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Terms of Reference
Chief Technical Advisor
Lesotho Data for Sustainable Development Project

Title:	Chief Technical Advisor (Lesotho Data)
Type of Contract:	Individual Contract
Duration:	1 year (April 2017 – March 2018)
Time Commitment:	Full time
Duty Station:	Maseru, Lesotho

A. BACKGROUND AND CONTEXT

A.1. Introduction

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.

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, and 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,

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development partners, and civil society. As such this project will be expected to enable the Bureau of Statistics to meet the requirements for production of typological data and disaggregation

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 order to promote credibility and consistent information in Lesotho, there is a need to strengthen secondary data collection, standardize processes and ensure that data collection is consistent with the international data collection 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.

The Post 2015 Agenda assumes, based on the results of the MDGs; that countries have data on some of the targets and indicators for setting national baselines and developing the indicator framework 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. The MDG Status Report 2015, reflects that the quality of reported results was highly affected by the challenges relating to data availability and timeliness. 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 recent review of the NSDP reflect that the results of implementation could not be adequately measured as there were no well-defined indicators and tools to monitor progress. As such, a strong national system that promotes data collection, collation, analysis and dissemination is necessary to monitor progress on the national and international development targets, particularly the NSDP, SDGs and Agenda 2063.

A.2. Project: Lesotho Data for Sustainable Development

The Lesotho Data for Sustainable Development Project is a new project funded by the European Union (EU) and United Nations Development Program(UNDP). The 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 systems. The project intends to strengthen national and sectoral capacities to generate and utilize data, facilitate accountability for resources and advocacy for evidence – based planning and results. The project will be implemented by the Ministry of Development Planning, through the Department of M&E and Bureau of Statistics, and managed by UNDP.

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

The project requires the services of a knowledgeable and experienced statistician or data for development expert to provide technical and advisory support to the project. The Technical Advisor will serve as the main subject matter expert for statistic, data and monitoring and evaluation. The assignment will be in two parts, mapping of national data gaps, opportunities for effective monitoring of the SDGs, NSDP and other regional development programs including the Agenda 2063, and provision of technical and advisory support for implementation of the project. The Consultant should be familiar with the SDGs, national development strategic planning processes, and facilitate integration of these for development of the national monitoring and evaluation plans as well as the national system for statistics. During his time in Lesotho, the technical advisor will be expected to work with the Ministry of Development Planning, established technical teams and development partners supporting the sector.

B. Objectives of the Assignment

The external consultant will act as a team leader, with support of the local and/or other consultant, as may be necessary to deliver the following:

- Conduct the mapping of the Lesotho data ecosystem, including national official statistical capacity at the national and sub-national levels, legal and policy frameworks, entry points and obstacles for multi-stakeholder engagement on data for implementation and monitoring of the SDGs, National Strategic Development Plan and other regional programs, such as the Agenda 2063.
- Evaluate data gaps and availability based on the principles for effective implementation of the SDGs and assess the capacity and institutional upgrading required to track and monitor NSDP, including the SDGs – sub-nationally and nationally.
- Provide technical support and leadership for establishment of a national statistical ecosystem, and the development of an inclusive national M&E framework
- Develop a national capacity building plan, by identifying gaps, opportunities, innovations and new technologies for participation, which could be leveraged in infrastructure/institutional requirements for the improved collection, dissemination, analysis and use of data, and efforts to support the creation of national and international legislative frameworks for monitoring and accountability of SDGs.

C. Scope of Work

The main duties of the Technical Advisor would entail:

Part I. Mapping of the national needs and capacity for monitoring SDGs and NSDP

A local consultant will be recruited to support the international consultant in delivering the assignment. The review should give an indication of the technical capacity gaps among suppliers of data, users, and the overall ecosystem, as well as provide recommendations on how to best address the identified challenges to respond better to the demands of the SDGs, NSDP and Agenda 2063 reporting. The assessment will form a foundation for implementation of the Lesotho Data for Sustainable Development by providing a detailed system for capacity development interventions and establishment of an effective ecosystem. Specifically, the Consultancy team will be expected to deliver the following:

- **Conduct a national diagnostic for assessing the national capacity for SDGs, NSDP and Agenda 2063 monitoring, relative to the existing national statistical and data ecosystem and requisite statistical typology and indicators**
 - Conduct a desk review on related initiatives and international best practices to develop a national diagnostic report on the national capability to deliver SDGs, NSDP and related program monitoring
 - Map the national data ecosystem, and identify key stakeholders, gaps and opportunities that may be leveraged relative to the national development priorities and the SDGs.
 - Liaise with the national consultant and BOS and M&E Unit to validate national statistical and data systems
 - In collaboration with the national consultant, facilitate validation workshops for all the stages of the assignment and incorporate all emerging stakeholder input finalize project documents
- **Evaluate data gaps and availability based on the principles for effective implementation of the SDGs and assess the capacity and institutional upgrading required to track and monitor NSDP, including the SDGs – sub-nationally and nationally**
 - In collaboration with the Ministry of Development Planning, analyse data gaps for SDGs, providing national baselines (if not available already) and assess national capacity to monitor and report on the same
 - Based on the SDGs reporting guidelines and national priorities, develop a structured reporting mechanism to encompass both the SDGs and NSDP requirements
 - Develop a capacity building and institutional upgrading plan, and support identification of priority ministries based on the national capacity assessment and data typologies
- **Develop a capacity building plan for the national data ecosystem for collection and compilation, Data processing dissemination and use**
 - Assess technical and human resources needs based on 1) and 2) above, necessary for establishment of an effective data ecosystem. Establish technical and skills complement within Ministries, and Departments and Agencies (MDAs), and advise requisite levels in liaison with the Ministry of Development Planning
 - Identify short-term learning needs and areas that may require special attention and opportunities, and facilitate support
 - Assess operational structures and workflow at sectoral, sub-national and national structures for data collection, analysis dissemination and use, and recommend accordingly
 - Develop a capacity building plan

Part II. Technical support in the implementation of the Lesotho Data

- **Technical support and leadership in strengthening of a national statistical ecosystem and capacity development for data literacy, innovations and use**

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- Based on the recommendations of the national gap analysis and diagnostic for statistical capacity gaps and opportunities, develop a detailed methodology to inform project delivery, and revise the project work - plan accordingly.
 - Take the technical lead in the development of a methodology for the development of the national M&E framework, and ensure coordination with other consultants and partners to facilitate consistency with the national priorities of the NSDP, SDGs and other development frameworks.
 - Assist the project team in developing technical specification and terms of reference for various project activities and facilitate selection of qualified offerors.
 - Work closely with the appointed consultants and provide quality assurance on produced results
 - Support establishment of national, sub-national and sectoral coordination mechanism for statistics and data in Lesotho and provide methodological guidance to establishing an effective ecosystem
 - Facilitate development of technical tools and templates for inclusive and disaggregated sectoral M&E and data collection and reporting
 - Facilitate institutionalization of modern techniques in data and statistics such as big data and promote harmonizing with in-country practices
- **Facilitate capacity building and knowledge building**
 - Provide direct technical support to strengthen the capacity of the Bureau of Statistics and Dept. Of M&E, and national systems for M&E and statistics, including in the use of statistics and data in decision making
 - Provide technical support for implementation of the project activities and provide technical expertise, and ensure consistency to international best practices and tools
 - Based on the assessment report, facilitate capacity building for data literacy, collection, and use among national stakeholders; and conduct periodic workshops to strengthen technical capacity
 - Facilitate an environment for learning and encourage development of knowledge resources within the project
 - Identify opportunities and gaps for short-term learning, and facilitate training and on-the-job coaching for implementing partners and participating stakeholders.
 - Identify success stories and documentation of case studies from the project, to promote learning and literacy.
- **Support effective project management and delivery of project outputs**
 - Support the Project manager, to ensure effective implementation of all components of the project
 - Support management aspects of the project including planning, budgeting, monitoring and reporting
 - Participate in project technical meetings and support the Project manager in identifying solutions to implementation bottlenecks

D. Expected Outputs and Deliverables

The assignment is expected to be take up over 12 continuous months and the consultant will be responsible for delivery of the following:

Part I.

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1) Inception report and a methodological approach to delivering the assignment	7 days	April 2017	UNDP Program Manager, Director Bureau of Statistics, Director M&E
2) Assessment report and national diagnostic for SDG and NSDP monitoring	20 days	April 2017	UNDP Program Manager, Director Bureau of Statistics, Director M&E
3) Data gap analysis for SDGs and NSDP, with baselines and reporting mechanisms	14 days	April - May 2017	UNDP Program Manager, Director Bureau of Statistics, Director M&E
4) Capacity building plan and prioritization	14 days	May 2017	UNDP Program Manager, Director Bureau of Statistics, Director M&E
5) Facilitate consultation and review workshops	5 days	April – May 2017	UNDP Program Manager, Director Bureau of Statistics, Director M&E

Part II.

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
6) A methodological approach to delivering the project activities	14 days	May 2017	Project Steering Committee
7) Monthly progress reports outlining progress and activities undertaken and plans for the following month	10 months	January 2018	Project Steering Committee
8) National M&E framework and indicators (reflecting SDGs and NSDP)	2 months	July 2017	Project Steering Committee

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9) Capacity building programs and reports for BOS and M&E unit	Monthly	Monthly	Project Steering Committee
10) A final report reflective of an effective ecosystem for statistics and M&E	10 months	2018	Project Steering Committee
11) Exit report	2 days	March 2018	

E. Institutional Arrangement

- a) The Consultant will be recruited by UNDP and is directly responsible to the UNDP – Deputy Resident Representative, and will work in liaison with the relevant Program Officer for delivery of the assignment. The consultant shall work in close collaboration with the Ministry of Development Planning and the Project Manager, under the supervision of the Bureau of Statistics. The consultant will also work in close collaboration with all appointed all the consultants that will be appointed under the project.
- b) The project reports will be approved by the joint UNDP and Ministry of development Planning technical team and also the Project Steering Committee.
- c) The Consultant will be expected to engage with the Ministry of Development Planning, and ensure participation of all relevant departments of government, civil society, academia, media and development partners.
- d) The project will provide office space and resources, and transport for all work-related activities for the duration of the contract period.

F. Duration of the Work and Duty Station

- a) The assignment is expected to be carried out in 12- months continuous period, beginning in April 2017 until March 2018, broken as:
 - o Part I, will be completed in 60 days
 - o Part II, will be carried out over a period of 10 months.
- b) The consultant shall be housed at the Bureau of Statistics for the duration of the project period, and will be expected to report to work on daily basis. When necessary, UNDP will provide short-term operating space for consultations and meetings

G. Qualifications of the Successful Individual Contractor

Education:

A Master's Degree or higher in Statistics, Economics, Development Studies and relevant fields

Special Skills and experience

- A minimum of 10 -15 years of proven experience in providing technical assistance to national/sub-national governments in statistics and data, designing and implementing planning and monitoring processes, including a similar work such as policy advisory.
- A minimum of 7- 10 years of proven experience in facilitating consultation sessions for the national/sub-national programs.

- A minimum of 7-10 years of proven experience in providing technical assistance to national/sub-national governments and international organizations for the design of the M&E framework.
- In-depth knowledge of legal and policy frameworks on open data and identifying data consolidation strategy, entry points and obstacles for multi-stakeholder engagement on data for implementation and monitoring of the national plan.
- Sound knowledge of statistical techniques with ability to come up with solutions to complex institutional data problems.
- Sound understanding of the Sustainable Development Goals, Agenda 2063 and National Strategic Development planning processes
- Understanding of the Lesotho socio-economic and statistical environment will be an added advantage.
- Good experience in facilitating and managing technical workshops
- Excellent coordination and interpersonal skills
- Excellent written and oral communication skills

H. Scope of Price Proposal and Schedule of Payments

The financial proposal should be presented as a Lump Sum Amount –representative of payments closely linked to deliverables. Payments will be scheduled as:

Deliverables/ Outputs	% Payment	Expected Date of payment	Review and Approvals Required
Part I.			
1) Inception report and a methodological approach to delivering the assignment	20%	30 th April 2017	UNDP Program Manager, Director Bureau of Statistics, Director M&E
2) Draft report: - Assessment report and national diagnostic for SDG and NSDP monitoring - Capacity assessment and capacity building plan and prioritization	40%	15 th May 2017	UNDP Program Manager, Director Bureau of Statistics, Director M&E
3) Final reports	40%	31 st May 2017	UNDP Program Manager, Director Bureau of Statistics, Director M&E
Part II.			
4) A methodological approach to delivering the project activities	20%	31 st May 2016	Project Steering Committee
5) Quarterly Progress Reports			Project Steering Committee
Quarter 1	10%	30 th June 2017	
Quarter 2	20%	30 th September 2017	
Quarter 3	20%	31 st December 2017	

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6) A final report reflective of an effective ecosystem for statistics and M&E	10%	January 2018	Project Steering Committee
7) Exit report	10%	March 2018	

I. Recommended Presentation of Offer

Interested consultants are requested to submit the following:

- Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- Personal CV and P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment.
- Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If the consultant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), he must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

J. Criteria for Selection of the Best Offer

A successful Consultants will be selected based on the Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%. The criteria for scoring will be guided by the following:

Criteria for technical evaluation	Ranking
1) Academic Qualification	5%
2) Professional Experience as outlined in Section F above	15%
3) Knowledge and understanding of the SDGs, Agenda 2063 and national strategic planning processes	15%
4) Experience in policy advise and technical assistance to national or subnational processes	15%
5) Experience in development of national M&E frameworks	15%
6) English writing and oral skills	3%
7) Coordination and interpersonal skills	2%
8) Methodology and technical proposal	30%
9) TOTAL	100%

K. Annexes to the TOR

- Project document
- Template for Confirmation of interest and availability
- Template for P11

L. Submission of applications

- All applications should be addressed to:

Resident Representative
United Nations Development Program
3rd Floor, UN House
UN Road
P.O Box 301
Maseru 100, Lesotho

- The applications should be send to ls.procurement@undp.org, with the reference: **CTA – Lesotho Data** in subject.

M. Approval

This TOR is approved by:

Mrs Asha Kannan – Senior Economic Advisor and Officer – in – Charge

Signature:



Date of Signing:



