THE GOVERNMENT OF THE KINGDOM OF LESOTHO

and

THE FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Lesotho Country Programming Framework
2013 - 2017
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List of abbreviations and acronyms

AfDB  African Development Bank
AIDS   Acquired Immune Deficiency Syndrome
BOS  Bureau of Statistics
BTI  Bertelsmann Stiftung’s Transformation Index
CAADP Comprehensive Africa Agriculture Development Programme
CERF  Central Emergency Response Fund
CPF  Country Programme Framework
DRR/M Disaster Risk Reduction and Management
FAO  Food and Agriculture Organization of the United Nations
FDIC  Federal Deposit Insurance Corporation
GoL Government of Lesotho
HDI Human Development Index
HIV Human Immuno-deficiency Virus
IFAD International Fund for Agricultural Development
ITC International Trade Centre
ICFES Instituto Colombiano de Formación de Docentes Escolares
LAA Land Administration Authority
LAMCA Latin American and Caribbean Economic System
LNS Lesotho National Food Security
LPM Lesotho Poverty Monitoring System
LOFA Agriculture
LUNDAP Lesotho United Nations Development Assistance Programme
MDG Millennium Development Goal
MFA Ministry of Agriculture and Food Security
MDP Ministry of Development Planning
MEMWA Ministry of Energy, Meteorology and Water Affairs
MFLR Ministry of Forestry and Land Reclamation
MLGCA Ministry of Local Government and Chieftainship Affairs
MLM Ministry of Labour and Employment
MoF Ministry of Finance
NARS National Agricultural Research Services
NEPAD New Partnership for Africa’s Development
NGO Non-Governmental Organization
OECD Organisation for Economic Co-operation and Development
OCHA Office for the Coordination of Humanitarian Affairs
OCTA Office of the Chief Technical Adviser
OECF Organization for Economic Co-operation and Development
OECD National Programmes Framework
OECD Non-Governmental Organizations
OCTA Office of the Chief Technical Adviser
PAF Poverty Alleviation Fund
PRS Poverty Reduction Strategy
PSR Poverty Reduction Strategy
PRSF Poverty Reduction Strategy Fund
SDC Special Development Co-operation
SADC Southern African Development Community
SAP South Africa’s Poverty Reduction Strategy
SARA South African Reserve Bank
SAAZ South African Agriculture and Land Administration
SIPF South African Investment Programme Fund
SMPF South African Medium Term Framework
TANAP Technical Assistance for National Agricultural Policies
TCP Technical Cooperation Programme
TDI Technical Development Initiatives
TDF Technical Development Foundation
TDA Technical Development Authority
TDAF Technical Development Assistance Fund
TDG Technical Development Group
UDB United Nations Development Bank
UN United Nations
UNDP United Nations Development Programme
UNFPA United Nations Population Fund
UNICEF United Nations Children’s Fund
UNIDO United Nations Industrial Development Organization
UNODC United Nations Office on Drugs and Crime
UNRWA United Nations Relief and Works Agency
WDR World Development Report
WTO World Trade Organization
World Bank World Bank
WFP World Food Programme
Exchange rate: US$1 = LSL 9.9

WHO: World Health Organization

WFP: World Food Programme

WB: World Bank

UNAIDS: Joint United Nations Programme on HIV/AIDS

UNCT: United Nations Country Team

UNICEF: United Nations Children's Fund

UNDP: United Nations Development Programme

UNFPA: United Nations Fund for Population Activities

UNHCR: United Nations High Commissioner for Refugees

UNISDR: United Nations International Strategy for Disaster Reduction
The process of developing the CPF was synchronized with the drafting of the NSDP. In 2010, when FAO was to embark on the development of NMTPF, the GoL expressed its intentions to do away with the PRS process and return to the National Development Planning process. A concept note for the drafting of the NSDP was shared with all development partners who were asked to support the GoL in this planning framework. Development partners were expected to align their development assistance to the NSDP. FAO provided technical and financial support for the drafting of the agricultural chapter of the NSDP. This CPF is largely anchored on this input. The CPF also addresses some elements of the Environment, Health and Nutrition chapters that fall within the mandate of FAO.

This CPF aims to strengthen the effectiveness, impact and visibility of FAO assistance to the Kingdom of Lesotho. It also seeks to strengthen partnerships with national and international actors for responding to agricultural, food and nutrition insecurity challenges. This will be achieved through the establishment of platforms for information sharing and collaboration between donors, state and non-state actors. It recognizes the importance of building capacity at all levels if the goals of transforming agriculture from its current status to a truly growth generating sector are to be realized. The key entry point for this CPF is on capacity development. The CPF also seeks to enhance development interventions in natural resources management and conservation, given the extent of land and related environmental degradation, which is now exacerbated by the impact of climate change. The CPF also seeks to enhance development for food and nutrition security. The CPF is also a response to the need for enhanced resource mobilization and mobilization of resources at all levels between donors, state and non-state actors. It recognizes that capacity development is achieved through the establishment of platforms for information sharing and collaboration between donors, state and non-state actors. This will be achieved through the establishment of platforms for information sharing and collaboration between donors, state and non-state actors.

The CPF aligns with the Government's strategy for resource mobilization and utilization, which is now strengthened with national and international support. Nutrition chapters also fall within the mandate of FAO.
1. Introduction

Informed by the recommendations of the Independent External Evaluation (IEE) and recognizing the importance of strategic programming, FAO decided to rollout the development of Country Programming Frameworks (CPF). The CPF is a country led planning framework, which is meant to increase FAO’s effectiveness in delivering development support. Its key focus is on producing clear and measurable results.

The development of CPF in Lesotho started in May 2012 through consultations with all key stakeholders including state and non-state actors. This strategic document defines FAO’s priorities for collaboration and cooperation with the Government and people of Lesotho (GoL) for the period 2013-2017. It is aligned to other national development policies and plans such as the National Strategic Development Plan (NSDP), the Agriculture Sector Strategy, National Food Security Policy and the draft National Nutrition Policy. It is also in line with the Lesotho United Nations Development Assistance Programme (LUNDAP: 2013-2017) signed between the GoL and the UN system in Lesotho in December 2012.

Starting in 2013, NSDP and LUNDAP interlink, the CPF will be implemented for a period of five years. The CPF is informed by the findings of the Independent External Evaluation (IEE) of the Lesotho United Nations Development Assistance Programme (LUNDAP: 2013-2017). It is also aligned to other national development policies and plans such as the National Strategic Development Plan (NSDP), the Agriculture Sector Strategy, National Food Security Policy and the draft National Nutrition Policy.

2. Situation Analysis

2.1 National context

Lesotho is a small landlocked country, with total land area estimated at 30,355 km², all of which is completed surrounded by the South Africa. In terms of altitude, the country is located between 1400 and 3480 meters above sea level. It has four distinct agro-ecological zones, namely the lowlands (17 per cent), the mountains (59 per cent), the foothills (15 per cent) and the Senqu river valley (9 per cent). The spatial and temporal distribution of rainfall in each growing season is highly variable and one of the key determinants of the suitability of the agro-ecological zones is highly variable and one of the key determinants of the suitability of the agro-ecological zones. The rainfall is concentrated between October and March, while the dry season is from April to September. The country’s climate is characterized by dry spells and high temperatures.
Table 1 gives a snapshot of the country’s key social indicators. In terms of development indicators, Lesotho is ranked amongst the least developed countries. Its Human Development Index (HDI) has gradually deteriorated in the last few years. In 1978 the country was ranked 127 out of 174 countries on the HDI scale. In 2011 it was ranked 160 out of 187 countries, indicating major erosion in human development achievements over time. This level of human development is one of the lowest in the SADC region. The country ranks 20 places below Swaziland and 42 places below Botswana. The main contributor to the decline in human development is the decreasing life expectancy. In 1990 the life expectancy for Lesotho was about 60 years, and this has been reduced by about 12 years, which is below what is attained among the poorest of the poor. The HDI (Human Development Index) ranks globally deteriorated in the last few years. In 1998 the country was ranked 160 out of 187 countries. The HDI ranks globally deteriorated in the last few years. In 1998 the country was ranked 160 out of 187 countries. The country's health sector is one of the worst in the region, with high maternal and child mortality. Poverty and food insecurity are also major contributing factors. According to the BTI (Bertelsmann Transformation Index) report, over 62% of the population lives on less than $2 a day, and the proportion of undernourished population is estimated at 14%. With a Gini Index of 52.5, Lesotho is one of the most unequal countries in the world. These inequalities have a direct impact on the country’s capacity to attain the MDGs, especially those that relate to poverty, hunger and health. Lesotho has a Gender Inequality Index of 0.532, ranking 108 out of 146 countries. Customary practices have always discriminated against women, denying them access to productive assets such as land and economic freedom. Recently, substantial work has been done on the policy and legal fronts to protect women against gender discrimination. For example, through the Legal Capacity of Married Persons Act (2006), women can now own land, receive inheritance and make their own decisions. However, cultural practices still exist, and these inequalities are reflected in the formation of women’s groups and cooperatives. The high female literacy rate in the country is also a major contributing factor. According to the BAC (Bertelsmann Academic Performance) report, the country’s education system is among the best in the region, with 90% of children enrolled in primary school. However, the dropout rate is high, particularly among girls. The country’s health sector is one of the worst in the region, with high maternal and child mortality. Poverty and food insecurity are also major contributing factors. According to the BTI report, over 62% of the population lives on less than $2 a day, and the proportion of undernourished population is estimated at 14%. With a Gini Index of 52.5, Lesotho is one of the most unequal countries in the world. These inequalities have a direct impact on the country’s capacity to attain the MDGs, especially those that relate to poverty, hunger and health. Lesotho has a Gender Inequality Index of 0.532, ranking 108 out of 146 countries. Customary practices have always discriminated against women, denying them access to productive assets such as land and economic freedom. Recently, substantial work has been done on the policy and legal fronts to protect women against gender discrimination. For example, through the Legal Capacity of Married Persons Act (2006), women can now own land, receive inheritance and make their own decisions. However, cultural practices still exist, and these inequalities are reflected in the formation of women’s groups and cooperatives. The high female literacy rate in the country is also a major contributing factor. According to the BAC report, the country’s education system is among the best in the region, with 90% of children enrolled in primary school. However, the dropout rate is high, particularly among girls. The country’s health sector is one of the worst in the region, with high maternal and child mortality. Poverty and food insecurity are also major contributing factors. According to the BTI report, over 62% of the population lives on less than $2 a day, and the proportion of undernourished population is estimated at 14%.
2.2.2 Migration and rural livelihoods

Migration is vital to food insecurity in the absence of external support. The number of people in need of food assistance has increased from 2.5 million to just over 7.0 million over the past eight to ten years (Lesotho Vulnerability Assessment Committee reports). This implies that between 10 and 30 per cent of the population is vulnerable to food insecurity. The proportion of Lesotho’s population facing major food insecurity has increased from more than six months to nine months. Currently many farming households can hardly feed themselves from their own produce, let alone other household members.

2.2.1 Agriculture and the national economy

Currently many farming households can hardly feed themselves from their own produce, let alone other household members.
For instance, a typical Mosotho man, upon reaching maturity, would seek employment in the mines for an average period of fifteen to twenty years, during which time he would be remitting money back to his home to sustain the livelihoods of his dependents while at the same time accumulating assets in the form of agricultural implements and livestock. These assets would be crucial in maintaining his agricultural-based livelihood beyond his tenure of employment.

2.2.3 Natural resources management and climate change

Improvements in agricultural production, including livestock production, will not materialize unless efforts are made to safeguard the agricultural production base and to better manage the available natural resources. These natural resources are declining as a result of poor management and land degradation, which is marked by excessive soil erosion and water resources. Lesotho’s most important national assets are its soil and water. These national assets are declining as a result of poor management and land degradation, which is marked by excessive soil erosion and water resources. Lesotho’s most important national assets are its soil and water.

Climate-induced agricultural emergencies have been common features for some time. The economic activities have now been severely compromised as a result of mass retrenchments from the mines of South Africa. Currently, the number of Basotho men employed in mines of South Africa is below 50,000 compared to the highs of 120,000 in the 1980s.7 The rural economy has consequently suffered significantly. Many small village enterprises that used to provide employment in the rural areas have had to close as a result of reduced money inflows. This cycle of economic activities has now been severely compromised as a result of mass retrenchments from the mines of South Africa. Currently, the number of Basotho men employed in mines of South Africa is below 50,000 compared to the highs of 120,000 in the 1980s.7 The rural economy has consequently suffered significantly. Many small village enterprises that used to provide employment in the rural areas have had to close as a result of reduced money inflows.

The impact of these emergencies has been devastating to the rural populations that depend on agriculture for their livelihoods. Rainfall is becoming more erratic, with frequent droughts, occasional flooding and late on-set of summer rains that used to occur every year. This extreme climate variability is adversely affecting agricultural production, food security, and livestock rearing. For instance, during the summer of 2010, the number of livestock in Lesotho was estimated to be around 6 million, compared to the estimated number of 8 million in 2005. The massive loss of livestock, which has been compounded by the loss of soil fertility, has had a severe impact on the rural economy of Lesotho.

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In addition to the loss of about 75,000 hectares of summer cereal crops. In addition over 40,000 domestic animals died as a result of drowning and disease outbreaks. The 2011/12 season had suboptimal rains and long dry spells during the critical stages of crop development, resulting in a large proportion of the subsistence farmers in the country not being able to produce enough to sell to the market. Many of the subsistence farmers are unable to produce enough to meet their family's needs, especially of staple foods like maize, sorghum, wheat, and beans. The country is reliant on imported cereals, which is problematic as it leads to a trade deficit and higher prices for consumers.

2.2.4 Manifestation of poor agricultural performance

The suboptimal performance of the agricultural sector and the high levels of poverty within the broader population of Lesotho are manifesting themselves in poor nutrition outcomes. Key nutrition indicators include stunting amongst under-fives, which is a cause for concern. According to the 2007 National Nutrition Survey, the prevalence of stunting amongst under-fives was estimated at 41.7%, with the highest prevalence in the mountainous districts. The prevalence of stunting in children under 5 years of age is an indicator of the overall nutritional status of a country. Lesotho’s agricultural sector consists largely of crops and livestock sub-sectors, with maize, sorghum, wheat, and beans being the most significant crops. However, the performance in agriculture and rural development is not sufficient to meet the country’s nutritional needs. For instance, the level of stunting in Botswana and Swaziland is 31% and 37%, respectively, while Namibia’s level is 29%. With this level of performance in agriculture, the country is unlikely to meet some of the MDG targets. The 2010 MDG report for Lesotho suggests that the country is off track for the MDG 1, 4, and 5, which are all related to poverty, hunger and health.

2.3 Challenges and opportunities

Lesotho’s agriculture consists largely of crops and livestock sub-sectors with fisheries and forestry playing a less significant role (although the latter has recently seen significant growth). The sector is dominated by smallholder farmers, with farms being small and fragmented. Extensive livestock farming is characterised by medium holdings of cattle, sheep, and goats, with milk, sorghum, and beans being dominant crops. The country compares unfavourably with its immediate neighbours. For instance, the level of stunting in Botswana and Swaziland is 31% and 37%, respectively, while Namibia’s level is 29%. With this level of performance in agriculture and rural development, the country is unlikely to meet the MDG targets. The 2010 MDG report for Lesotho suggests that the country is off track for the MDG 1, 4, and 5, which are all related to poverty, hunger, and health.

The scarcity of stunting in Lesotho is an indicator of the country’s overall nutritional status. According to the 2007 National Nutrition Survey, the prevalence of stunting amongst under-fives was estimated at 41.7%, with the highest prevalence in the mountainous districts. The prevalence of stunting in children under 5 years of age is an indicator of the overall nutritional status of a country. Lesotho’s agricultural sector consists largely of crops and livestock sub-sectors, with maize, sorghum, wheat, and beans being the most significant crops. However, the performance in agriculture and rural development is not sufficient to meet the country’s nutritional needs. For instance, the level of stunting in Botswana and Swaziland is 31% and 37%, respectively, while Namibia’s level is 29%. With this level of performance in agriculture, the country is unlikely to meet some of the MDG targets. The 2010 MDG report for Lesotho suggests that the country is off track for the MDG 1, 4, and 5, which are all related to poverty, hunger and health.
2.3.1 Nature and structure of crop farming

Diagnostic studies that preceded the drafting of key strategic documents such as the Agriculture Sector Strategy, Food Security Policy, and the NSDP have identified a number of factors that constrain the performance of the agriculture sector. The nature and structure of agriculture have a lot of influence on how the sector performs. The biggest challenge facing subsistence farmers is low productivity. As a result of depleted soil nutrients, low input and low effort production systems by the subsistence farmers, average cereal yields are currently below 0.5 tonnes per hectare.

Another factor constraining the performance of farmers relates to continued planting of agro-ecologically unsuitable crops. Maize is by far the crop of choice. However, a substantial portion of Lesotho’s agro-ecological zones is not suitable for this crop. Maize production usually fails as a result of drought or suboptimal rains. The biggest challenge facing subsistence farmers is low productivity. As a result of depleted soil nutrients, low input and low effort production systems by the subsistence farmers, average cereal yields are currently below 0.5 tonnes per hectare.

2.3.2 Enabling environment for agricultural growth

There is need to improve technical services to the farming communities. Agricultural research and extension services from both government and non-governmental organisations need to be more effective in promoting production technologies that can improve the performance of these farming units. For the commercial farmers, government needs to improve the policy environment, including access to credit and provision of essential infrastructure for marketing and processing of agro-products. Opportunities exist for developing agro-industries and improving the share of the domestic products into the market. These opportunities will only be realised if an enabling policy environment is created to lure both private and public investment into the sector. Further, major productivity gains can be made if investments are channelled towards irrigation development. The country has abundant water resources that can be tapped for irrigation. There have been major investments in the water sector in recent years. However, such investments have only concentrated on provision of bulk water supply for export, domestic and industrial use. All these developments have paradoxically left out the water for agriculture (irrigation) even in areas where substantial irrigation potential exists.

This points to a lack of coordination among sectors that have a stake in natural resource management. Lesotho needs to leverage more on the current investment in the water sector than is currently the case. For instance, fisheries and aquaculture development previously had limited potential.
However, recent developments in the water sector have increased the potential to put most of the sector under the necessary skills and capacities to manage the block. When implemented, essentially enables consolidating small farming units into one block farming model, which in turn makes it possible to partner with land owners through some contractual arrangements in order to have the capacity to do something over the land. By encouraging people that have the hands of people that neither have the capacity nor the interest to put their land to good use, the potential of people that neither have the capacity nor the interest to put their land to good use.

2.3.3 Land ownership

A major challenge besetting the crop production sector is the amount of prime land that is left under the ownership of land owners. However, the contribution of feedlot producers to selling their produce to market supplementers remains a challenge. The cost of electricity, feed, and water is high, which makes it difficult for small-scale producers to compete with larger producers. In addition, the quality of feed is often poor, which affects the productivity of the animals. The State of the World's Animal Genetic Resources report (2005) estimates that over 170,000 persons are engaged in herding livestock, which makes the sector one of the major contributors to rural employment. However, the contribution of extensively reared animals (sheep, goats, cattle, etc) will continue to decrease if issues of rangeland management and stock improvements are not given priority.
In addition, the legalised secondary status of women has contributed to a culture of violence against women, undermined the rights of women and girls in multiple ways, and served to legitimise other customary relations of gender based inequality and discrimination. While Lesotho has in the recent past been applauded for revising and repealing the discriminatory laws that have long prevailed, in practice women are still faced with a host of discriminatory practices in everyday life.

2.3.4 Halting land and environmental degradation

Improvements in agricultural productivity will not be possible unless stern efforts are made to decelerate land degradation and associated losses of natural resources. Production practices should conserve soils while also improving their structure and fertility. Similarly livestock owners are committed to following appropriate rangeland management principles and practices. It is also crucial that rangeland resources are complemented with fodder production to relieve pressure from the overstocked and overgrazed rangelands. The available marginal fields that continue to be mono-cropped with maize and progressively producing lower yields over the years are the best candidates for perennial fodder production. This would not only help feed the animals but also reduce the rate of soil loss as a result of permanent plant cover.

2.3.5 HIV and AIDS, Gender and Rural livelihoods

The impact of HIV and AIDS on agriculture and rural livelihoods in Lesotho is worsening. The disease has major impact on household’s ability to practice agriculture. Because they have to spend so much of their time and energy caring for the sick, and because the sick members of the household cannot contribute meaningful labour to farming, households caring for people with AIDS cannot use their fields as much as they would have otherwise desired. Often their fields remain fallow for extended periods and the only land they can realistically cultivate are the gardens around their homesteads. This partly explains why about 30% of the arable land is not cultivated.

Until recently, customary and legal policies in Lesotho had marked women and girls as legal minors throughout their lives. Women of any age needed fathers, and subsequently husbands, to access the full rights of adulthood in Lesotho. This situation prevailed in spite of the fact that women were the most active gender group in agriculture. The main effect of this discriminatory practice was on constraining women’s ability to make key and timely decisions on what and where to plant in the absence of their spouses. Women have also needed men to stand as guarantors if they wanted to enter financial agreements including opening bank accounts and accessing credit. The worst affected were rural women including opening bank accounts and accessing credit. The worst affected were rural women and orphans. The disease has major impact on households’ ability to practice agriculture. Because they have to spend so much of their time and energy caring for the sick, and because the sick members of the household cannot contribute meaningful labour to farming, households caring for people with AIDS cannot use their fields as much as they would have otherwise desired. Often their fields remain fallow for extended periods and the only land they can realistically cultivate are the gardens around their homesteads. This partly explains why about 30% of the arable land is not cultivated.
policies and legal frameworks, it will take some time and effort to root out these practices in rural areas where adherence to customary practices is still very strong.

2.3.6 Policy and Programme implementation

While all these challenges demand attention and resources, one area where the agriculture sector in Lesotho needs to put more effort is in improving its capacity to implement policies and programmes. The sector has been renowned for producing some of the best articulated policies and strategies but their implementation has been weak. The Agriculture Sector Strategy of 2003, the 2005 Food Security Policy and Action Plan, Subsidy Policy, Draft Irrigation Policy, draft Seed Policy and draft National Nutrition Policy and Strategy have all given direction of what needs to be done to reverse the negative trend in the sector's performance. Policy and programme analytical work including monitoring and evaluation are very weak. Technical capabilities in key technical departments are eroding as a result of unsustainable brain drain and the operational capacity is progressively weakening due to unfavourable budgetary support of the two major sub-sectors, namely crops and livestock. Some of the key goals for the crop sector include:

- Establish a horizontally integrated agriculture that is economically, socially, technically and environmentally sustainable and adaptable to climate change
- Ensure availability of quality seeds that are agro-ecologically and economically appropriate
- Expand the role of horticulture in agriculturally based livelihoods
- Promote environmental and economically sustainable and efficient crop production

The main goal for the livestock sub-sector is to increase sustainable income from livestock and sustainable environmental management and food supply.

2.4 Main actors and institutions

Whilst issues of agricultural development and food security cut across the mandates of different ministries and departments, the overall leader in this area is the Ministry of Agriculture and Food Security. This ministry is currently made up of seven technical departments, namely, Planning and Policy Analysis, Field Services, Livestock Services, Crops Services, Agricultural Research, and Nutrition and Home Economics. With the exception of the Nutrition and Planning departments, all these technical departments are in support of the two major sub-sectors, namely crops and livestock. Some of the key goals for the crop sector include:

- Promote environmentally sustainable and efficient crop production
- Expand the role of horticulture in agriculturally based livelihoods
- Ensure availability of quality seeds that are agro-ecologically and economically appropriate
- Establish a horizontally integrated agriculture that is economically, socially, technically and environmentally sustainable and adaptable to climate change
and water), improve rangeland management and promote sustainable, efficient and productive management of forestry resources. MTICM on the other hand houses the Department of Marketing which provides critical advisory services to both farmers and agricultural traders. Its main focus is on promoting efficient market oriented agricultural production.

The key role of the public sector in agricultural development is to provide services to the farming communities. In this regard the most important services for these clients are agricultural extension and research. Other important actors in this area include Non-Governmental Organizations, Institutions of higher learning, farmer organizations, the UN system and other Development Partners. A few NGO’s are successfully implementing agriculture and rural development programmes in different parts of the country. They have however faced challenges in up-scaling their initiatives across the country. These are largely as a result of the lack of coordination between NGOs and government, which inhibits complementarities while increasing rivalries. Functional linkages between government and the National University are also not very strong thus limiting technical support services that can be provided by this institution. The UN system continues to provide support to the sector through state and non-state actors. The donor community on the other hand has not been very involved in the agriculture sector in recent years. There are however signs that the situation will change for the better. The World Bank has notably come back to the sector and other donors including Irish Aid, European Union and Africa Development Bank are likely to stage their own come backs. The involvement of these actors will likely help improve policy environment for the private sector participation and investment in the agriculture sector.

FAO Comparative Advantage

3. FAO has for many years committed to supporting Lesotho in achieving its developmental objectives. The Organisation is mandated to raise levels of nutrition, improve agricultural productivity, and contribute to the growth of the economy. FAO has led the discussion on the governance of tenure, which has been a key issue in the national food security agenda. The Committee on World Food Security has endorsed the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security in May 2012. These guidelines recognize the importance of tenure security and rights in ensuring food security and sustainable development. FAO has played a leading role in promoting these guidelines and working with governments to implement them. The Organisation has also provided technical assistance and capacity building on tenure issues, which have helped improve tenure security in many countries.

FAO has been active in promoting agricultural development in Lesotho through its programmes and activities. The Organisation has supported the country in several areas, including crop production, livestock management, fisheries development, and land tenure and governance. FAO has also provided technical assistance and expertise in areas such as agricultural research and extension, environment and natural resources management, and rural development.

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development should be in a better position to help Lesotho reverse the negative trend in nutrition and food security outcomes. This will only be possible if these organisations can successfully influence the design and implementation of the major agriculture and food security programmes.

To better understand the comparative advantage of FAO relative to the espoused national priorities and strategies, it is important to understand what those priorities are and how they relate to FAO mandate and the available capacities at all levels of the organisation. In analysing different sectors and their likely contribution to Lesotho’s economic growth, the National Strategic Development Plan process grouped different sectors into growth generators, growth enablers and growth accelerators. The agriculture sector was identified as a growth generator while environment and natural resource management were identified as growth enablers. These areas fall within the mandate of FAO and the organisation has a major role to play in supporting the Government of Lesotho in implementing strategies that can help improve the performance of these sub-sectors.

3.1 Areas where FAO has traditionally been doing well

The agriculture chapter of the NSDP clearly shows where the comparative advantage of FAO in supporting the national priorities lies. For instance, the first strategic objective for the agriculture sector is to commercialize agriculture. In this area, FAO is already taking the lead in helping the Government of Lesotho to improve the policy enabling environment by undertaking the critical analytical work that will help guide policy and investment decisions. Studies have already been undertaken to analyze selected value chains which are deemed to have a good potential for increasing agricultural productivity and incomes of Basotho farmers. The organisation has in the past been instrumental in providing technical support to the Government of Lesotho, which has been successful in launching several institutional capacity development projects that have resulted in successful implementation of policies and projects.

The organisation also has a proven track record for supporting institutional capacity development and has a strong standing in the policy and strategy development process. Given the 2010 National Agricultural Progress and the current CAADP country progress, given the current CVDP, the FAO country programme is well placed to respond to these challenges. The organisation has also played a critical role in developing and implementing policies and strategies for the support of the agricultural sector, the agricultural programme of action, the agriculture sector strategy and other national policies that will support the agricultural sector. The strategic institutional capacity development framework and strategies in the agriculture sector will be instrumental in providing technical and strategic support for the development of policy and strategy.

In the upstream levels, FAO is well placed to provide support for policy and institutional development. The organisation can contribute to the development of policies and strategies that will help increase the incomes and productivity of smallholder farmers in the mountainous areas of Lesotho. The organisation has in the past been instrumental in providing technical and material support for the development of various policies and strategies in the agriculture sector. Such policies include the Food Security Policy and Action Plan, the Forestry Policy, the Agriculture Sector Strategy and other policy frameworks. The organisation has also facilitated several policy dialogue forums, including the National Agricultural Forum and the CAADP country team process. Given its long-standing comparative advantage in this area, FAO will continue to provide support for policy and institutional development.

The organisation has also been successful in helping to improve the policy enabling environment by undertaking the critical analytical work that will help guide policy and investment decisions. The organisation has in the past been instrumental in providing technical and material support for the development of various policies and strategies in the agriculture sector. Such policies include the Food Security Policy and Action Plan, the Forestry Policy, the Agriculture Sector Strategy and other policy frameworks. The organisation has also facilitated several policy dialogue forums, including the National Agricultural Forum and the CAADP country team process. Given its long-standing comparative advantage in this area, FAO will continue to provide support for policy and institutional development.
In the area of tenure security, FAO can assist Lesotho to implement the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forest in the Context of National Food Security. The Land Administration Authority (LAA) has worked with FAO in plan the introduction of a centralized Land Administration System that will improve service delivery and transparency at the LAA. This system will be a version of the FAO SOLA (Solutions for Open Land Administration) open source software, customized by local software developers trained and mentored by FAO. This work will be undertaken in cooperation with the Ministry of Agriculture and Rural Development. The system will address issues of transparency and accountability in the Land Administration System, enhancing service delivery and transparency at the LAA. The system will improve service delivery and transparency at the LAA.

3.2 Areas where FAO can do more

In addition to what FAO has done or is already doing in Lesotho, there are areas where the organisation can generate momentum for the growth of the agriculture sector.

Promoting Productivity Enhancing Technologies

In the area of productivity enhancement, FAO’s emergency programme during this planning period will be on Disaster Risk Reduction. FAO’s ability to respond quickly to disasters is one of its strengths. The focus of FAO’s emergency programme is to enhance the development and growth of the agriculture sector. The FAO is working with the government and people of Lesotho to implement the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forest in the Context of National Food Security. The Land Administration Authority (LAA) has worked with FAO in plan the introduction of a centralized Land Administration System that will improve service delivery and transparency at the LAA. This system will be a version of the FAO SOLA (Solutions for Open Land Administration) open source software, customized by local software developers trained and mentored by FAO. This work will be undertaken in cooperation with the Ministry of Agriculture and Rural Development. The system will address issues of transparency and accountability in the Land Administration System, enhancing service delivery and transparency at the LAA. The system will improve service delivery and transparency at the LAA.

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In the livestock sub-sector FAO can use its extensive knowledge of livestock development policies to strengthen the contribution of livestock sub-sector to food security, poverty alleviation and economic development. In this regard, FAO's extensive experience with rural institutions and growing capacity on child labour prevention in agricultural sub-sectors can help ensure the social sustainability of results. Given the intertwined nature of crops and livestock systems in Lesotho, FAO's support to this sector should seek to strengthen synergies between crops and livestock systems. FAO should also use its expertise in animal health to help Lesotho strengthen its disease control and surveillance in order to reduce productivity losses due to disease burdens. FAO can also assist in developing sustainable land and natural resource management to improve crop and livestock productivity. Strategies aimed at resource mobilization to improve both crops and livestock productivity should also address the social sustainability of results.

Furthermore, FAO's implementation capacity is enhanced by its current business model. Under this model, the country offices are small by design but are able to identify, call upon, and mobilize technical or operational resources from other regional or operational resources when needed. This level of delivery can easily be increased when the resources available are increased.

To effectively respond to the development challenges facing Lesotho, FAO and other UN agencies need to have the requisite capacity for programme delivery. FAO has on average delivered about 3.18 million dollars annually. Over the past five years FAO has increased its focus to have the requisite capacity for programme delivery. This has been done primarily through its in-country presence.

While FAO has been instrumental in supporting the Government of Lesotho in developing policies and strategies, the biggest challenge is that most of these policies have not been implemented. It is therefore critical that FAO's focus during this planning period should have less emphasis on developing new policies but more on developing capacity for programme and policy implementation.

In agriculture, forestry, fisheries, and other sectors, FAO can also play a significant role in providing technical assistance to improving crop and livestock productivity. In irrigation, FAO can use its expertise in soil and water management to improve crop productivity. In livestock, FAO can use its expertise in animal health to reduce productivity losses due to disease burdens. FAO can also assist in developing sustainable land and natural resource management to improve crop and livestock productivity. Strategies aimed at resource mobilization to improve both crops and livestock productivity should also address the social sustainability of results.

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Lastly, there is a general recognition and appreciation that capacity development at all levels will be critical if the laudable goals of the National Strategic Development Plan are to be realised. For the agriculture and food security sector FAO is well placed to support capacity development initiatives. Such capacity development initiatives should not only focus on state actors but should also capture non-state actors including NGO’s and the private sector. Partnerships and collaboration with other development agencies including IFAD, World Bank, other UN agencies will be critical if the requisite capacity is to be developed for the agriculture and rural development sectors. Collaboration between FAO and these agencies has improved substantially over the recent past and the collective efforts of these institutions will help improve the national capacities while also reducing transaction costs.

4. Priorities for FAO Lesotho

FAO priorities in this planning period will be informed by its own comparative advantage and capacity while guided by the national priorities as articulated in the key national policy and strategic frameworks. The key strategic frameworks on which this CPF is anchored is the NSDP. Areas for which FAO support will be critical in supporting the implementation of the NSDP include agriculture and rural economy, nutrition and environment and climate change. Under the agriculture and rural economy sub-area, the NSDP seeks to pursue the following strategic objectives and associated interventions to realise sustainable agricultural growth, nutrition and environmental and climate change.

4.1 Agriculture and rural economy

Under the agriculture and rural economy sub-area, the NSDP seeks to pursue the following strategic objectives and associated interventions to realise sustainable agricultural growth, nutrition and environmental and climate change.

4.1.1 Reducing vulnerability and managing risks

One of the major challenges facing poor households is limited access to food. This is manifested in chronic malnutrition which is most visible amongst children under the age of five. Currently the average stunting rate is estimated at 41.7% nationally. Under this strategic objective a number of interventions need to be undertaken to provide direct support to vulnerable households to diversify and strengthen their agricultural and other productive activities in order to improve their livelihoods. To this end FAO has been instrumental in promoting productivity enhancing technologies for improving agricultural productivity and maintaining the livelihoods of the farming community. In view of the frequent climate induced disasters, the organisation will during this planning period continue to provide technical and material support for promotion of climate change resilient production technologies. More efforts will be made to strengthen the national capacity for early warning decision making by the farming community.

In addition, FAO will support the rearing of small animals (poultry, pigs, rabbits, etc) which have promote nutrition enhancement and improve household production technologies. In the livestock extension and advisory services, To mainstream HIV and AIDS, FAO will continue to promote production inputs such as seeds and fertilizer, which are affordable by populations living in rural areas. In addition, FAO will support vulnerability framing households to have better access to productive services.
16

proved to be very useful in enhancing household food security and providing an important source of animal protein for improved household nutrition. In addition, the organisation will help strengthen livestock disease control and surveillance in order to improve livestock productivity and strengthen the rural economy.

4.1.2 Commercialising agriculture

If agriculture is to be a major contributor to economic growth and live up to its current tag of a growth generator, changes in the current agriculture practices and tendencies will be necessary. With 90% of the farmers being subsistence, agriculture as practised today can best be understood under the category of households.

To move from this traditional practice to a growth-oriented trajectory, the major focus of the agriculture agenda should be on producing for the market and strengthening agriculture as a business. To realise this shift, the NSDP proposes a two-track approach: (i) making improvements to the business environment that will benefit stakeholders engaged in agriculture and (ii) implementing interventions specifically targeted at particular value chains that are deemed to have the greater growth potential. FAO's comparative advantage in this area is in providing technical support for facilitating a conducive policy environment for commercialization and diversification of agriculture. To this end, the Organisation has been instrumental in providing technical support for the drafting of the key policies and strategies. Such draft policies include Irrigation Policy, Phytosanitary Policy and Seed Policy. The implementation of Irrigation Policy is critical if the country is to take advantage of its abundant water resources to transform agricultural production from its over dependence on rain. Phytosanitary and Seed Policies on the other hand are critical for improving trade in plant materials between Lesotho and its neighbours and in protecting the farming community from the threats posed by unwanted pests.

The organisation continues to facilitate feasibility studies for the establishment of marketing and processing infrastructure in selected value chains (horticulture, poultry and piggy). Going forward, FAO will continue to support research and diagnostic studies to help policy and investment decision making. It will also continue to advocate for and support the establishment of necessary institutional structures for implementing the agreed policy reforms. Key emphasis will be on strengthening institutional capacity for policy implementation and ensuring that the necessary institutional structures are in place for implementing the agreed policy reforms.

At the policy level, the main focus for the commercialisation project is to make agribusiness investment environment attractive to the private sector. In this regard, FAO is already collaborating with the National Agriculture and Food Security Investment Programme. At the farm level, the Organisation is currently facilitating feasibility studies for the establishment of marketing and processing infrastructure in selected value chains. The Organisation is also supporting the Government of Lesotho in engaging in CAADP processes. The Organisation is currently collaborating with the NEPAD Coordinating and Planning Agency to help Lesotho prepare its National Agriculture and Food Security Investment Programme. The Organisation is currently collaborating with the NEPAD Coordinating and Planning Agency to help Lesotho prepare its National Agriculture and Food Security Investment Programme. At the farm level, the Organisation is currently collaborating with the NEPAD Coordinating and Planning Agency to help Lesotho prepare its National Agriculture and Food Security Investment Programme. At the farm level, the Organisation is currently collaborating with the NEPAD Coordinating and Planning Agency to help Lesotho prepare its National Agriculture and Food Security Investment Programme.
developing a project proposal to support capacity development for Lesotho National Farmers Union and affiliated farmer organisations in agribusiness development and marketing.

4.1 Strengthening institutional capacity

The laudable goals of commercialising agriculture, reducing vulnerability and managing risks will not be attained within the context of weak institutions. Transformation of this sector from its current performance and output to a higher level of goal achievement demands institutional arrangements that foster knowledge creation and innovation. For instance, the department of agricultural research is failing to generate research-based knowledge due to limited technical and operational capacity. Secondly, the capacity to implement policies and programmes is gradually eroding largely due to underinvestment in developing and retaining skilled personnel. It is becoming increasingly difficult for the ministry of agriculture to retained trained personnel in irrigation, veterinary services and other rare skill areas.

In view of the importance of strong monitoring and evaluation systems for improving programme and policy implementation capacity, FAO is currently supporting the implementation of a robust M&E system for the agriculture sector. The support entails training of MAFS staff on various aspects of M&E system operation and maintenance. Going forward, the Organisation will work towards ensuring that the M&E system is integrated into the strategy and policy processes of the sector.

4.2 Environment and climate change

Under this area, the main emphasis of the NSDP is to reverse environmental degradation and adapt to climate change. Strategic objectives under this theme include: (i) reduction of land degradation and promotion of sustainable use; (ii) strengthened riparian institutions and promotion of water sources; (iii) increased biodiversity conservation and protection of water sources; (iv) improved rangeland carrying capacity; (v) improved institutional resilience to climate change.

Limited progress has been made towards achieving the development goals in this sector. This is largely due to lack of coordination and collaboration between different actors. FAO has a major comparative advantage in engaging the agriculture sector to promote technologies and practices that are known to conserve soil and water. The major milestone in this engagement has been the recent review of the Government funded integrated watershed management programme. In view of the important role played by livestock in supporting the livelihoods of the rural communities, more effort and resources will be mobilised for improving rangeland management.
4.3 Nutrition

While issues of nutrition are implicitly covered under agriculture and rural economy, it is critical that more emphasis is placed on this issue given the severity of the malnutrition problem. As mentioned in the preceding sections, nutrition outcomes continue to deteriorate. In support of the nutrition sub-sector, FAO has already provided technical assistance for developing a programme to combat malnutrition in various regions. This support will be directed to addressing the root causes of malnutrition, including poor access to food and inadequate nutrition education. Further support will be directed towards initiatives aimed at developing and promoting food-based approaches for overcoming micronutrient malnutrition.

In addition, FAO will promote bilateral cooperation with different NGOs to leverage on their specific expertise in nutrition. NGOs play a critical role in addressing nutrition issues, especially in remote and underserved areas. Through partnerships with NGOs, FAO can ensure that there is a focus on the most vulnerable populations, and that interventions are tailored to meet their specific needs.

4.4 Strategies for promoting partnerships with CSOs, NGOs and Private Sector

While the CPF will largely be implemented with and through the Government, there is a growing recognition that non-state actors are key to the delivery of development programmes and projects. It is therefore critical that FAO develops a clear strategy on how to engage with NGOs, CSOs, and the Private Sector. This strategy will focus on leveraging their strengths and expertise in promoting and implementing development programmes and projects.

In addition to promoting partnerships, FAO will also work to strengthen the capacity of NGOs and other non-state actors. This will involve providing technical assistance and training, as well as creating opportunities for knowledge sharing and network development. By doing so, FAO can ensure that there is a strong and effective network of partners working together to address the challenges of nutrition and food security.
Priority 1: Enhance sustainable food and nutrition security.

The GoL continues to provide blanket subsidies for the production of major cereal crops. The aim is to reduce the cost of production and encourage land owners to put all their productive land into use. A few NGOs are also supporting agricultural programmes in remote areas where government services are barely present. Their input is particularly critical in those areas where government services are not available. A few NGOs are playing their part in supporting communities with agricultural infrastructure. The GoL continues to provide blanket subsidies to farmers for the production of major cereal crops.

In view of the challenges relating to this priority area and a reflection of what is being done, FAO will pursue the following set of results under this priority (Refer to Annex 2 & 3 for more details):

**Outcome**

- Enhanced sustainable food and nutrition security.
- Improved capacity of farmers, MAFS, MFLR, MTICM and NGOs to transfer and use resilience-enhancing technologies for increased agricultural productivity.
- Improved capacity of farmers, MAFS, MFLR, MTICM, NGOs to transfer and use resilience-enhancing technologies for increased agricultural productivity.
- Improved capacity of farmers, MAFS, MFLR, MTICM, NGOs to transfer and use resilience-enhancing technologies for increased agricultural productivity.
- Enhanced sustainable food and nutrition security.

**Key performance indicators** include the percentage of the agricultural budget spent on climate-smart technologies (including irrigation and conservation agriculture) and the level of disaster risk management mainstreamed in the food and nutrition security programmes and plans. To achieve the desired outcomes under this priority, FAO will facilitate the development of an early warning system and response plan. The development of an early warning system and response plan is also an important component of the broader goal of disaster risk management (including integration and coordination of international emergency assistance) and the level of disaster risk management. The early warning system and response plan are critical components of the broader goal of disaster risk management.
Priority 2: Strengthen sustainable management of natural resources

In response to these challenges the GoL established the Ministry of Forestry and Land Resources. The Ministry is also working with the government to develop a national strategy for the sustainable management and conservation of natural resources. The process will also ensure that the potential for improving agricultural productivity and enhancing food security is maximized. FAO, working with government, will also assist in the development of a national strategy for the sustainable management of natural resources, including the promotion of agro-forestry practices.

Priority 2: Enabling environment for sustainable agri-business development

The key challenges relating to this priority include limited processing and marketing infrastructure, lack of private sector participation, and lack of access to finance and credit. The Ministry of Trade and Industry continues to advocate for market-oriented agricultural production. Other stakeholders such as IFAD and World Bank have also supported the development of commercially viable smallholder agriculture. The two agencies have a joint project that seeks to exploit opportunities for increasing crop and livestock productivity while enabling smallholder farmers to better respond to market demand for specific commodities. This project was conceived and formulated with the support of FAO.

Informed by the above mentioned challenges and cognizant of what other partners are already doing in this area, FAO will pursue the following set of results (refer to annex 2 for more details):

<table>
<thead>
<tr>
<th>Key performance indicators</th>
<th>Outcome</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Number of new horticulture, poultry and piggery enterprises</td>
<td>Improved business increased by 2017</td>
<td></td>
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<tr>
<td>- Percentage change in marketed produce from these three value chains</td>
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</table>

To achieve these laudable outcomes, FAO will have to provide technical and material support for the development of the agricultural investment plan. The organisation will also have to provide financial and marketing support for the establishment of marketing and processing infrastructure and the development of business models for connecting horticulture and livestock farmers to the retail markets. The process will also ensure that the potential for improving agricultural productivity and enhancing food security is maximized. FAO, working with government, will also assist in the development of a national strategy for the sustainable management of natural resources, including the promotion of agro-forestry practices.

Priority 3: Strengthen sustainable management of natural resources

The challenges besetting natural resources management are daunting and overwhelming. In response to these challenges the GoL established the Ministry of Forestry and Land Resources. The Ministry is also working with the government to develop a national strategy for the sustainable management and conservation of natural resources. The process will also ensure that the potential for improving agricultural productivity and enhancing food security is maximized. FAO, working with government, will also assist in the development of a national strategy for the sustainable management of natural resources, including the promotion of agro-forestry practices.
Reclamation in 2003. The main purpose for establishing this Ministry was to give sustainable land management and conservation more prominence on the national agenda. The ministry implements forestry and land rehabilitation programmes. These include gully rehabilitation, reseeding of degraded rangelands, removal of invader species, tree planting and reclamation of degraded lands.

Other players in this area include the Ministry of Local Government and Chieftainship Affairs which should be playing a leading role in organised communities to sustainably manage their natural resources. Development partners are also giving a helping hand to the GoL. For instance USA through the Millennium Challenge Account, with which FAO is cooperating to improve service delivery and transparency at Lesotho's Land Administration Authority, is supporting the GoL in strengthening the integration of watershed management principles and practices into strategies and policies. The GoL is strengthening the integration of watershed management principles and practices into strategies and policies. The Ministry of Local Government and Chieftainship will, therefore, be assisting the GoL in building partnerships and coalitions to deliver sustainable land management and protection of natural resources.

In response to these challenges and cognisant of what other partners are doing in this area, FAO will pursue the following set of results (refer to annex 2 & 3 for more details):

<table>
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<tr>
<th>Outcome</th>
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<tr>
<td>By 2017, natural resources are sustainably managed</td>
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<tr>
<td>Increased awareness by national and local authorities and targeted communities about options for sustainable natural resources management</td>
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</tr>
<tr>
<td>Effective coordination among key stakeholders and community groups</td>
<td>Effective coordination among key stakeholders and community groups</td>
</tr>
</tbody>
</table>

The main performance indicators that will measure FAO’s contribution to sustainable management of natural resources include:

- Number of communities engaged in initiatives that focus on protection of environment.
- Percentage increase in area of rehabilitated and protected watersheds.

FAO will work with its partners to ensure the delivery of sustainable land management.

FAO will pursue the following set of results (refer to annex 2 & 3 for more details):
Lastly, the organisation will play a facilitative role for ensuring proper coordination of key actors in agriculture and natural resources management. Currently, there are at least five ministries, three parastatals, and a handful of NGOs with a stake on managing the nation's natural resources. However, these players rarely operate on a shared platform, limiting the effectiveness of their efforts. Key to addressing this challenge is to ensure the development of a national research and extension agenda, which FAO will be a key player in developing. Given the importance of research in promoting agricultural knowledge and innovation, the organisation will support research and extension priorities that are relevant to the country's needs.

Priority 4: Strengthen capacity for better agricultural service delivery

Strategic Development Plan

To address these challenges, FAO will pursue the following outcomes (refer to annex 2 for more details):

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Policy and Programme Framework for Agricultural Research and Extension</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Research and Extension Strengthened</td>
</tr>
<tr>
<td></td>
<td>Farmers Strengthened</td>
</tr>
<tr>
<td></td>
<td>Access to Improved Agricultural Services Provided</td>
</tr>
<tr>
<td>Outcome</td>
<td>Capacity of Government Research and Extension Staff for M&amp;E Strengthened</td>
</tr>
</tbody>
</table>

The main indicators that will track the organisation's contribution towards strengthening capacity for better agricultural service delivery include the number of farmers trained in crop husbandry, livestock husbandry and marketing, and the proportion of farmers adopting recommended production practices.
Another key action that FAO will pursue is to finalize the design and support the implementation of a robust M&E system for the agriculture sector. Efforts will be made to improve people's access to various knowledge resources by establishing user-friendly knowledge management systems for the agricultural sector. Further, to ensure that the National Agricultural Research System (NARS) is well coordinated and functional, FAO will help develop a communication strategy for the NARS.

6. Implementation arrangements, M&E and Resource mobilisation

6.1 Implementation arrangements

The implementation of the CPF will start in 2013 in line with the LUNDAP and the NSDP. The execution of the various projects under the CPF will be led by the appropriate technical departments of the government of Lesotho. The Ministry of Agriculture and Forestry (MAFS) is one of the key sectors where coordination and collaboration are required. Another key ministry is the Ministry of Forestry and Land Reclamation (MFLR). Programmes relating to natural resource management and conservation will largely be implemented by the MFLR. FAO also recognizes the important role played by NGOs. To this end, partnerships will be established with key NGOs in areas where they have comparative advantage over other government counterparts. Where appropriate, FAO will continue to implement programmes jointly with other UN agencies in the context of delivering a service.

FAO also recognizes the important role played by NGOs. The CPF is going to be implemented over a period of three biennia (2012/13, 2014/15, and 2016/17). By the time the CPF is rolled out, the first biennium will be drawing to a close. To ensure that the required implementation momentum for the subsequent biennia is generated, FAO will use the remaining period of the first biennium to build networks, foras and sharing platforms around each major thematic priority, including land use planning, agricultural development, and other key priorities.

6.2 Monitoring and evaluation mechanisms

To ensure transparent and objective assessment of whether the CPF is achieving its set goals, a robust M&E plan is required. The implementation of the M&E plan is expected to provide FAO with information required to evaluate and demonstrate the success of the CPF and its accompanying programmes and projects. To this end, and in line with the global implementation arrangements, a robust M&E plan is required. The implementation of the M&E plan will provide FAO with information required to evaluate and demonstrate the success of the CPF and its accompanying programmes and projects. The M&E plan will facilitate the monitoring of the CPF's performance and outcomes, a focal point for the CPF's performance and outcomes. To ensure transparent and objective assessment of whether the CPF is achieving its set goals.

Help develop a communication strategy for the NARS. National Agricultural Research System (NARS) is well coordinated and functional. FAO will help develop a communication strategy for the NARS. Further, to ensure that the knowledge management system for the agriculture sector is user-friendly and improve people's access to various knowledge resources by establishing user-friendly M&E systems, FAO will be made to implement a robust M&E system for the agriculture sector. Efforts will be made to improve people's access to various knowledge resources by establishing user-friendly M&E systems, FAO will be made to implement a robust M&E system for the agriculture sector. Efforts will be made to improve people's access to various knowledge resources by establishing user-friendly M&E systems.
As the first step forward ensuring robust M&E, the FAO country office will develop an elaborate M&E plan to track the delivery of project outputs and achievement of programme outcomes. Information and feedback from M&E will be used to strengthen and

Reproduce programme implementation whenever necessary.

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Reproduce programme implementation whenever necessary.

As the first step forward ensuring robust M&E, the FAO country office will develop an elaborate M&E plan to track the delivery of project outputs and achievement of programme outcomes. Information and feedback from M&E will be used to strengthen and

Reproduce programme implementation whenever necessary.
A platform for feedback from key stakeholders will be established to make room for continuous learning and improvement. Different M&E tools will be employed depending on the size and nature of the programme/project. These include scheduled surveys and reviews (baseline surveys, annual & mid-term reviews, and end of programme evaluation) that will be taken periodically. In addition support will be provided for national assessments including crop production forecasting by the Agriculture Division of the Bureau of Statistics (BOS) and annual livelihood based vulnerability assessment by Lesotho Vulnerability Assessment Committee (LVAC) which is chaired and coordinated by Disaster Management Authority (DMA).

To ensure effective communication and facilitate timely feedback, M&E results will not only be shared with the implementing partners but will be widely shared in fora such as the LUNDAP M&E cluster, Food Security Sector Coordination Forum, Conservation Agriculture Task Force and the technical arm of the Development Partners Consultative Forum.

### 6.3 Resource Mobilisation for the CPF

The estimated budget for the implementation of the CPF is US$20 million. About US$5 million of this will be met by the current donor commitments and regular programme resources. The remaining US$15 million has to be mobilised from donors and partners.

The likely sources of funding for the current CPF are as follows:

- **Human Security**: Following the withdrawal of EU funding, the CPF has been funded through FAO's resources (Regular Programme Fund, Regional Programme Fund, Logistics Fund). Funds from the EU, USA, and other international donors will be sought.
- **Technical Cooperation**: Funding from the CPF is US$25 million, which will be mobilised from donors and partners.

The estimated budget for the implementation of the CPF is US$25 million. About US$5 million of this will be met by the current donor commitments and regular programme resources. The remaining US$20 million has to be mobilised from donors and partners.

A multi-pronged approach will be adopted to mobilise resources for the implementation of the CPF.
Coordination Agency for mobilising resources for the implementation of CPF and the broader agricultural investment programme for Lesotho.
## Annex 1: CPF Priority Matrix

<table>
<thead>
<tr>
<th>CPF priorities</th>
<th>National Strategic Development Plan priorities</th>
<th>Regional and international frameworks</th>
<th>Relevant UNDAF priorities</th>
<th>FAO Strategic Objectives (SO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance sustainable food and nutrition security</td>
<td>Reduce Vulnerability and Manage Risk</td>
<td>• MDG 1, 3, 4, 5, 7,</td>
<td><strong>UNDAF outcome 2</strong>: By 2017, National institutions (public and private) deliver quality services for increased agricultural growth and food security.</td>
<td>1 &amp; 5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CAADP PILLAR 3</td>
<td><strong>Output 2.1</strong>: National institutions, farmer organisations, and vulnerable rural households have capacity to reduce vulnerability and manage agriculture and food security related risks</td>
<td></td>
</tr>
<tr>
<td>Enabling environment for sustainable agri-business development</td>
<td>Promote sustainable Commercialisation and diversification in agriculture</td>
<td>• MDG 1</td>
<td><strong>UNDAF outcome 2</strong></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CAADP Pillar 2 &amp; 3</td>
<td><strong>Output 2.2</strong>: Agricultural policy environment for commercialization is strengthened.</td>
<td></td>
</tr>
<tr>
<td>Strengthen sustainable management of natural resources</td>
<td>Reduce land degradation and protect water sources</td>
<td>• MDG 1 &amp; 7</td>
<td><strong>UNDAF outcome 6</strong>: By 2017 Lesotho adopts environmental management practices that promote a low-carbon climate-resilient economy and society, sustainably manages natural resources and reduces vulnerability to disasters.</td>
<td>3 &amp; 5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CAADP pillar 1 &amp; 3</td>
<td><strong>Output 6.5</strong>: Increased capacity of government and community groups in selected areas to implement Sustainable Land Management (SLM) models that incorporate sustainable environment and income generating activities.</td>
<td></td>
</tr>
<tr>
<td>Strengthen capacity for better agricultural service delivery</td>
<td>Strengthen capacity of farmers and institutions</td>
<td>• MDG 1, 3</td>
<td><strong>UNDAF outcome 2</strong></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CAADP pillar 1, 2, 3 &amp; 4</td>
<td><strong>Output 2.3</strong>: Capacity of MAFS and MFLR for M&amp;E, agricultural research, extension and education services strengthened.</td>
<td></td>
</tr>
</tbody>
</table>
## Annex 2: CPF Results Matrix – Part A

### CPF priority 1: Enhance sustainable food and nutrition security

<table>
<thead>
<tr>
<th>CPF Results</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Means &amp; sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 1:</strong> National institutions and farmers organizations response to food and nutrition insecurity challenges strengthened. [ref. SO1.3;SO5.2]</td>
<td>Percentage of national agriculture capital budget spent on irrigation and conservation agriculture</td>
<td>5% of agriculture capital budget spent on irrigation</td>
<td>At least 10% of agriculture capital budget spent on irrigation and conservation agriculture</td>
<td>Sectoral policies and plans MAFS, MFLR, MoF and MDP budgets and reports</td>
<td>Funding for agricultural support services is increased or maintained where they can sustain the operations. Food and nutrition security continues to be Government’s priority</td>
</tr>
<tr>
<td>Disaster Risk Reduction/Management (DRR/M) measures mainstreamed into food security and nutrition policies and plans</td>
<td>DRR policy in place</td>
<td>mainstreaming DRR/M into policies, programmes and plans completed by 2015</td>
<td></td>
<td>Project evaluation reports</td>
<td></td>
</tr>
<tr>
<td>Percentage targeted farmers that apply new resilience enhancing production technologies and practices</td>
<td>To be determined at beginning of project</td>
<td>At least 70% of targeted farmers, of which 50% women, by 2017</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 1.1:</strong> The capacity of institutions at national and decentralized levels to implement DRM for enhanced food and nutrition security strengthened. [ref. SO5.2.1]</td>
<td>Disaster risk reduction and management system (including agriculture and nutrition early warning system) available</td>
<td>early warning system weak and dysfunctional</td>
<td>Updated DRRM system functional by 2016</td>
<td>DMA reports Early warning response plans</td>
<td></td>
</tr>
<tr>
<td>Percentage of technical personnel in MAFS, MFLR and MEMWA that have acquired knowledge and skills to implement DRRM system</td>
<td>Less than 20%</td>
<td>80% by 2017</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Output 1.2: Improved capacity of farmers, MAFS, MFLR, MTICM, NGOs to transfer and use resilience enhancing technologies for increased agriculture production

[ref. SO5.3.1]

<table>
<thead>
<tr>
<th>Percentage of technical staff from MAFS, MFLR, MTICM and NGOs trained on the application and transfer of new resilience enhancing technologies</th>
<th>to be determined by 2013</th>
<th>80% trained by 2016</th>
<th>Sectoral reports, FAO M&amp;E and project reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of targeted farming households who have acquired knowledge and skills in the use of resilience enhancing technologies and practices</td>
<td>To be determined by 2013</td>
<td>80% by 2017 - 50% of which are women</td>
<td></td>
</tr>
</tbody>
</table>

---

### Output 1.3: Improved capacity of farmers, MAFS, MFLR, MTICM and NGOs to diversify farming system for market oriented production.

[ref. SO1.2.2]

| Percentage of extension workers who have acquired new knowledge and skills in the transfer of technologies and practices, (including post harvesting technologies) for increasing the production, processing, preservation and marketing of horticulture, cereal and livestock produce | To be determined in 2013 | At least 80% of targeted extension staff by 2017 – 50% of which are women |
|---|---|---|---|
| Percentage of targeted farmers who have acquired improved knowledge and skills in agricultural production and marketing () | to be determined by 2013 | 80% by 2017 – 50% of which are women |

---

### Output 1.4: Vulnerable farming households’ access to productivity enhancing inputs and technologies improved

[ref. SO 1.1.1]

<table>
<thead>
<tr>
<th>Percentage of vulnerable farming households who receive seeds and fertilizers</th>
<th>(8%) in 2012</th>
<th>maintained at 8% up to 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of supported households have acquired skills in specific production</td>
<td>to be determined by 2013</td>
<td>80% by 2017 (50% women)</td>
</tr>
</tbody>
</table>

---

9 Agro-forestry, conservation agriculture, irrigation and water harvesting, fodder production and improved rangeland management
**UNDAF Outcome 2:**
By 2017, National institutions (public and private) deliver quality services for increased agricultural growth and food security

**FAO Organisational outcomes**
SO1.1: Member countries and their development partners make explicit political commitments and allocate resources to eradicate hunger, food insecurity and malnutrition
SO1.3: Member countries and their development partners make explicit political commitments and allocate resources to eradicate hunger, food insecurity and malnutrition
SO5.2: known and emerging food, nutrition and agriculture threats are identified, forecasted, analyzed, monitored and trigger appropriate decisions and actions
# Priority Area 2: Enabling environment for sustainable agri-business development

<table>
<thead>
<tr>
<th>CPF Results</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Means &amp; sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 2</strong>: Agri-business increased by 2017 [ref. SO4.2]</td>
<td>Number of new registered horticulture, poultry and piggery enterprises operational ()</td>
<td>Zero</td>
<td>At least 40 enterprises established for each commodity by 2017 – 40% women</td>
<td>MTICM and MAFS reports</td>
<td>Conducive environment created for the private sector participation</td>
</tr>
<tr>
<td></td>
<td>Percentage change in marketed horticulture, poultry and piggery produce.</td>
<td>to be determined by 2013</td>
<td>20% increase in poultry, piggery and horticulture by 2017</td>
<td></td>
<td>Increased commitment by the Government for agribusiness policy implementation</td>
</tr>
<tr>
<td><strong>Output 2.1</strong>: Strengthened capacity of MAFS, MTICM and MFLR to formulate, facilitate and execute agricultural investment plans and commercial policies [ref.SO4.2.2]</td>
<td>Availability of agricultural investment plan</td>
<td>Currently not available</td>
<td>Developed by 2013</td>
<td>Sectoral reports and reviews</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of new commercial policies formulated or updated</td>
<td>zero</td>
<td>Three by 2017</td>
<td>CAADP review reports</td>
<td></td>
</tr>
<tr>
<td><strong>Output 2.2</strong>: Capacity of smallholders to invest in agro-SMEs strengthened. [ref. SO4.2.4]</td>
<td>Training programme delivered for the National Farmers Union and associated commodity associations on agri-business development and marketing</td>
<td>Training of Trainers (agricultural extension agents) on Agri-business development and marketing done in 2013</td>
<td>80% of commodity associations trained by 2017</td>
<td>MAFS and MTICM reports</td>
<td></td>
</tr>
<tr>
<td>Output 2.3:</td>
<td>Business model connecting horticulture farmers to markets established</td>
<td>none</td>
<td>Business model exist by 2014</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy and action plan for standardisation and certification of agro products available</strong></td>
<td>Not available</td>
<td>Available by 2017</td>
<td>MTICM reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MTICM reports</td>
<td>Project evaluation report</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**UNDAF Outcome 2:**
By 2017, National institutions (public and private) deliver quality services for increased agricultural growth and food security

**FAO Organisational outcomes**
SO4.2: enhanced public-private collaboration in addressing the challenges and risks faced by smaller and disadvantaged participants in food and agricultural systems
### Priority Area 3: Strengthen sustainable management of natural resources

<table>
<thead>
<tr>
<th>CPF Results</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Means &amp; sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 3:</strong> By 2017, natural resources are sustainably managed by local authorities and community groups [ref.SO3.1; SO3.2]</td>
<td>Number of communities engaged in initiatives that focus on protection of environment and conservation of natural resources</td>
<td>160</td>
<td>240, with 50% participation by women</td>
<td>MFLR, MAFS, MLGC and MNR reports</td>
<td>Sufficient political will and commitment to address the underlying causes of land degradation</td>
</tr>
<tr>
<td></td>
<td>Number of hectares of rehabilitated and protected watersheds</td>
<td>250,000ha</td>
<td>300,000 ha</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 3.1:</strong> Increased awareness by national and local authorities and targeted communities about options for sustainable natural resources management [ref. SO3.1.2]</td>
<td>percentage of targeted staff acquired skills in sustainable land management</td>
<td>to be determined in 2013</td>
<td>80% by 2017</td>
<td>MAFS, MLGC, MFLR reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of community action plans that have incorporated integrated watershed management principles and practices</td>
<td>Watershed management principles not integrated into community action plans</td>
<td>70% By 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 3.2:</strong> Capacity of local authorities and grazing associations to manage the range lands improved [ref. SO3.1.2]</td>
<td>Rangeland capacity development strategy available</td>
<td>None</td>
<td>Gender sensitive Capacity Development Strategy available by 2015</td>
<td>MFLR and MoLG reports</td>
<td>Project evaluation</td>
</tr>
</tbody>
</table>
### Percentage of members of grazing associations who report increased livestock productivity as a consequence of improved rangeland resources (grasses and water)

<table>
<thead>
<tr>
<th>Percentage of members of grazing associations who report increased livestock productivity as a consequence of improved rangeland resources (grasses and water)</th>
<th>to be determined by 2013</th>
<th>70% by 2017</th>
<th>report</th>
</tr>
</thead>
</table>

### Output 3.3: Effective partnership and Coordination among key stakeholders strengthened

<table>
<thead>
<tr>
<th>Number of minutes of coordination meetings issued that containing clear follow-up actions.</th>
<th>No regular meetings held between key stakeholders</th>
<th>At least four meetings a year with minutes that have clear action points</th>
<th>Feedback from stakeholders</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Percentage of the stakeholders who report improved coordination</th>
<th>stakeholders not satisfied with the current coordination efforts</th>
<th>80% satisfaction by 2015</th>
</tr>
</thead>
</table>

### UNDAF Outcome 6:

By 2017, Lesotho adopts environmental management practices that promote a low-carbon climate resilient economy and society, sustainably manages natural resources and reduces vulnerability to disaster

### FAO Organisational outcomes

**SO3.1**: The enabling environment in member countries is improved for men and women rural small producers, family farmers, and small rural entrepreneurs to move out of poverty

**SO3.2**: The enabling environment in member countries is improved for agricultural growth to generate increased decent farm and non-farm rural employment opportunities for rural men, women and youth
## Priority area 4: Strengthen capacity for better agricultural service delivery

<table>
<thead>
<tr>
<th>CPF Results</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Means &amp; sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 4:</strong> Access to improved agricultural services by farmers strengthened</td>
<td>Number of farmers who have acquired skills in crop husbandry, livestock husbandry and marketing from government technical officers</td>
<td>To be determined by 2013</td>
<td>600 farmers trained annually of which 50% women</td>
<td>MAFS, MTICM reports</td>
<td>Commitment from government and its cooperating partners to strengthen research and extension services in both state and non-state institutions</td>
</tr>
<tr>
<td></td>
<td>Percentage of targeted farmers that adopt recommended production practices and technologies</td>
<td>exist by 2013</td>
<td>75% by 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 4.1:</strong> Policy and programme framework for agricultural research and extension strengthened</td>
<td>Existence of national agricultural research framework</td>
<td>Research framework not available</td>
<td>By 2013</td>
<td>MAFS and NUL reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of research and extension forums held;</td>
<td>Zero</td>
<td>two per year</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 4.2:</strong> Capacity of government technical staff for agricultural research and extension services strengthened</td>
<td>Percentage of targeted technical personnel that have acquired new knowledge and skills in research, extension</td>
<td>0%</td>
<td>80% of targeted technical staff (of which 50% women) 2016</td>
<td>MAFS reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of research and extension outreach documents produced</td>
<td>training materials (leaflets and posters) for Conservation Agriculture designed</td>
<td>Two new outreach documents produced each year beginning in 2014</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Output 4.3: Capacity of government technical staff for M&E and knowledge management strengthened

[ref. SO1.3.1]

<table>
<thead>
<tr>
<th>Percentage of targeted technical staff who have acquired new knowledge and skills in M&amp;E</th>
<th>20%</th>
<th>80% by 2017</th>
<th>Project reports Sectoral reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existence of functional communication strategy for the National Agriculture Research System</td>
<td>Communication strategy not in place</td>
<td>Communication strategy completed by 2015</td>
<td></td>
</tr>
</tbody>
</table>

### UNDAF Outcome 2:

By 2017, National institutions (public and private) deliver quality services for increased agricultural growth and food security

### FAO Organisational outcomes

SO1.3: Member countries and their development partners formulate, implement, monitor and evaluate policies, programmes and investments to eradicate food insecurity and malnutrition

SO2.2: stakeholders in member countries strengthen governance – laws, policies and institutions that are needed to support producers in the transition to sustainable agricultural systems
## Annex 3: CPF Result Matrix – part B – indicative resource requirements

<table>
<thead>
<tr>
<th>CPF Results</th>
<th>Indicative Resource Requirements (US$)</th>
<th>Implementing partners</th>
<th>Likely sources of Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total requirement</strong></td>
<td><strong>Available funding</strong></td>
<td><strong>Funding gap</strong></td>
<td><strong>National</strong></td>
</tr>
<tr>
<td><strong>CPF priority 1: Enhance sustainable food and nutrition security</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Outcome 1: Capacity of national institutions and farmers organizations strengthened to respond better to food and nutrition insecurity challenges</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 1.1:</strong> National institutions and farmers organizations response to food and nutrition insecurity challenges strengthened.</td>
<td>600,000</td>
<td>200,000</td>
<td>400,000</td>
</tr>
<tr>
<td><strong>Output 1.2 Improved capacity of farmers, MAFS, MFLR, MTICM, NGOs to transfer and use resilience enhancing technologies for increased agriculture production</strong></td>
<td>2,000,000</td>
<td>250,000</td>
<td>1,750,000</td>
</tr>
<tr>
<td><strong>Output 1.3 Improved capacity of farmers, MAFS, MFLR, MTICM and NGOs to diversify farming system for market oriented production.</strong></td>
<td>600,000</td>
<td>300,000</td>
<td>300,000</td>
</tr>
<tr>
<td><strong>Output 1.4: Vulnerable farming households’ access to productivity enhancing inputs and technologies improved</strong></td>
<td>10,000,000</td>
<td>2,500,000&lt;sup&gt;10&lt;/sup&gt;</td>
<td>7,500,000</td>
</tr>
<tr>
<td><strong>Priority Area 2: Enabling environment for sustainable agri-business development</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Outcome 2: Agri-business increased by 2017</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 2.1:</strong> Strengthened capacity of MAFS, MTICM and MFLR to formulate, facilitate and execute agricultural investment plans and commercial policies</td>
<td>500,000</td>
<td>200,000</td>
<td>300,000</td>
</tr>
<tr>
<td><strong>Output 2.2 Capacity of smallholders to invest</strong></td>
<td>800,000</td>
<td>800,000</td>
<td>MAFS, MTICM</td>
</tr>
</tbody>
</table>

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<sup>10</sup> To secured from DFID and ECHO for 2013
<table>
<thead>
<tr>
<th>Priority Area 3: Strengthen sustainable management of natural resources</th>
<th></th>
</tr>
</thead>
</table>

**Outcome 3:** By 2017, natural resources are sustainably managed by local authorities and community groups

**Output 3.1:** Increased awareness by national and local authorities and targeted communities about options for sustainable natural resources management

| 2,000,000 | 200,000 | 1,800,000 | MFLR, MAFS, MNR, MTEC, MLGC | UNDP | GEF |

**Output 3.2:** Capacity of local authorities and grazing associations to manage the range lands improved

| 1,000,000 | 1,000,000 | MFLR, MAFS, MTEC, MNR, MLGC | UNDP | GEF |

**Output 3.3:** Effective partnership and Coordination among key stakeholders strengthened

| 100,000 | 100,000 | MFLR, MAFS, MTEC, MNR, MLGC, NGO’s | UNDP, IFAD, UNEP | TCP |

**Priority 4: Strengthen capacity for better agricultural service delivery**

**Outcome 4:** Access to improved agricultural services by farmers strengthened

**Output 4.1:** Policy and programme framework for agricultural research and extension strengthened

| 200,000 | 200,000 | MAFS, NUL, LENAFU, MFLR, NGO’s | IFAD | TCP |

**Output 4.2:** Capacity of government technical staff for agricultural research and extension services strengthened

| 1,000,000 | 300,000 | 700,000 | MAFS, NUL, LENAFU, MFLR, NGO’s | IFAD | TCP and Extra-budgetary resources |

**Output 4.3:** Capacity of government technical staff for M&E and knowledge management strengthened

| 600,000 | 600,000 | MAFS, NUL, LENAFU, MFLR, NGO’s | IFAD | Extra-budgetary resources |

**Overall resource requirements**

| 19,700,000 | 4,550,000 | 15,150,000 |  |  |  |
### Annex 4: Monitoring framework

<table>
<thead>
<tr>
<th>CPF Results</th>
<th>Indicators, baseline &amp; target</th>
<th>Means &amp; sources of verification</th>
<th>Assumptions</th>
<th>Method and frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CPF priority 1: Enhance sustainable food and nutrition security</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>Outcome 1:</strong> Response by national institutions and farmers organizations to food insecurity strengthened</td>
<td>Percentage of national agriculture budget spent on climate smart production technologies</td>
<td>MAFS and MFLR reports</td>
<td>Funding for agricultural support services is not reduced beyond the minimum threshold for delivering such services to the farming community</td>
<td>Annual reviews</td>
</tr>
<tr>
<td></td>
<td>Baseline: 5% capital budget spent on irrigation development</td>
<td>Annual budget statement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Target: 10% of the agricultural capital budget spent on irrigation and conservation agriculture</td>
<td></td>
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<tr>
<td></td>
<td>Disaster Risk Reduction/Management (DRR/M) measures mainstreamed into food security and nutrition policies and plans</td>
<td>MAFS, DMA and FNCO reports</td>
<td>Key players in agriculture, food security and nutrition acquainted with the provisions of the DRR policy and committed to mainstreaming it in their respective sectors</td>
<td>Annual reviews</td>
</tr>
<tr>
<td></td>
<td>Baseline: DRR policy in place</td>
<td>Sector Strategy documents</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Target: mainstreaming DRR/M into programmes and plans completed by 2015</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Priority Area 2: Enabling environment for sustainable agri-business development</strong></td>
<td></td>
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</tbody>
</table>
| **Outcome 2:** Agri-business increased by 2017 | Number of new horticulture, poultry and piggery enterprises and operational by 2017 | MAFS and MTICM reports. | • Conducive environment created for the private sector participation  
• Increased commitment for policy implementation | Annual reviews and scheduled assessments |
| | Baseline: zero | | | |
| | Target: at least 40 enterprises established for each commodity | | | |
| | percentage change in marketed produce for selected value chains by 2017 | | | |
| | Baseline: to be determined 2013 | | | |
| | Target: 20% increase in poultry, piggery and horticulture by 2017 | | | |
| **Priority Area 3: Strengthen sustainable management of natural resources** | | | | |


<table>
<thead>
<tr>
<th><strong>Outcome 3:</strong> By 2017, natural resources are sustainably managed by local authorities and community groups</th>
<th>number of communities engaged in initiatives that focus on protection of environment and conservation of natural resources</th>
<th>MFLR and MLGC reports</th>
<th>Presence of political will and commitment to address the underlying causes of land degradation and child labour in livestock</th>
<th>Annual reviews</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline:</strong> 160</td>
<td><strong>Target:</strong> 240 with 50% participation by women</td>
<td><strong>Percentage increase in number and area of rehabilitated and protected watersheds</strong></td>
<td><strong>Baseline:</strong> 250,000ha</td>
<td><strong>Target:</strong> 300,000 ha</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Priority 4:</strong> Strengthen capacity for better agricultural service delivery</th>
<th><strong>Outcome 4:</strong> Access to improved agricultural services by farmers strengthened</th>
<th>20% increase in poultry, piggery and horticulture by 2017</th>
<th>MAFS and MTICM reports</th>
<th>Commitment from government and its cooperating partners to strengthen research and extension services in both state and non-state institutions</th>
<th>Annual reviews</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline:</strong> to be determined</td>
<td><strong>Target:</strong> 600 farmers trained annually of which 50% women</td>
<td><strong>Percentage of targeted farmers that adopt recommended production practices and technologies</strong></td>
<td><strong>Baseline:</strong> to be determined</td>
<td><strong>Target:</strong> 75% by 2017</td>
<td><strong>MAFS reports</strong></td>
</tr>
</tbody>
</table>
Annex 5: History of FAO’s presence in Lesotho

Introduction

Lesotho is a small landlocked country which is completely surrounded by the Republic of South Africa. The country is politically divided into ten administrative districts which fall within four broad agro-ecological zones, namely the mountains, the lowlands, the foothills and the Senqu River valley. These distinct agro-ecological zones present different challenges and opportunities which FAO has provided over the last three decades to improve food security for all. The total volume of support from the FAO has been about $110 million and includes direct technical assistance and support to policy and strategy development, promotion of innovative agricultural technologies, and natural resource management and response to emergencies

Policy and institutional strengthening

Summary of achievements

In developing the new Forestry policy and a ten-year National Programme of Action for Forestry in October 2006, the Ministry of Forestry and Land Reclamation, supported by FAO, has expressed its commitment to an improved food security. FAO provided technical and material support for the development of the Lesotho Forestry Policy and Strategic Action Plan. The FAO has also provided significant input for the Ministry of Agriculture and Food Security, the agriculture policy and the new Food Security Strategy, which now being replaced by the National Strategic Development Plan. The main policy framework that guides FAO interventions and activities are the Agricultural Sector Policy, the Poverty Reduction Strategy, which now being replaced by the National Strategic Development Plan, and the Food Security Policy and Action Plan. These are key instruments for priority setting and action. Over the last few years, FAO activities in Lesotho have largely focused on four broad areas of intervention, namely, support to policy and strategy development, promotion of poverty reduction and action. The main thrust of the Organization is support to policy and strategy development, promotion of poverty reduction and action. The main thrust of the Organization is support to policy and strategy development and action. The main thrust of the Organization is support to policy and strategy development.
The development of the forestry policy and programme of action was preceded by a series of thematic studies which were meant to facilitate and enhance participation of non-state stakeholders in forestry activities. Most recently, FAO provided technical support for the review of the Ministry’s integrated watershed management programme which was launched in 1987 with a total budget of US$25.874. The main objective of this project was to identify and address the key issues that were affecting the development of the forestry sector. The project was funded by the Government of Lesotho and the World Bank.

Other policy development works which FAO has assisted the Government of Lesotho in drafting include the irrigation policy, seed policy, nutrition policy and fisheries strategic framework. Currently the Government of Lesotho is finalising the development of the Phytosanitary Policy and Legislation through the assistance of FAO. The development of this policy and legal framework is meant to improve the importation and exportation of plants and plant materials between Lesotho and her neighbours while also protecting the local farming community from the threats posed by trade-related introduction of unwanted pests.

FAO has also been asked to help review and update the livestock policies and legislation. Prior to this policy work, FAO has been instrumental in supporting institutional capacity building initiatives. In the early to mid-1990s, FAO was involved in supporting capacity development in the Lesotho Agricultural College. A number of specialized courses and fellowships were offered in the area of forestry and range management. A number of these courses were supported by the Swedish-funded project (GCP/LES/026/SWE) on forestry training and management. One such support was to the Government of Lesotho for the establishment of the National Early Warning Unit which was done through the Danish-funded project (TCP/LES/004/12) on early warning systems for food security. This project was funded to the tune of US$600,324 and its main objective was to strengthen the agricultural sector planning and implementation of the National Early Warning System (NEWS). The project was supported by the Government of Lesotho and the Swedish International Development Authority (SIDA). The main objective of this project was to improve the importation and exportation of plants and plant materials between Lesotho and her neighbours while also protecting the local farming community from the threats posed by trade-related introduction of unwanted pests.
maximize returns to wool and mohair growers through an accurate grading system as required by the wool and mohair marketing standards. The testing laboratory was established at the Livestock Products Marketing Services (LPMS) Headquarters and sufficient training was provided to LPMS personnel to cover local needs of wool and mohair industry.

Institution strengthening was not only confined to formal government institutions. A lot of effort was made to support formation of local and grassroots institutions such as farmer associations and cooperatives. The UNDP funded Thabana Morena Rural Development Project (LES/82/004) which ran from 1983 to 1987 particularly focused on supporting the formation of rural-based organizations including multipurpose cooperative societies. These institutions were engaged in income generating activities. The enterprises which were successful include vegetable production, fodder production, egg production, and cottage industries. The total funding for this project was $1,384,074. The efforts of this project were further supported through the Netherlands funded project GCP/LES/029/NET which assisted the rural poor to increase their income and self-reliance through promotion of self-help organizations. The project was implemented from March 1984 to January 1989 with a total budget of $226,149.

Innovative agricultural technologies

In the past five years FAO has been instrumental in introducing and supporting conservation agriculture initiatives at the community level by focusing on soil and water conservation. This was largely informed by the recognition that Lesotho was rapidly losing its production base due to excessive soil erosion and that conventional agricultural practices were the main culprits. The lessons from these efforts led to a shift from classical erosion control towards integrated natural resource management strategies and support to farmers to maintain soil productivity and reduce erosion. The current conservation agriculture initiatives are building on the earlier support on soil and water conservation that was provided through funding from the Netherlands (GCP/LES/039/NET & GCP/LES/034/NET). The total funding for this support amounted to $2,253,712. While soil erosion and conservation have for years been a major policy concern to Lesotho, efforts by both government and development partners have yielded very little results. Lessons from these efforts led to a new approach to soil conservation and other forms of land degradation and whose agricultural productivity had not only been reduced but also degraded. The current conservation agriculture initiatives are building on the earlier support on soil and water conservation.

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The agricultural sector strategy and other related policy frameworks have long realized that water management in all its forms is critical for improving crop production in Lesotho. In response to this, FAO supported the development of small-scale irrigation schemes under its Special Programme for Food Security and other related programmes have long realized that water is vital for sustainable agricultural production.

Natural Resource Management

While most micro-nutrient deficiencies can be corrected by ensuring easy access to animal products in the form of eggs and poultry manure, combined with sustainable vegetable production this initiative is critical in fighting famines. The presence of dual purpose chickens in poor households makes a huge difference on country. The presence of dual purpose chickens in poor households makes a huge difference on households. At its core, the main idea is that these important traditional functions are adequately performed by larger animals (cattle and horses), the smaller and shorter life cycle species are an important means of transport in the rural areas. While these important traditional functions are adequately performed by larger animals (cattle and horses), the smaller and shorter life cycle species are an important means of transport in the rural areas. With the emphasis on promotion of important traditional functions, for instance short cycle animal species, livestock keeping is not only an important economic activity for many households but also critical for performance of important traditional functions. For example, in the Highlands of Lesotho, livestock is raised on commercial farms, which produce meat and milk for local consumption. The presence of dual purpose chickens in poor households makes a huge difference on country.

In the livestock sub-sector, FAO has been influential in supporting and promoting the rearing of small animals. It is for this reason that FAO supported the refurbishment of the national poultry plant and installed hatchery equipment and machinery. This plant supplies dual purpose chickens throughout the country, but also critical for performance of important traditional functions. For instance, livestock keeping is not only an important economic activity for many households but also critical for performance of important traditional functions. For example, in the Highlands of Lesotho, livestock is raised on commercial farms, which produce meat and milk for local consumption. The presence of dual purpose chickens in poor households makes a huge difference on country.

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Programme for Food Security. It later became apparent that community/group dynamics and limited technical knowledge on the part of the extension service were at the core of the failures of the irrigation initiatives. In response to the skills limitations of the extension services, FAO in 2006 supported the Ministry of Agriculture in providing on-the-job training to a number of irrigation technicians. Following this training, some impact of irrigation development was beginning to be seen on the ground. However, the biggest challenge facing the Ministry of Agriculture has been the retention of the trained irrigation personnel. The majority of those that were trained with the FAO support have since left the department.

With the leadership of Ministry of Forestry and Land Reclamation the key emphasis by FAO has been on the adoption of an integrated watershed management approach. Recognising the significant impacts of land use on water and soil, FAO supported the Ministry of Forestry and Land Reclamation in formulating a watershed development strategy and providing technical assistance. This has involved the development of a watershed management plan for Lesotho, and the provision of training and support to key stakeholders.

In response to drought and soaring food and commodity prices, FAO has made a critical role in responding to agricultural emergencies.

Response to agricultural emergencies

Strategies and sustainable land use planning

The Ministry of Agriculture, Cooperatives, and Rural Development, in collaboration with the FAO, has been instrumental in formulating a national agricultural production strategy. The strategy aims to address the challenges facing the sector, such as declining livestock numbers and a limited capacity to process and market agricultural products.

Commercialization of agriculture

The commercialization of agriculture in Lesotho has been a major focus of FAO's work. The ministry of Agriculture, Cooperatives, and Marketing has been supported by FAO in formulating policies and strategies to support the transition of the sector towards commercialization. The strategies have involved the provision of training and support to the private sector, increasing access to finance, and promoting value addition and marketing.

Response to agricultural emergencies

Over the past five years, FAO has played a critical role in responding to agricultural emergencies in Lesotho. The department has provided support to farmers affected by drought, floods, and other natural disasters, through the provision of seeds, fertilizers, and other inputs. The support has been provided in collaboration with other UN agencies and donor organizations.
that FAO has been actively involved in advising the government and people of Lesotho to diversify their agricultural production from the predominance of maize to high value crops. To this end FAO supported the establishment of a pilot Asparagus industry and supported Basotho fruit and vegetable canners as early as 1976. This support was sustained up to 1987, and thus running for more than ten years. This involved commercialization of asparagus production, establishment of an asparagus cannery and training of local personnel on asparagus production, processing and management of the cannery.

The other important areas where FAO supported market oriented agricultural production was through the promotion of seed potato production in the mountain areas. These are areas that often experience total maize crop failures due to early onset of winter frost. Unlike maize producers, farmers engaged in potato production rarely experience complete crop failures due to unfavorable climatic conditions.

Efforts to commercialize agriculture were further supported from March 1991 to June 1994 through a project on strengthening the marketing of domestically produced fresh produce. This project (LES/88/010/01/12) was funded to a tune of $923,663. Key outputs of this intervention included the establishment of fresh produce market information system, strengthening of the operations of the regional fresh produce market centres, and improving marketing of eggs, poultry and milk.

The drive to commercialize agriculture has again gained momentum. Recognising the challenges faced by farmers or entrepreneurs that want to engage in agricultural enterprises, government of Lesotho approached FAO for help in conducting feasibility studies for the establishment of marketing and process infrastructure for poultry, piggy and horticulture value chains. This support has since been provided through a TCP project (TCP/LES/3305) and the preliminary findings of these studies have been shared widely with stakeholders. Implementation of the recommendations of these studies should unlock private and public investment in these three value chains.

Lesotho like many other southern African countries recognizes HIV/AIDS as a humanitarian disaster and the government is calling on the support of its development partners to help overcome the scourge of this disease. With prevalence rates now estimated around 23.6 amongst adults in Lesotho, the country is facing one of the biggest development challenges in its history.

As part of the broader UN system in Lesotho, FAO is expected to play a major role in supporting the Government and people of Lesotho in managing the scourge of HIV and AIDS. Given that the majority of Basotho live in the rural areas and depend to a large extent on agriculture for their livelihoods, agriculture and rural development sectors present unique opportunity for combating HIV to AIDS. For those that have access to AIDS drugs, improved nutrition enables them to be utilized effectively. Hence FAO, with the UN mandate for improving nutrition and food security, has a major responsibility to contribute to tackling the impacts of the disease.
While FAO does not have a HIV and AIDS programme per se it continues to mainstream HIV and AIDS in all its programming with particular focus on impact mitigation. Activities that have been implemented and promoted over the years include:

- Provision of training (training of trainers) to agricultural extension workers on nutrition, HIV and AIDS affected
- Increasing awareness and understanding about the importance of nutrition in treatment of AIDS
- Supporting the livelihoods of HIV and AIDS affected households and encouraging agricultural production in Lesotho
- Promoting vegetable production for vulnerable and HIV and AIDS affected
- Implementing interventions, such as drip irrigation, water control, roof water harvesting and simple small scale irrigation systems such as drip
- Promoting labour saving technologies and practices to overcome labour shortages and increasing agricultural production in Lesotho
- Reducing the burden of daily household tasks through promoting simple technologies such as drip irrigation
- Promoting homestead vegetable production for vulnerable and HIV and AIDS affected
- Encouraging the production of daily household tasks through promoting simple technologies such as drip irrigation
- Promoting homestead vegetable production for vulnerable and HIV and AIDS affected
- Supporting the livelihoods of HIV and AIDS affected households and encouraging agricultural production in Lesotho
- Promoting vegetable production for vulnerable and HIV and AIDS affected
- Increasing awareness and understanding about the importance of nutrition in treatment of AIDS
- Supporting the livelihoods of HIV and AIDS affected households and encouraging agricultural production in Lesotho
- Pro...
<table>
<thead>
<tr>
<th>Institutions</th>
<th>Key actions/interventions/mandate</th>
<th>Remarks/Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Agriculture and Food Security</td>
<td>Provides agricultural support services and general input subsidies for crop production</td>
<td>Service delivery hampered by weak technical and operational capacity</td>
</tr>
<tr>
<td>Food and Nutrition Coordinating Office</td>
<td>Coordinates food and nutrition programmes</td>
<td>Lack of nutrition policy makes the coordination process difficult as the roles and responsibilities of different actors are not clear.</td>
</tr>
<tr>
<td>Ministry of Forestry and Land Reclamation</td>
<td>To lead government efforts towards conserving natural resources and halting land degradation</td>
<td>Service delivery hampered by weak technical and operational capacity</td>
</tr>
<tr>
<td>Ministry of Social Development</td>
<td>Provides old age pension to people aged 70 years and above and cash grants to orphans (under the support of EU and UNICEF)</td>
<td>So far the focus of this programme has been on protective social assistance. There is need to broaden it to livelihood based social protection which can support production and provide productive activities for the target groups.</td>
</tr>
</tbody>
</table>
| Ministry of Trade and Industry Cooperatives and Marketing | Promotes market oriented agriculture production and provides market information to both farmers and traders | Programmes have limited coverage and up-scaling is usually problematic as there are no functional linkages with key actors including government ministers with key actors including Non-Governmental Organisations.

Programmes have limited coverage and up-scaling is usually problematic as there are no functional linkages with key actors including government ministers. |
| Non-Governmental Organisations | Implement food and nutrition security programmes with funding from donors such as USAID and Irish Aid | Implement food and nutrition security programmes with funding from donors such as USAID and Irish Aid. |
| UNICEF | Supports cash grants and therapeutic feeding for acute malnutrition cases | More needs to be done to coordinate and rally the support of all key actors. |
| WFP | Provides food assistance to vulnerable households and supports school feeding | Programs have limited coverage and up-scaling is usually problematic as there are no functional linkages with key actors including government ministers. |
| UNDP | Supports cash grants and therapeutic feeding for acute malnutrition cases | Programs have limited coverage and up-scaling is usually problematic as there are no functional linkages with key actors including government ministers. |
| WFP | Promotes market oriented agriculture production and provides market information to both farmers and traders | Has serious capacity limitations to effectively deliver the required services to the farmers and traders |
| UNICEF | Supports cash grants and therapeutic feeding for acute malnutrition cases | Programs have limited coverage and up-scaling is usually problematic as there are no functional linkages with key actors including government ministers. |
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| WFP | Provides food assistance to vulnerable households and supports school feeding | Programs have limited coverage and up-scaling is usually problematic as there are no functional linkages with key actors including government ministers. |
The key challenge is for the country to sustain these initiatives beyond the lifespan of the MCA. Support and partnerships are required to implement the proposed initiatives across the entire district. Support and partnerships on issues of land management and restoration of wetlands are needed to address the issue of land management and sustainable agriculture.

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
<th>Implementation</th>
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<tbody>
<tr>
<td>IFAD and World Bank</td>
<td>IFAD</td>
<td>Drought and Food Security Program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Smallholder Agriculture Development Project</td>
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<td></td>
<td></td>
<td>Finance Rural Financial Intermediation Programme</td>
</tr>
<tr>
<td>Millennium Challenge Account (MCA)</td>
<td></td>
<td>Land administration and land management funding</td>
</tr>
</tbody>
</table>