

MILLENNIUM CHALLENGE ACCOUNT-LESOTHO

STRATEGIC PLAN

VISION

- To be globally recognized as having successfully achieved Compact goals, in terms of delivery and improved economic outcomes on behalf of our Stakeholders.

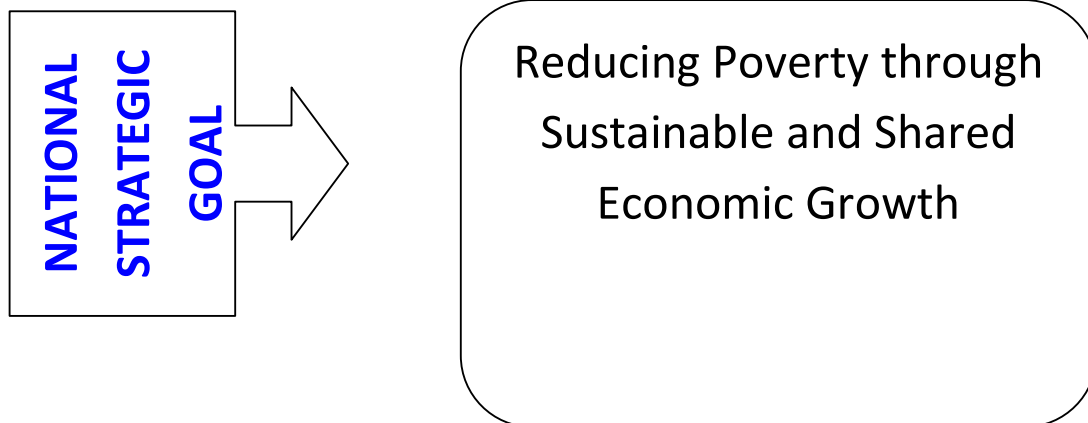
MISSION

- To effectively implement all Compact activities, in partnership with the Implementing Entities, within time and budget, in an environmentally, socially and economically sustainable manner.

VALUES

- **Transparency:** fairness, openness, equitable access to information and compliance with guidelines.
- **Professionalism:** respect for others, excellence and accountability.
- **Efficiency:** delivery on time and within budget, results oriented and time conscious.
- **Teamwork:** spirit of working and achieving together, working in partnership with stakeholders and Information sharing.
- **Corruption-free:** Promoting and creating environment which is free of all sorts of malpractices and which cherishes integrity and honesty.
- **Social responsibilities :** giving due regard for expectations and the needs of the underprivileged, employee welfare and sustainability of projects.

A. NATIONAL STRATEGIC GOAL



HEALTH	PSD	WATER
To mitigate negative economic impacts of poor maternal health, HIV/AIDS, TB and other diseases by strengthening health care infrastructure and systems.	To improve private sector activity through access to credit, reduction of transaction costs, and increased participation of women in the economy.	To enhance people's livelihoods by improving water supply for industries and domestic use, achieve better sanitation and reliable supply of water, and improve environment through water shed management.

B. MCA-LESOTHO STRATEGIC PRIORITY AREAS

1. CORPORATE GOVERNANCE

Adherence to high performance standards, best compliance and reporting practices, and efficient risk management systems.

2. HUMAN RESOURCES

Recruitment and retention of highly qualified staff as well as ensuring that staff are highly productive and motivated, through creating environment that cherishes and promotes:

- (a) Participation and commitment;
- (b) Relevant training, development and skills transfer; and ;
- (c) Equitable reward for performance.

3. INFRASTRUCTURE

Effective implementation of sustainable water and health infrastructure to ensure poverty reduction and economic growth.

4. ENVIRONMENT AND SOCIAL IMPACT ASSESSEMENT

Ensuring effective integration of environmental, social and gender issues in all the Compact projects and activities.

5. FINANCIAL MANAGEMENT AND ACCOUNTING

Establishment and execution of an effective financial management and reporting environment through ensuring that a) funding is available at the right time and in sufficient quantities to meet the Program expenditures; b) spending is always within approved budget framework; c) keeping proper books of account of the Compact; d) Timely audit, and relevant and reliable financial reporting of the Compact activities; and e) compliance with the Fund Accountability Plan and other Compact promulgations.

6. PRIVATE SECTOR DEVELOPMENT

Ensuring that, within the context of the Private Sector Development menu of the Compact, a conducive business climate (i.e. accessibility to credit, reduced transaction costs and increased participation of women in the economy) is effectively created.

7. PUBLIC OUTREACH

Establishment of effective public outreach framework , characterized by gathering of relevant information for management decision making and dissemination of relevant information to stakeholders for buy-in and ownership of the Compact, participation in projects implementation and for enabling post-Compact sustainability of the public assets created by the Compact.

8. MONITORING AND EVALUATION

Establishment of an effective and efficient monitoring and evaluation system, characterized by existence of reliable data sources, data collection systems, timely collection and analysis data, and efficient reporting on impacts and outcomes of the Compact.

9. PROCUREMENT

Ensuring procurement activities characterised by efficiency, transparency, high standards of professionalism and corruption-free practices through strict compliance with the Millennium Challenge Corporation Procurement Guidelines and other best procurement practices.

C. MCA-LESOTHO OPERATIONAL OBJECTIVES

1.1 CORPORATE GOVERNANCE	<p>Management, co-ordination and implementation of the Program and its projects in accordance with the Compact, the Project Implementation Agreement and MCA-Lesotho Authority Act.</p>
---	---

2.1 HUMAN RESOURCES	<ul style="list-style-type: none"> • Address Governance Issues; • Attract and retain qualified staff; • Develop and Implement a Performance Management System; • Strengthen management and Human Resources Capacity; and • Monitor and oversee proper utilisation of MCA-Lesotho’s assets.
------------------------------------	---

3.1 INFRASTRUCTURE	<ul style="list-style-type: none"> • Quality Assurance/Quality Control- attain high quality standard by setting up Quality Assurance/Quality Control systems in the first quarter, and monitor quality performance monthly. • Projects Management – projects mid-term and end-term reviews • Contracts Management – set contract quality control systems at the inception stage
-------------------------------	---

4.1 ESIA	<ul style="list-style-type: none"> • Review all TORs for infrastructure projects to determine the extent to which environmental, social and gender considerations have been taken into account. • Carry out environmental monitoring for all major Compact projects on monthly basis . • Undertake environmental and gender auditing for all major Compact projects biannually. • Prepare and disseminate quarterly and annual reports relating to the activities of the section.
---------------------	---

MILLENNIUM CHALLENGE ACCOUNT – LESOTHO OPERATIONAL OBJECTIVES

5.1 FINANCE AND ADMINISTRATION

- Address Governance Issues..
- Ensure Proper Financial Planning and Reporting.
- Ensure Implementation, Compliance and review of Internal Controls on a continuous basis.
- Ensure proper administration of organisations resources

6.1 PRIVATE SECTOR DEVELOPMENT

- serve as the coordinator overseeing and liaising with relevant entities on implementation of the Civil Legal Reform and the Land Administration reform; the financial sector and Gender Equality in Economic rights activities on an annual basis.
- To organize responsible IE staff to cooperate with MCA Finance, Procurement, M&E Teams to prepare Financial, ITT, and procurement updates on a quarterly basis.
- To ensure that all PSD implementation plans are drawn , maintained and monitored weekly.
- Manage time and budget for the PSD activities to ensure disbursements on schedule

7.1 PUBLIC OUTREACH

- To raise awareness of the projects among all relevant stakeholders and the public at large.
- To foster participation of the members of the civil society in projects implementation and care after the completion stage.
- To manage perceptions of the local affected communities.
- To form partnerships with civil society groups for interacting with the communities.
- Enhance the Compact public outreach through, amongst others, brand ambassador concept.
- To actively communicate to community members by providing information and receiving feedback for decisionmaking purposes.
- Continually providing information to the media to promote broad awareness of MCA-Lesotho activities.

MILLENNIUM CHALLENGE ACCOUNT – LESOTHO OPERATIONAL OBJECTIVES

9.1 PROCUREMENT	<ul style="list-style-type: none">• Apply strict compliance with MCC Procurement Guidelines and best procurement practices.• Ensure expedient procurement process; and• Put in place mechanisms and system that ensures high and effective responses to request for proposals and tenders.
----------------------------	--

8.1 M & E	<ul style="list-style-type: none">• Manage and coordinate Compact M&E system.• Develop and review Compact monitoring and evaluation framework; and• Maintain and operationalize Compact monitoring and evaluation plan.
--------------------------	---

D. MCA-LESOTHO PERFORMANCE TARGETS

1.2 CORPORATE GOVERNANCE	Management ,Co-ordination and implementation of the Program and its Projects consistent with the Compact, the PIA and MCA-L Act.
---	--

2.2 HUMAN RESOURCES	<ul style="list-style-type: none"> • Review Human Resource Rules and Regulations annually • Develop and Implement policies i.e. Wellness, Bereavement, Recruitment policies by October 2009. • Ensure evaluations of all jobs which will encompass review of job descriptions, grading structure by December 2009 • Coordinate semi-annual performance appraisals. • Identification of short and long term training needs by November 2009. • Completion of a training plan by December 2009.
--------------------------------	---

3.2 INFRASTRUCTURE	HEALTH INFRASTR UCTURE	PMCS engaged by October 2009. IFB for construction finalised by November 2009. All constructions (HC, OPD and BC) started by April 2010 Project completion by December 2012.
	HEALTH SYSTEMS	HSS firm engaged by October 2009. HCWM firm engage by October 2009. Project completion by August 2013
	WATER	MPMU engaged by October 2008 All designs (Dam, WTW, DCS) by October 2010 All constr. Contracts started by June 2011 Project completion by June 2013
		PIU engaged by October 2009 DE engaged by October 2009, 1st design by February 2010 1st project cosntruction started by July 2010. Project completion by Dec. 2012
		PMCS engaged by October 2009. Phase 1 construction started by April 2010 Project completion by October 2012.

MILLENNIUM CHALLENGE ACCOUNT – LESOTHO PERFORMANCE TARGETS

4.2 ESIA	<ul style="list-style-type: none"> • Environmental Social Impact Assessment studies including development of an Environmental Management Plan (EMP) for Metolong Connector completed by October, 2009. • Environmental Social Impact Assessment studies including development of an Environmental Management Plan (EMP) for Botšabelo Health Complex completed by October, 2009. • Environmental Social Impact Assessment studies including development of an Environmental Management Plan (EMP) for the Water and Sewerage Authority (WASA) completed by November, 2009. • Develop and implement an effective gender integration strategy by August, 2009. • Establish an operational environmental monitoring system by December, 2009. • Develop effective environmental and gender auditing tools by January, 2010.
-----------------	--

5.2 FINANCE	<ul style="list-style-type: none"> • Ensure review of the Fiscal Accountability Plan by March and September (annually). • Review Financial procedures by July (annually). • Review and Consolidate detailed Financial Plans , Quarterly Financial Plans and Disbursement Request by the 1st of the month preceding every quarter. • Ensure reporting to MCA-Lesotho’s Stakeholders on set periods. • Prepare an Audit Plan no later than sixty calendar days before the end of each period to be audited. • Prepare Fund Accountability Statement by the first month after quarter end. • Ensure completion of Financial and Compliance Audits, and availability of a draft audit report by the 3rd month after quarter end. • Submission of MCA-Lesotho’s budget to Government of Lesotho by October (annually).
ADMINISTRATION	<ul style="list-style-type: none"> • Prepare Fleet Management procedures by end of september 2009 • Prepare Purchasing and Stores Management procedures by end October 2009 • Ensure timely preparation of fleet management reports by 15th of the subsequent month. • Prepare fixed assets procedures by end of December 2009. • Ensure adequate insurance cover of MCA-Lesotho’s assets by end of September 2009. • Conduct physical verification of fixed assets by February 2010.

MILLENNIUM CHALLENGE ACCOUNT – LESOTHO PERFORMANCE TARGETS

6.2 PSD	<ul style="list-style-type: none"> • Civil Legal Consultant Contract Awarded by August, 2009. • Passage of both the Land Bill and the LAA Act by September 30, 2009. • Development of legal and regulatory framework and data privacy for Credit Bureau, National ID and Payments and Settlements commences – September 09. • Training and Public Outreach on Legal Capacity of Married Persons Act by December 2009 for the Courts, Financial Sector, Local Government, Traditional and Religious Leaders, Community based organizations, NGOs and Civil Societies, Women and Mens' groups, Youth and Police.
7.2 PUBLIC OUTREACH	<ul style="list-style-type: none"> • Develop and produce MCA-Lesotho Public Outreach Strategy by October 2009 • Develop and produce a communications policy by end of August, 2009 • Production of MCA-L quarterly newsletter. • Produce Public Outreach Guidelines by September 2009. • Coordinate and host a weekly MCA-Lesotho radio programme. • Develop and write quarterly reports for the Public Outreach Section.
8.2 M & E	<ul style="list-style-type: none"> • Establish baseline values and 5 year targets for all indicators by September 2009. • Conduct at least 5 M&E capacity building modules for all IEs by December 2009. • Develop program monitoring tools for all IEs by September 2009 • Mid-term review by the end the 3rd year of Compact. • Facilitate end of project evaluation by December 2013.
9.2 PROCUREMENT	<ul style="list-style-type: none"> • Establish a pool of advertising channels by end of September 2009. • Ensure that all procurements planned for each Compact quarter are achieved. • Ensure strict adherence to MCC Procurement Guidelines and other best procurement practices such that there is zero audit query at all times.