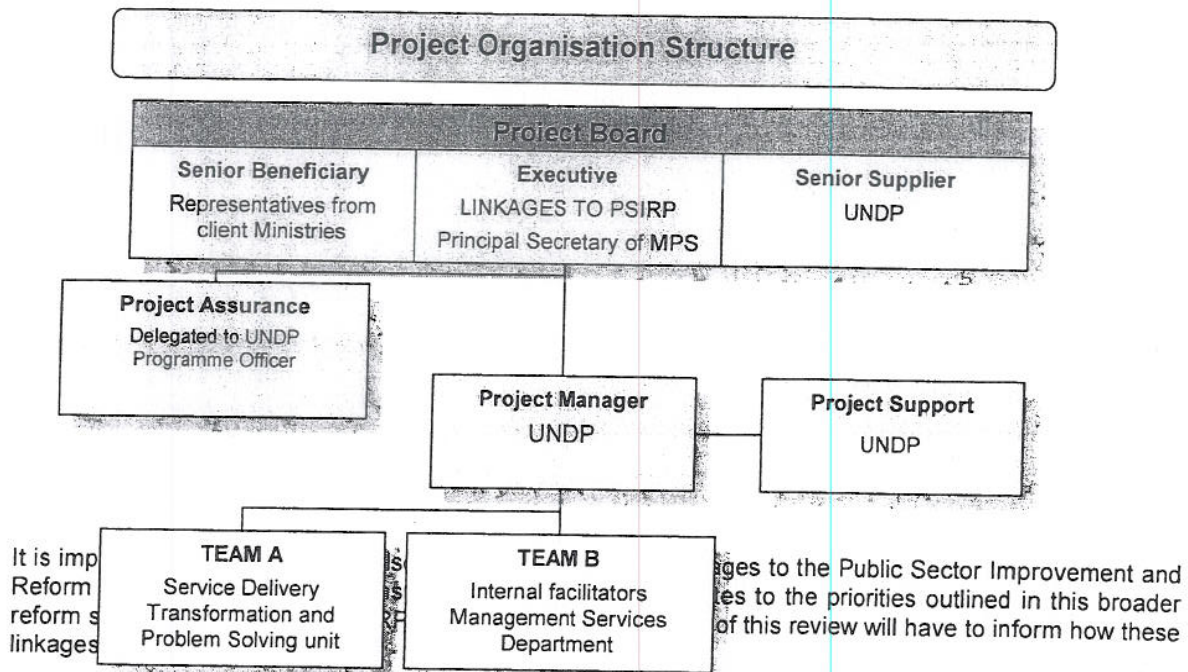The Micro Assessment on the other hand, is a review of a partner's financial management capacity. It is used to review the strengths and weaknesses of an implementing partner's financial management system. The assessment includes recommendations to strengthen less robust areas. This information is then fed into the overall capacity development plan in the programme. It is also used 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 realisation of project benefits from the perspective of project beneficiaries.

Project Organisation Structure

Project Board		
Senior Beneficiary	Executive	Senior Supplier
Representatives from client Ministries	LINKAGES TO PSIRP Principal Secretary of MPS	UNDP

Project Assurance
Delegated to UNDP Programme Officer

Project Manager
UNDP

Project Support
UNDP

TEAM A	TEAM B
Service Delivery Transformation and Problem Solving unit	Internal facilitators Management Services Department

It is imp... ...ges to the Public Sector Improvement and Reform ...es to the priorities outlined in this broader reform s... ...of this review will have to inform how these linkages...

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. A Research Associate and Administrative Assistant will be recruited to support the project manager in this regard.

Project Assurance is the responsibility of each Project Board member. In addition, representatives from the various responsible parties as well as a UNDP staff member will also, 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, UNDP Lesotho will provide local support to the project through the governance team but also has access to a global network of experts as well as a 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, a UNDP 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 Implementing Partner and other client Ministries. This Cost Sharing will take the form of a cash deposit but in-kind contributions from the responsible parties will also be sought. Especially since it is expected that client Ministries invest in their capacity, it will be important to include appropriate funding (and funding sources) to each implementation framework that will result from an engagement with a client Ministry. These implementation frameworks will be covered under separate agreements and not directly under this project document even though resources may be mobilised as part of this project.

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)	*IMPLEMENTBPR*	Start Date: 01/04/2009 End Date: 31/12/2009
Purpose	*Finalise the implementation of the existing three BPR initiatives (passport, terminal benefits and hospital queues)*	
Description	- *Develop implementation framework for each initiative incl. detailed work plan* - *Agreement on funding requirements and source* - *Implement framework based on agreed work plan* - *Develop communication package around results in support of resource mobilisation*	

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 has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Ability of client ministry to comply with the agreed performance standards	Objective measurement of lead time for request processing	Directly after implementation and quarterly thereafter
Processes and organisational design criteria properly documented	Quality assurance by technical advisor	Directly after finalisation of key deliverables

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)	*CONDUCTBPR*	Start Date: 01/10/2009 End Date: 30/09/2010
Purpose	*Conduct 1 or 2 BPR initiatives (from A to Z) for high priority processes*	
Description	- *Identify high priority processes using the Public Service Standards deliverable* - *Conduct process analysis (as-is and design to-be)* - *Develop implementation framework for each initiative incl. detailed work plan* - *Agreement on funding requirements and source* - *Implement framework based on agreed work plan*	

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 has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Ability of client ministry to comply with the agreed performance standards	Objective measurement of lead time for request processing	Directly after implementation and quarterly thereafter
Processes and organisational design criteria properly documented	Quality assurance by technical advisor	Directly after finalisation of key deliverables

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)	*INTERNALCAP*	Start Date: 01/04/2009 End Date: 31/03/2011
Purpose	*Develop internal capacity to support clients in conducting BPR, including development of change management approach, tools and establishment of internal advisor teams.*	
Description	- *Define team requirements (mandate, positioning, HR requirements, funding, client management processes etc)*	

	- Recruit/deploy internal facilitators
	- Develop approach / tools and communication strategy
	- Quality Assurance of tools development
	- Implement communication strategy
	- Deploy advisor support to clients

Quality Criteria	Quality Method	Date of Assessment
how/with what indicators the quality of the activity result will be measured?	Means of verification. What method will be used to determine if quality criteria has been met?	When will the assessment of quality be performed?
Ability of MPS to respond to client request for BPR support in timely manner	Objective measurement of lead time for request processing	Directly after implementation and quarterly thereafter
Qualitative feedback from clients	Client survey	Directly after request and on annual basis
Change Management process and tools criteria properly documented	Quality assurance by technical advisor	Directly after finalisation of key deliverables
Trained internal advisors	Certification of advisors after training	After finalisation of tools and training

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)	LDSLINKAGE		Start Date: 01/10/2009 End Date: 31/03/2011
Purpose	Define linkages with leadership development strategy (LDS)		
Description	- Sounding board of LDS to review key deliverables and ensure harmonisation with overall change management process - Integrate LDS components into change management process (e.g. under the implementation phase as a training component)		

Quality Criteria	Quality Method	Date of Assessment
how/with what indicators the quality of the activity result will be measured?	Means of verification. What method will be used to determine if quality criteria has been met?	When will the assessment of quality be performed?
LDS tools appropriately integrated in the Change Management process	Quality assurance by technical advisor	Directly after finalisation of key deliverables
Trained internal advisors capable of linking LDS into overall approach	Certification of advisors after training	After finalisation of LDS and training

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)	COMMUNICATION		Start Date: 01/04/2009 End Date: 31/03/2011
Purpose	Build awareness amongst citizens with regards to performance expectations		
Description	- Communication strategy developed and implemented to engage citizens		

Quality Criteria	Quality Method	Date of Assessment
how/with what indicators the quality of the activity result will be measured?	Means of verification. What method will be used to determine if quality criteria has been met?	When will the assessment of quality be performed?
Communications strategy includes both outgoing and incoming channels	Review of communications strategy	Directly after finalisation of key deliverables
People are providing performance feedback	Monitoring of feedback channels	Once every 6 months after launch of strategy

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;

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".

ANNEX 1: RISK ANALYSIS

Project Title: Enhancing Service Delivery   **Award ID:**   **Date: 25 Augustus 2008**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Large number of potential clients and scope of BPR efforts	25 Augustus 2008	Operational & Programmatic	Critical. If operational issues are not resolved then the project may fail to deliver in all areas. P = 5 I = 5	Clear priority setting and focus especially in start up phase on limiting the scope	GoL	UNDP		
2	Willingness of partners to implement change and overcome resistance	25 Augustus 2008	Political	The success of the project is dependent on the appetite for change despite potential human resource implications P = 3 I = 5	Setting of expectations of clients and participating civil servants through clear communication	UNDP	UNDP		
3	Ability of funding to implement the	25 Augustus 2008	Financial	Implementation of certain frameworks may require	Develop communication package on the	UNDP	UNDP		

#								
	different implementation frameworks			significant funding to complete. P = 5 I = 5	basis of preliminary results and actively pursue partnership options			
4	Unclear guidance in implementation of HR side of the process	25 Augustus 2008	Strategic	Due process issues leading to complaints and failing of overall process. P=4 I=5	External support to develop HR due process, sounding with stakeholders and clear communication of due process to all parties involved.	UNDP	UNDP	
5	Implementation capacity of Implementing Partner.	25 Augustus 2008	Organisational	Although Government assessed as capable of implementing project, there are weaknesses in its ability to effectively manage the project P = 5 I = 3	UNDP to insist on recruitment of project manager. Direct Implementation component of project will speed up implementation.	UNDP	UNDP	