the project at a later stage.

Financing arrangements

The UNDP-managed programme will be funded by UNDP. In addition a Government Cost Sharing contribution will be expected from the Implementing Partner. This Cost Sharing will take the form of in-kind contributions from the Implementing and responsible parties.

III. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation
- Based on the above information recorded in Atlas, Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Final Project Evaluation

- In early 2010, an evaluation will be conducted, funded through the project. The objective is to assess the impact of the project and draw up Lessons Learned. The evaluation should be specifically focused towards determining the extent to which the national capacity is sufficient to continue to carry out the foreseen activities. If gaps exist, the evaluation should serve to indicate the required activities to ensure sustainable national capacity. This evaluation is critical to ensure that the UNDP exit strategy is viable and that national capacity is indeed built as one of the key results.

Quality Management for Project Activity Results

OUTPUT 1: Strengthened capacity of selected government institutions and other public service providers to support delivery of public services.		
Activity Result 1 (Atlas Activity ID)	CORE TEAM	Start Date: 01/04/2009 End Date: 31/05/2009
Purpose	Recruitment of International UNV volunteer to coordinate team. Recruitment and training of one or more National UNV volunteers to serve on the programme	
Description	One International UNV volunteer and one or two National UNV volunteers will be recruited and trained to serve within the designated region. Recruitment and training of National UNV volunteer(s) on DTEP will ensure enhanced capacity at local level to sustain benefits arising from skills imparted and knowledge shared within the project team.	
(Quality Criteria How/with what indicators the quality of the activity result will be measured?)	Quality Method (Means of verification. What method will be used to determine if quality criteria have been met?)	Date of Assessment (When will the assessment of quality be performed?)
Candidates identified, selected and recruited through normal UNDP-UNV recruitment of internationals and nationals processes. National UNV candidates' training needs assessed on recruitment	International and National UNV volunteer reporting and monitoring is conducted through the standard supervisory chain and the Volunteer Report System (VRS), an online UNV reporting tool.	Reports are completed two-months into the year's placement and two-months prior to the end of assignment

OUTPUT 1: Strengthened capacity of selected government institutions and other public service providers to support delivery of public services.		
Activity Result 2 (Atlas Activity ID)	NEEDS ASSESSMENT	Start Date: 01/06/2009 End Date: 30/06/2009
Purpose	Assessment of programme needs within the region where UNV resources are deployed.	
Description	Research through questionnaires, meetings and focus groups of the current situation within the region as viewed by all key stakeholders (trainee teachers, LCE and MOET personnel engaged in DTEP in that region and nationally as relevant)	
Quality Criteria (How/with what indicators the quality of the activity result will be measured?)	Quality Method (Means of verification. What method will be used to determine if quality criteria have been met?)	Date of Assessment (When will the assessment of quality be performed?)
Needs identified	Report on research prepared and circulated	On completion of the report

OUTPUT 1: Strengthened capacity of selected government institutions and other public service providers to support delivery of public services.		
Activity Result 3 (Atlas Activity ID)	CAMPUS TRAINING	Start Date: 01/07/2009 End Date: 31/03/2010
Purpose	Improved delivery of in-service training	
Description	In-service induction, training and examination is held three times a year. Enhanced liaison between the region in question and LCE and better service delivery for trainee	

	teachers through that liaison NB: three workshops per semester; an examination in each of the two on-campus sessions per year	
Quality Criteria (How/with what indicators the quality of the activity result will be measured?)	Quality Method (Means of verification. What method will be used to determine if quality criteria have been met?)	Date of Assessment (When will the assessment of quality be performed?)
Through trainee teacher responses to stakeholder research	Stated and proven improvement demonstrated in trainee teacher research responses	January-February 2010, towards completion of the project, with final report by early March 2010

OUTPUT 1: Strengthened capacity of selected government institutions and other public service providers to support delivery of public services.		
Activity Result 4 (Atlas Activity ID)	CURRICULUM DESIGN	Start Date: 01/07/2009 End Date: 31/03/2010
Purpose	Capacity building of the education system	
Description	Liaison with LCE in curriculum design and the development of course material	
Quality Criteria (How/with what indicators the quality of the activity result will be measured?)	Quality Method (Means of verification. What method will be used to determine if quality criteria have been met?)	Date of Assessment (When will the assessment of quality be performed?)
Needs identified through stakeholder research will inform gaps in material QUALITY AND USER-FRIENDLINESS	Course material will be developed and produced	Assessment of the value added to teacher training will be done through end of project stakeholder research (see Activity Result 3 above)

OUTPUT 1: Strengthened capacity of selected government institutions and other public service providers to support delivery of public services.		
Activity Result 5 (Atlas Activity ID)	BEST PRACTICE TRAINING	Start Date: 01/07/2009 End Date: 31/03/2010
Purpose	Improved in-service training facilities at local level	
Description	Training of DTEP personnel in best practices for setting up and operating teacher resource centres	
Quality Criteria (How/with what indicators the quality of the activity result will be measured?)	Quality Method (Means of verification. What method will be used to determine if quality criteria have been met?)	Date of Assessment (When will the assessment of quality be performed?)
Capacity gaps identified in the needs assessment will be targeted for improvement	Best practice model will be implemented within teacher training facilities in the region.	Towards the end of the project as part of the key stakeholder research (see Activity 3 above)

OUTPUT 1: Strengthened capacity of selected government institutions and other public service providers to support delivery of public services.		
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Activity Result 6 (Atlas Activity ID)	MONITOR & EVALUATE	Start Date: 01/06/2009 End Date: 31/03/2010
Purpose	Progress, issues and target attainment will be monitored throughout the project, through quarterly assessment, with regular completion of the issue log, lessons-learned and project progress tracking system in Atlas (the UNDP online project management tool). This will inform the annual project review and report.	
Description	A final project evaluation will take place in early 2010, to assess the overall impact of the project and the lessons learned. Particular attention will be placed on assessing how much the national capacity has been impacted by the project.	
Quality Criteria (How/with what indicators the quality of the activity result will be measured?)	Quality Method (Means of verification. What method will be used to determine if quality criteria have been met?)	Date of Assessment (When will the assessment of quality be performed?)
Quarterly progress reports, an annual review and report and a final project evaluation report will be produced.	The reports will accurately reflect the situation.	Quarterly (June; September and December 2009 and March 2010) and for the Annual report in March 2010, at project end.

IV. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [Standard Basic Assistance Agreement between the Government of the Kingdom of Lesotho and UNDP of 31 December 1974] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

The Implementing Partner shall:

- a. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out;
- 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 this agreement.

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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".