European Union

Lesotho Data for Sustainable Development Project

Annual Work - plan

2018

Funded by the European Commission to Lesotho and United Nations Development Programme (UNDP)

Kingdom of Lesotho

United Nations Development Programme
Project Document

Project Title:	Lesotho Data for Sustainable Development Project
NSDP	Pillar 6: Promote Peace, democratic governance and effective institutions
Strategic Plan Output (2013 – 2017)	Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles
UNDAF/CPD Outcome:	Outcome 4. By 2017, national and lower level institutions make evidence-based policy decisions
Expected Outputs:	Component 1. definition of systematic tools for measuring development programs;

Component 2. Promotion of literacy and innovations for data collection, dissemination and use;

Component 3. Strengthening national leadership, institutional and technical capacities for effective coordination and sectoral engagement |
Executing Entity	UNDP-Lesotho
Implementing Partner	Ministry of Development Planning
Responsible Parties	Ministry of Development Planning
Implementation Period:	2017-2019

Brief Description

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.
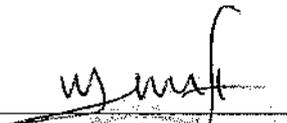
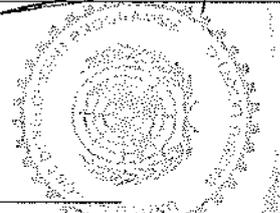Expected outputs from the project include the following:

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

Total resources required (2018): US$623,370		Programme Period:	2017 - 2019
Total allocated resources: US$555, 500			
• UNDP US$40, 000		Key Result Area (Strategic Plan)	SP #7
• EU US$583, 370 (1)			
		Atlas Award ID:	# 0101812
Unfunded budget:			
		Start date:	2017
In-kind Contributions US$0.00		End Date	2019
		PAC Meeting Date	November 2016

Agreed by (Government)

Agreed by (UNDP): ᴡⳑₘₐₕ⟋ ﾠ ₁₈ March, 2018

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1 EU contribution for 2018 is 80% of the total project budget for the year, (equivalent to US$511, 500). Remaining funds will be released upon reaching 70% expenditure on the EU – allocated funds.

I. SITUATION ANALYSIS

Achieving sustainable development is a major challenge that requires, amongst other things, informed decision-making based on reliable and timely data. Relevant, and timely data are also critical in identifying emerging issues, informing policy and setting targets, and forecasting future trends. Availability of reliable development data, facilitates accountability, transparency, responsiveness, effectiveness and efficiency in service delivery by government and all stakeholders responsible for development results. The Post 2015 agenda and national agenda presents a great opportunity for Lesotho to strengthen the national statistics and M&E systems. A robust national statistical system is a prerequisite for designing, monitoring and evaluating national policies and managing results on socio-economic development.

However, over time limited data availability has hampered evidence-based decision making in Lesotho inclusive of proper tracking of progress of developmental initiatives. Furthermore, this limitation hampers resource planning, prioritization, allocation and accountability. 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 (Department of M&E) 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.

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 international statistical standards. 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.

Evidence from the national assessments on statistical and M&E capacities (Irish Aid (2013), BOS (2010) and M&E Department (2009)), indicate 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. These challenges were also confirmed through the national diagnostic assessment for national statistical capacities in 2017.

II. ACHIEVEMENTS, CHALLENGES AND WORKPLAN OUTLOOK

1. Achievements to date:

Component 1 Development of national ecosystem for statistics and data collection

- **Assessment of the national statistical and data capacities for SDG and NSDP**. This assignment produced:
    - a mapping of the Lesotho data ecosystem
    - a capacity building plan that identifies gaps, opportunities, innovations and new technologies for participation.
    - gaps analysis on data required to track and monitor NSDP, including the SDGs; sub-nationally and nationally

Component 2. Promote literacy and innovation for data collection, compilation, dissemination and use

- **Capacity development for data collection and use.** The project procured 19 computers to support 9 ministries with necessary technology and to enable data collection and collation.
- **Training programs for statistics and policy officials.** The project further supported a series of trainings and capacity building programs for the of government officials, including of the Bureau of Statistics, Department of M&E and general government:
    - Training programs: Results Based Management (RBM), short courses on Outcomes-based Monitoring and Evaluation (M&E), Public Sector M&E
    - High level meetings and conferences: UN World Data Forum, International Population Conference

    Study tours: Horticulture Production Survey (HPS), Continuous Multipurpose Household Survey (CMS), Consumer Price Index (CPI), Producer Price Index (PPI), Correctional Statistics, and EuroStat International),

- **Data awareness and dissemination.** To enhance appreciation of data in the implementation of the SDGs and the NSDP, the following workshops and meetings were hosted:
    - Importance of data and statistics.
    - SDGs reporting, selection of SDGs indicators and role of data.
    - National SDGs prioritization.
    - Know your statistics System campaign, including celebration of the Africa Statistics Day
    - Career Guidance given by the Lesotho Young Statisticians and Demographers Association

Component 3. Strengthening national leadership, legal frameworks and policy

The project facilitated establishment of coordination mechanisms; facilitating:

- Establishment Sectoral and Technical/working committees. to support implementation of the both the SDGs and NSDP,
- Development of Project knowledge resources.

III. STRATEGY

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

a) Component 1. National statistics and data collection ecosystem established.

The component is aimed at establishing foundation blocks for sustainable data collection, compilation, dissemination and use. In response to the challenges identified in the diagnostic assessment carried out in 2017, the project is expected to provide a systemwide support and capacities development towards bridging identified gaps. In this regard, the following key outputs are expected:

- A cross-sectional assessment of methodologies used to collate data in selected sectors.
- SDG M&E framework
- An updated data portal
- Statistics yearbook

b) Component 2. Capacity building for data literacy, use and collection

The objective of this component is to facilitate a continuous, participatory and responsive process for data collection, compilation and utilization. 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). The project will therefore provide support towards:

- Innovations for statistical reporting and analysis
- Campaigns for statistics and use
- Statistics related trainings

The project will further support research focusing on data and policy to encourage awareness, analytics and use of national statistics, which will culminate into a localized data dialogue for 2018.

c) Component 3. Coordination, legal and policy frameworks

This component focuses on building national ownership, participation and sustainability of the proposed project activities. In 2018, project will only focus on establishing coordination mechanisms for M&E and statistics. The intention is to advance to harmonization between the governing legislation, policies and other instruments.

2. Highlights of the 2018 Plan

In 2018, the following activities and targets are planned under each project component:

Component 1: Development of a national Ecosystem for Statistics and data collection

- Development of the national M&E Framework
- Migration of Bureau of Statistics (BOS) website
- Update of BOS data portal
- Trainings to facilitate update of Bos data portal

Component 2: Capacity building for data collection, use and literacy
- Provide training and technical assistance, BOS staff and the national statistical system
- Support for meetings, exchange visits and international training to strengthen coordination and data collection and analysis
- Promote awareness and advocacy for use of statistics and data
- Preparations of the planned 2019 Data Conference

Component 3: Coordination, legal and policy frameworks
- Provide complementary support to development of the M&E policy,
- Establish and support national and sectoral Statistics and M&E Coordinating Committee
- Resuscitate and support statisticians' associations

4.0 Monitoring and Evaluation
- Conduct mid-term review and develop an M&E Plan
- Develop sustainability plan

3. **Budget Summary**

Output Number	Indicative activities	Total USD	UNDP (TRAC)	EU (DONOR)
1.0.	National statistics and data collection ecosystem	57,137.00	0.00	57,137.00
2.0.	Capacity building for data collection, use and literacy	306, 729.00	0.00	306, 729.00
3.0.	Coordination, legal and policy frameworks	8,400.50	0.00	8,400.50
4.0.	Project Management and Administration	251,098.50	40,000.00	211,098.50
TOTAL BUDGET		**623,370.00**	**40,000.00**	**583,370.00**

Award ID: 0101812

Implementing Partner: Ministry of Development Planning

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				PLANNED BUDGET				
		Q1	Q2	Q3	Q4	Funding Source/Donor	Budget Description	Total Amount (USD)	TRAC	Donor
Output1:								$57 137,00	$0,00	$57 137,00
1.0.0. Development of National Ecosystem for Statistics and Data Collection										
Indicators: 1. *Output Indicator 1.1. Existence of a national M&E framework to monitor national and international (SDGs) development programs* 2. *Output Indicator 1.2. Revised NSDS and implementation*	1.2.1 Develop national M&E framework	x	x			EU	Meetings, venue, refreshments	$2 000,00	$0,00	$2 000,00
	1.3.1 Establish national, sectoral and district database and an on-line platform									
Baseline: *Draft NSDP M&E framework*	1.3.1.1 Conduct a cross-sectional assessment of methodologies used to collate data in selected sectors	x	x			EU	Data collection, analysis and report writing	$0,00	$0,00	$0,00
Targets: 1. *60% of identified national development sectors participate in the project and report on the NSDP M&E framework* 2. *Baseline data for NSDP and NSDP* 3. *60% mandatory statistical reports are planned and published*	1.3.1.3 Develop an on-line platform for data collation and analysis		x	x		EU	Training, venue, server hosting, server procurement	$40 541,00	$0,00	$40 541,00
	1.3.2 Analysis of use and demand for statistics									
	1.3.2.1 Update and publish Lesotho Statistical Yearbook.				x	EU	Meetings, venue, refreshments, accommodation publication	$14 596,00	$0,00	$14 596,00
Output 2: **2.0.0 Capacity Building for Data Collection, Use and Literacy**								$306 729,00	$0,00	$306 729,00

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				PLANNED BUDGET				
		Q1	Q2	Q3	Q4	Funding Source/Donor	Budget Description	Total Amount (USD)	TRAC	Donor
Indicators: *1. Output Indicator 2.1. Number of training programs held/people trained* *2. Output Indicator 2.2. Number of policies, plans and national/sectoral reports produced that use national data sources* *3. Output Indicator 2.3. Number of reports disseminated through specific platforms (workshops, internet download, distribution of print versions*	2.1.1 Develop and implement a capacity building program for MDA									
	2.1.1.1 Provide training and technical assistance	x	x	x	x	EU	Consultants, venue, refreshments, stationery	$56 965,00	$0,00	$56 965,00
	2.1.1.2 Train statisticians on tools and modern technics for data collection, analysis and dissemination	x	x	x	x	EU	MICS data collection, consultants, venue, refreshment	$65 311,00	$0,00	$65 311,00
	2.1.1.4 Support for meetings, exchange visits and international trainings		x	x	x	EU	study tours, trainings, accommodation, air tickets, refreshments	$67 778,00	$0,00	$67 778,00
Baseline: *1. 0* *2. Baseline (2015) Lesotho Statistical portal* *Targets: 1. Capacity building plan for key officials in Statistics, M&E Policy and* *2. 60% ministries use data for policy planning and*	2.3.1 Support Innovations for data awareness and dissemination									

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				PLANNED BUDGET				
		Q1	Q2	Q3	Q4	Funding Source/Donor	Budget Description	Total Amount (USD)	TRAC	Donor
3. A functional central and sectoral statistics and data dissemination platform	2.3.2.2 Support development of statistics reports, quick data informatics and other user-friendly reporting formats	x	x	x	x	EU	Meetings, refreshments, venue, accommodation, publication	$22 018,00	$0,00	$22 018,00
	2.4.1 Promote awareness and advocacy for use of statistics and data									
	2.4.1.1 Develop and implement an awareness/advocacy campaign programme to promote use of statistics	x	x	x	x	EU		$28 057,00	$0,00	$28 057,00
	2.4.1.2 Support policy research for evidence generation	x	x	x	x	EU	consultants, discussants, call for abstract\papers, meetings refreshments, venue, printing, travel, adverts	$66 600,00	$0,00	$66 600,00
Output 3: 3.0.0 Coordination, legal and policy frameworks								$8 405,50	$0,00	$8 405,50
Indicators: 1. Output Indicator 3.1. Existence of national coordination committees for statistics and M&E production	3.1.1 Support improved coordination, policy and legal frameworks for data and statistics									
2. Output indicator 3.2. Improved institutional capacities for effective	3.1.1.1 Develop relevant policies for Statistics and M&E		x	x	x	EU	Meetings, venue, refreshments	$2 000,00	$0,00	$2 000,00

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				PLANNED BUDGET				
		Q1	Q2	Q3	Q4	Funding Source/Donor	Budget Description	Total Amount (USD)	TRAC	Donor
participation in statistics and data collection	3.1.1.2 Support amendment of the Review Statistics Act 2001		x	x	x	EU	Meetings, venue, refreshments	$0,00	$0,00	$0,00
Baseline:	3.2.1 Establish coordinating and support mechanisms for M&E and Statistics									
1. Limited coordination processes for Statistics and M&E	3.2.1.1 Establish and support national and sectoral M&E Coordinating Committee	x	x	x	x	EU	Meetings, venue, refreshments	$2 000,00	$0,00	$2 000,00
2. No institutional capacity gaps established	3.2.1.2 Establish and support national and sectoral Statistics Coordinating Committee	x	x	x	x	EU	Meetings, venue, refreshments	$2 000,00	$0,00	$2 000,00
Targets: NSDS, NSDP review completed.	3.2.1.3 Resuscitate and support statisticians' associations	x	x	x	x	EU	Meetings, venue, refreshments	$2 405,50	$0,00	$2 405,50
Output 4:	**4.0.0 Project Management and Administration**							$251 098,50	$40 000,00	$211 098,50
Human Resources	4.1.1 Engage project staff					EU, UNDP		$173 331,50	$30 000,00	$143 331,50
	4.1.1.1 Project Technical Advisor					EU		$38 604,50	$0,00	$38 604,50
	4.1.1.2 Project Manager					EU		$46 727,00	$0,00	$46 727,00
	4.1.1.3 Project Assistant					UNDP		$7 500,00	$7 500,00	$0,00
	4.1.1.4 Project Coordinators							$0,00	$0,00	$0,00
	4.1.1.5 Assistant Statisticians/Project technical staff (6 officials)					EU, UNDP		$72 000,00	$14 000,00	$58 000,00
	4.1.1.6 Project Driver					UNDP		$8 500,00	$8 500,00	$0,00

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | TIMEFRAME | | | | PLANNED BUDGET | | | | |
		Q1	Q2	Q3	Q4	Funding Source/Donor	Budget Description	Total Amount (USD)	TRAC	Donor
Operating Costs	4.1.2 Project Operating Costs					EU, UNDP		$25 540,00	$10 000,00	$15 540,00
Monitoring and Evaluation	4.1.3 Undertake Project monitoring and evaluation					EU		$42 218,00	$0,00	$42 218,00
Audit	4.1.5 Undertake Project audit					EU		$0,00	$0,00	$0,00
Visibility	4.1.6 Communication and publicity					EU		$10 009,00	$0,00	$10 009,00
Total for Project Management and Administration								**$251 098,50**	**$40 000,00**	**$211 098,50**
Total Project Budget								**$623 370,00**	**$40 000,00**	**$583 370,00**

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V.   MANAGEMENT ARRANGEMENTS

The management structure of the project is as follows and outlined in Figure 1 below:
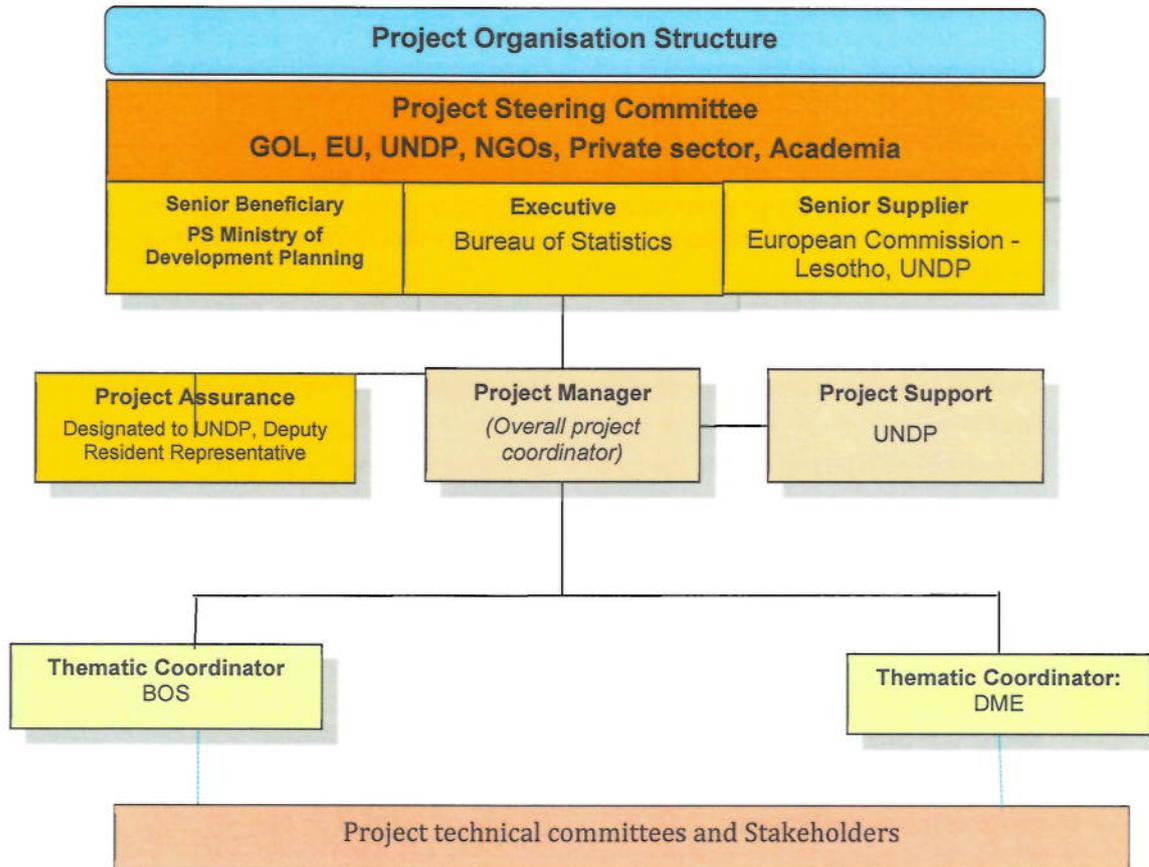
Project Steering Committee: The Project Steering Committee (PSC) is responsible for the overall direction and management of the project and has responsibility and authority for the project. The PSC is the group responsible for making executive management decisions for a project when guidance is required 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

Members of the Steering Committee for this project include:

- Ministry of Development Planning (Executive and Senior Beneficiary)
- Ministry of Finance
- Office of the Prime Minister
- Bureau of Statistics
- National Authorising Office
- UNDP
- UNFPA
- UNICEF
- World Bank
- European Union

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Figure 1 Project Management Structure

The Steering Committee will meet every quarter and review and approve annual budgets and work plans and provide strategic guidance to the project. The PSC in 2018 will be held in **April and October 2018.**

VI.   MONITORING AND EVALUATION

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

<u>Within the annual cycle</u>

- ➢ 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, 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, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Steering Committee,

- ➢ 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

VII. ANNEXES

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	*Probability* = Medium (2) *Impact* = High (5)	• Strengthen engagement with the Ministry and the Bureau of Statistics to ensure that all concerns and aspirations are addressed • Advocacy for benefits of improved statistical system
2. Limited capacity of the BoS (Human resources complement and skills)	Operational	*Probability* = High (4) *Impact* = High (5)	• Facilitate human resources by engaging a project coordinator with BoS and other external support required • Advocacy with government on the HR policy
3. Different levels of appreciation and usage of statistics and data among clients and producers	Operational	*Probability:* Medium (3) *Impact* = Medium (3)	• Undertake a needs assessment to validate current analysis • Integrate appropriate training events for users and producers
4. Uncoordinated donor assistance to BoS and NMEU that duplicates results of this intervention	Strategic	*Probability* = High (4) *Impact* = Medium (3)	• Consult with potential donors, and ensure alignment of results for intended project. • Use MDP to strengthen coordination of donor support in the area.
5. Closed term of the NSDS and NSDP mid-term review	Strategic	*Probability* = High (5) *Impact* = Low (1)	• NSDS will be revitalized as the main implementation document for the project • Include review of the M&E framework
6. Poor coordination and communication between key implementation ministries	Strategic	*Probability*= Medium (3) *Impact* = Medium (3)	• Facilitate systems for effective communication and support to the BoS
7. Potential changes in political and administrative leadership in the key ministries	Political	*Probability* = High (4) *Impact* = High (4)	• A strong technical team to ensure project continuity and stability
8. Ability to meet the funding requirements and terms	Financial	*Probability* = Medium (2) *Impact* = High (4)	•