
Evaluation of



3-Year Strategic Plan

2012 - 2014

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1 INTRODUCTION

1.1 BACKGROUND AND SCOPE OF EVALUATION

Action Lesotho is a registered charity that is managed by a Board of Directors in Ireland. Action Lesotho has been working in Lesotho since 2006 and has developed a number of projects in the fields of humanitarian aid, community development, and education. Since late in 2011, the focus has moved from a humanitarian aid approach to a development aid approach with emphasis on capacitating local staff.

The Chairman of Action Lesotho, Paul Hanrahan, requested Melissa Moffett of African Litany, cc, an independent consultant, to undertake an external evaluation of the Action Lesotho Strategic Plan for the period 2012 - 2014.

1.2 EVALUATION OBJECTIVES

This report evaluates the results achieved and the performance of a number of programmes objectives that were set at the onset of the 3-year Plan.

African Litany was also requested to comment on the sustainability of the programme results, the engagement of Action Lesotho with government agencies, and on the combined capacity of Action Lesotho staff, directors, consultants and volunteers to deliver the various programmes.

1.3 METHODS

The methods used to undertake the evaluation included a review of the funding applications submitted to Irish Aid, one of the major funders of Action Lesotho activities, various communications between Irish Aid and Action Lesotho, a review of interim reports and of the annual reports produced by Action Lesotho.

The evaluator has listed the aims and objectives for each of the programmes as stated in the funding application and compared them to the actual progress made in achieving these goals and targets. A broad evaluation criterion as listed in Table 1 has been allocated to each of the programme objectives. The evaluation criteria that were applied are listed in Table 1.

Table 1 Evaluation Criteria

Rating	Symbol	Rating Definition
Fully Compliant	FC	Goals have been achieved.
Partially Compliant	PC	Goals have not been achieved, but the progress made is deemed to have been deemed to be adequate.
Non-Compliant	NC	Goals have not been met and changes are required to the approach taken.
Improvement Opportunity	IO	An improvement opportunity is offered where goals have been achieved and where Action Lesotho may wish to improve results achieved.
Pending Action	PA	When an action is relevant but not due yet.

Conclusions and recommendations are provided in Section 3.



2 SUMMARY OF PROGRAMME OBJECTIVES, RESULTS AND COMMENTS

The focus of the 3-year action plan was on three main programmes, *i.e.* agriculture, enterprise, and community development. Although the emphasis of Action Lesotho programmes for this planning period is on development aid, Action Lesotho continue with humanitarian aid and staff training programmes and these aspects are included in this evaluation. This section summarises in tabular format the objectives of the various programmes, the results achieved for each year and provides an evaluation rating and an overall comments relating to overall progress made for each objective.

2.1 AGRICULTURE PROGRAMME

No.	Programme Objective	Results including outputs and progress towards planned targets			Evaluation Rating and Comments
		2012	2013	2014	
2.1.1	Train Action Lesotho farm staff in how to manage a tillage farm using modern techniques and inputs.	<ul style="list-style-type: none"> Action Lesotho has provided training in all aspects of maize farming through an Irish agricultural expert who has visited Lesotho twice this year; Machinery was purchased and the sustainability of the farming programme enhanced through ability to earn income in future years from providing services to other farmers; Mill is profitable and earns income through milling sorghum produced by local farmers and mills maize crops from Action Lesotho fields; A grain store was built at 	<ul style="list-style-type: none"> Farm manager travelled to Ireland for 3 months to gain experience in good farming practices and management; and The services of a South African agricultural advisor have been procured to mentor and to provide training to Action Lesotho staff so as to improve farming skills. Advisor provides similar services to a large tillage farm at Temo Moho that specializes in vegetable production; Mill continues to run at a profit which is used to subsidize the cost of running the farm; A second cow was purchased to ensure an 	<ul style="list-style-type: none"> The pilot agricultural development programme set out to teach farm management and farm business skills, improve technical knowledge and develop systems of access to information for research and development. These skills can be applied to any crop or farm business initiative in the future; Services of Triomf seed and fertiliser agency to provide advice and guidance on inputs for the maize engaged; and Farm records are well kept and reports produced detailing progress made. 	<p>Fully Compliant Goal of training Action Lesotho farm staff to produce crops has been achieved. This is demonstrated through:</p> <ul style="list-style-type: none"> Crop yields achieved equivalent to those being achieved in South Africa and far out performing against other yields from Lesotho; Size of fields farmed which has increased annually; Purchase of farm equipment and



No.	Programme Objective	Results including outputs and progress towards planned targets			Evaluation Rating and Comments
		2012	2013	2014	
		the Action Lesotho Mill for safe storage of grain; <ul style="list-style-type: none"> • Machinery shed was built to store farm machinery; • Cow and calf purchased to produce milk and shelter (kraal) was constructed to house animals; 	uninterrupted supply of milk that is used to supply the Action Lesotho feeding programme and generate cash through sale of surplus milk.		livestock; <ul style="list-style-type: none"> • Establishment of farm buildings; and • Move away from subsistence to small-scale commercial method of farming.
2.1.2	Achieve a farm size of 20 hectares (ha) of maize. (Land is leased from owners who are not farming their land effectively in return receive rent in the form of a quarter of the crop produced).	<ul style="list-style-type: none"> • 8.24 ha were farmed in the year 2011/2012. 	<ul style="list-style-type: none"> • 16 ha were farmed in 2012/2013. 	<ul style="list-style-type: none"> • 21 ha were planted in the 2013/2014 year (13 fields / landowners). 	Fully Compliant <ul style="list-style-type: none"> • The goal of farming 20 ha has been achieved with 21 ha cultivated in 2014. Theft and fire are problematic issues.
2.1.3	Achieve a yield of 3.5 tonnes per hectare (t/ha) of maize.	<ul style="list-style-type: none"> • The average maize yield achieved was 2.44 t/ha. This yield was achieved despite drought conditions and theft of maize in some of the fields. 	<ul style="list-style-type: none"> • The average maize yield achieved was 2.5 t/ha with a total yield of 40 t harvested from 16 ha. Theft of maize and damage to crops by cattle are problems that affect the maize yield. 	<ul style="list-style-type: none"> • Yields upwards of 4 t/ha were achieved with both white and yellow maize varieties. 	Fully Compliant <ul style="list-style-type: none"> • Yields have increased from 0.5 tonnes per hectare to upwards of 4 tonnes per hectare.
2.1.4	Initiate training of local farmers on how to achieve similar yields and to move away from subsistence farming and towards small-scale commercial farming.	<ul style="list-style-type: none"> • Training of local farmers could not begin until Action Lesotho's own farm team was capable of producing this yield on a sustainable basis; 	<ul style="list-style-type: none"> • Knowledge on seed varieties, fertilizer application, weed control, etc. is being disseminated to local farmers who voluntarily 	<ul style="list-style-type: none"> • Action Lesotho's Innovation and Entrepreneurship training programme paved the way for relationship building with 	Fully compliant <ul style="list-style-type: none"> • Success in training of local farmers is demonstrated



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		<ul style="list-style-type: none"> Local training opportunities for farm staff through government of Lesotho initiatives are not available despite the presence of an agricultural college in nearby Leribe; and Ten local farmers trained in use of weed control. 	<p>approach Action Lesotho for advice;</p> <ul style="list-style-type: none"> Open days and farm visits have been held with 18 people attending the first formal open day; Weed control demonstrations to local farmers are ongoing; and Agricultural advisor recruited to train Action Lesotho farming staff now also trains local farmers in the application of good farming practices. 	<p>the Ministry of Agriculture Maputsoe Extension Office;</p> <ul style="list-style-type: none"> Memorandums of Understanding (MoUs) have been drafted in 2014 with Ministry of Agriculture, the Lesotho Agricultural College and Limkokwing and will be signed by the end of 2014; and Success and failure of varieties of seed, pesticides, herbicide, and fertilizer were recorded. 	<p>through requests of local farmers for advice and to be shown how to achieve similar crop yields and;</p> <ul style="list-style-type: none"> A working relationship has been forged with the local Ministry of Agriculture and the Lesotho Agricultural College in the Leribe District.

2.2 ENTERPRISE DEVELOPMENT PROGRAMME

No.	Programme Objective	Results including outputs and progress towards planned targets			Evaluation Rating and Comments
		2012	2013	2014	
2.2.1	Original aim was to provide 'Start Your Own Business' training in Ha Majele community centre and assist 'start-ups' with capital and mentoring.	<ul style="list-style-type: none"> First training course commenced in November 2012 with further training sessions planned going forward; and Action Lesotho assisted groups to apply for grants and to write and register their 	<ul style="list-style-type: none"> Start your own business training courses are no longer being provided to community members through Action Lesotho. 	<ul style="list-style-type: none"> Focus has changed with training now being provided to existing craft enterprises rather than to new start-up businesses. 	<p>Fully Compliant (with funder-approved change in focus)</p> <ul style="list-style-type: none"> Training was delayed due to lack of cooperation from government ministries but it



No.	Programme Objective	Results including outputs and progress towards planned targets			Evaluation Rating and Comments
		2012	2013	2014	
		Constitutions.			has commenced owing to persistence of Action Lesotho staff.
2.2.2	Assist 12 existing craft sector groups to design and produce high-quality goods that could sell profitably on the home and export markets, and thus to become profitable, self-sustaining businesses paying a living wage to their employees.	<ul style="list-style-type: none"> Construction of craft centre at Phukalla; Action Lesotho assisted Nyenye Crafts through administrative and guidance support in securing a significant grant from Millennium Challenge Account-Lesotho; Twenty one (21) groups (approximately 200 people) have been assisted by Action Lesotho Enterprise Development programme in various ways; Monthly training workshops held for 12 participating craft groups; Improvement observed in product design and presentation; and LMC, an umbrella training and marketing organisation that is open to all artisans in Lesotho, 	<ul style="list-style-type: none"> Monthly training workshops that address quality control, design, new product development, packaging, pricing, marketing and business skills held at Ha Maqele centre; Visiting craft consultants advised groups on design, material use and product development skills; Craft members visited Design Indaba in Cape Town; Members exhibited their craft at various events; Local sales outlets established and international markets found; Working capital is provided to groups for development of new products and to purchase new equipment. 	<ul style="list-style-type: none"> Craft Sector Consultant appointed to work with Ministry of Tourism, Environment and Culture (MTEC) in partnership with Action Lesotho over the next 3 years; Established an intern programme for Limkokwing University students for attachments to existing craft sector companies, international designers, MTEC craft sector consultant and international buyers who visit Lesotho; Her Majesty, Queen Masenate of Lesotho, is the patron of the LMC project; and LMC has a showcase gallery and shop in Teyateyaneng; in a major shopping mall in Maseru; and products exported to America, Canada and United Kingdom. 	<p>Fully Compliant</p> <ul style="list-style-type: none"> Craft sector groups have been assisted through the establishment of LMC to market their products nationally and internationally and to increase their income earning potential; and National 3-year strategic plan developed which has defined the roles of all players in craft sector development. Obtained Interministerial / agency support to avoid duplication of services and resources.



No.	Programme Objective	Results including outputs and progress towards planned targets			Evaluation Rating and Comments
		2012	2013	2014	
		was established.			
2.2.3	Engage the various government Ministries and agencies in the provision of similar services at national level to all the other craft groups in Lesotho.	<p>With the assistance of the Irish Embassy, seminars and meetings have been held with various Ministry personnel to:</p> <ul style="list-style-type: none"> Enhance cooperation with each other; and Initiate formation of national plans for the development of the craft industry. 	<ul style="list-style-type: none"> Action Lesotho has engaged with various Government Ministries through meetings, workshops and presenting framework documents requesting them to engage and to provide support in enterprise training. 	<ul style="list-style-type: none"> Irish Consultants delivered an Innovation and Entrepreneurship pilot training programme at Ha Maqele community development centre for mixed group of farmers, craft businesses, in-country NGO staff and Government Ministries, State agencies and Agricultural training college; Sector Wide National Working Forum headed by MTEC has been established to develop the Arts and Crafts Sector; Action Lesotho to head the Technical Working Group on Crafts for the Government Job Summit in November 2014 and to draft strategic plan; Initiated a pilot planning 	<p>Fully Compliant</p> <ul style="list-style-type: none"> MoUs have been signed between MTEC, Basotho Enterprises Development Corporation (BEDCO) and Action Lesotho. MoU undertakes to establish a long-term working relationship between the parties whose intentions are to jointly further their mandates of poverty alleviation among others; through entrepreneurial education, food security and improved access to good quality health services; and Participants at the Innovation and Entrepreneurship



No.	Programme Objective	Results including outputs and progress towards planned targets			Evaluation Rating and Comments
		2012	2013	2014	
				<p>process for two key national site development projects: Katse Dam and Morija Museum and Arts;</p> <ul style="list-style-type: none"> • Creative arts included for the first time in Government's national strategic plan for economic growth; and • SWOT analysis of the sector undertaken resulting in an Action Plan for next 3 years through which nationwide upliftment of the craft sector can take place. 	<p>pilot training programme were trained to use a simple business planning tool relevant in the Basotho context; and</p> <ul style="list-style-type: none"> • Workshop resulted in networking amongst existing agricultural and craft sector businesses, business <i>start-ups</i>, Government Ministries, Lesotho College of Education Leribe and Action Lesotho.

2.3 COMMUNITY DEVELOPMENT PROGRAMME

No.	Programme Objective	Results including outputs and progress towards planned targets			Evaluation Rating and Comments
		2012	2013	2014	
2.3.1	Establish a community centre that provides a venue for learning and community activity for both adults and children in the local community.	<p>Learning and community activities that were held at Ha Majele community centre include:</p> <ul style="list-style-type: none"> • Teachers have been 	<ul style="list-style-type: none"> • Activities listed for 2012 to 2013 year are ongoing; and • New courses include the 'Training for 	<ul style="list-style-type: none"> • During this period, the key focus of community interventions was to ensure the health and well being of our client 	<p>Fully Compliant</p> <ul style="list-style-type: none"> • Ha Majele community centre has served as a venue for a range



No.	Programme Objective	Results including outputs and progress towards planned targets			Evaluation Rating and Comments
		2012	2013	2014	
		trained to teach English; <ul style="list-style-type: none"> • Start your own business courses; • Computer training manual has been developed and free computer classes provided for 5 months by Peace Corp volunteer; • Paid computer training courses held for factory workers; • Children received life skills and computer skills training; • Creative industries workshops have been held; • Venue for weekend feeding programme for Orphans and Vulnerable Children; and • Community advice centre established at centre. 	Transformation' course.	base; work towards home food security; present opportunities for community transformation and empowerment and offer innovation, entrepreneurship and vocational skills training for children, youth and adults who are currently living below the poverty line in the community of Maputsoe; and <ul style="list-style-type: none"> • Established the Leribe District Enterprise Community Network to pilot a programme of intervention aimed at economic growth and stimulation of the sector through BEDCO, MTEC, 3rd level institutions, Ministry of Agriculture and Ministry of Education and evolving an active community arts programme. 	of community training initiatives and workshops during the last 3 years; and <ul style="list-style-type: none"> • Centre has provided continued support initiatives that are aimed at giving people the ability to sustain themselves and their families for nutrition (vegetable growing, chicken rearing), life skills programme, disability services, and psycho-social support.



No.	Programme Objective	Results including outputs and progress towards planned targets			Evaluation Rating and Comments
		2012	2013	2014	
2.3.2	Move from humanitarian aid to development aid.	<ul style="list-style-type: none"> Sixty (60) families received assistance to grow vegetables for own use and for sale of excess produce, thereby generating income; Thirty (30) families received poultry (4 hens and a cockerel) to provide food for own use with excess produce sold to generate income; and Milk from farm programme supplies Action Lesotho feeding programme and generates cash through sale of milk to villagers. 	<ul style="list-style-type: none"> Assistance to local families in form of vegetable growing and poultry production is ongoing; and Solutions to address problems experienced with success of poultry production caused by theft, disease and dogs are being investigated. 	<ul style="list-style-type: none"> Goals were achieved with the garden, including potato trials, which showed planting potatoes would be feasible in the coming season; Despite dry conditions, seed planting for the next season has commenced and will be irrigated. Vegetables planted include spinach, beetroot, tomatoes and butternut squash; Waste and substandard vegetables and materials from the garden are used as feed for the animals; and A JO-JO water tank has been installed, lowering the cost of water and making watering of crops is much easier. Watering the animals is also done from the tank. 	<p>Fully Compliant Humanitarian aid programme is moving towards self-sufficiency:</p> <ul style="list-style-type: none"> Nutrition for a number of families has improved through the production of fresh vegetables; and Extra income is being earned by a number of families enhancing their standard of living.

2.4 HUMANITARIAN AID PROGRAMME

No.	Programme Objectives	Results including outputs and progress towards planned targets	Evaluation Rating and Comments
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No.	Programme Objectives	Results including outputs and progress towards planned targets			Evaluation Rating and Comments
		2012	2013	2014	
2.4.1	Provide food at week-ends and school holidays to orphans and vulnerable children (OVC) who would otherwise go hungry.	<ul style="list-style-type: none"> Number of OVC receiving hot meals from weekend feeding programme increased from 140 to 200 in 2012. 	<ul style="list-style-type: none"> Feeding programme is ongoing; and Survey undertaken to ensure that neediest children are being catered for by programme. 	<ul style="list-style-type: none"> Malimpho feeding programme is ongoing and becoming more self-sustainable due to linkages with the farm and vegetable growing activities. 	Fully Compliant <ul style="list-style-type: none"> Farm project is sustainable and provides maize for feeding programme; and Number of OVC who receive food has increased over time.
2.4.2	Address the nutritional requirements of children who present with symptoms of malnutrition or stunting.	<ul style="list-style-type: none"> Nutrition of both orphans and AIDS patients has improved with addition of milk and eggs to the diet. 	<ul style="list-style-type: none"> Children that attend feeding programme are weighed and measured at regular intervals; and Extra nutrients are provided to children as required. 	<ul style="list-style-type: none"> Assessment and monitoring of the nutritional status of children in programme is ongoing activity. 	Fully Compliant <ul style="list-style-type: none"> Nutritional status of children is assessed and supplemented as necessary.
2.4.3	Provide food and medical care at home to people suffering from serious illnesses, particularly TB and HIV/AIDS, and to help them return to normal life within the community, and where possible to earn a living for themselves.	<ul style="list-style-type: none"> Under Malimpho programme, the number of critically ill patients receiving monthly food packages and nursing visits increased from 28 to 39. Vegetables planted at Phukalla site supplies fresh produce for critically ill patients on the Malimpho feeding programme. Action Lesotho has 	<ul style="list-style-type: none"> The number of critically ill patients has increased to 40 at the start of 2013; A programme to support patients discharged from the Malimpho feeding programme with training and resources has started to assist them with making a living after recovery. 	<ul style="list-style-type: none"> Action Lesotho continues to facilitate and partly fund the centre that provides services to severely or moderately disabled children who are not able to access primary education. 	Fully Compliant <ul style="list-style-type: none"> Programme is ongoing and while some patients have died, others have recovered and returned to work owing to improved nutrition and health care received; Patients are assisted with provision of medicine and



No.	Programme Objectives	Results including outputs and progress towards planned targets			Evaluation Rating and Comments
		<p>facilitated the establishment of a local committee and facilities to provide physiotherapy, health care and access to education for children with cerebral palsy and other disabilities.</p>			<p>transport to medical facilities; and</p> <ul style="list-style-type: none"> Occupational therapy and education services are being provided to severely disabled children.

2.5 STAFF TRAINING PROGRAMME

No.	Programme Objectives	Results including outputs and progress towards planned targets			Evaluation Rating and Comments
		2012	2013	2014	
2.5.1	<p>Recruit and train Basotho staff to manage each of the programmes under the guidance of the In-Country Director by the end of 2014.</p>	<ul style="list-style-type: none"> Basotho staff received skills training in the fields of bookkeeping, budgeting, analysis and negotiation, how to access in-country resources, how to communicate with government departments, record-keeping, report writing, monitoring and evaluation and in a wide range of farming skills. 	<ul style="list-style-type: none"> Training of staff is ongoing and good progress is being made with staff members assuming greater responsibility in their specific areas of management. 	<ul style="list-style-type: none"> The management team and staff at Action Lesotho have continued to carry out development work at a grass roots level in agriculture and home food security, health and well being, income generation primarily through craft sector business development and education and training opportunities for the disadvantaged. 	<p>Fully Compliant Progress noted in development of Action Lesotho staff includes:</p> <ul style="list-style-type: none"> Increased independence from in-country director; Assuming greater responsibility; and Increase in confidence and skills to carry out their tasks.



3 CONCLUSIONS

Action Lesotho has developed a 3-year Action Plan with a number of programmes that have clearly stated objectives and targets. The overall aim of the programmes is to assist the rural community members living in villages outside Maputsoe in Lesotho to live independently through the production of their own food and an ability to earn an income, thereby becoming less reliant on foreign aid and imported food.

The evaluation process of the extent to which the objectives and targets of the 3-year Action Plan have been met undertaken by African Litany indicates that overall, the goals and objectives for each of the main programmes have been successfully achieved. Action Lesotho's methods of development are showing signs of long-term sustainability and are having an effective impact at grass roots level:

Well-established, fully staffed and operational facility

The evaluation process noted that Action Lesotho has a permanent staff of full time and part-time employees and a large number of ongoing programme activities. A community centre, craft centre, offices, a mill, grain store, and machinery shed have been established and vehicles and farm machinery have been purchased since the start of the Action Plan.

Measurable Results

Results are being achieved in the form of increased food production, increased incomes and improved health. This further demonstrates a visible improvement is taking place in the lives of many of the community members. A typical example of sustainable benefits provided by Action Lesotho is seen in the Malimpho feeding programme where good nutrition, counselling and regular monitoring of their medical regime has enabled HIV/AIDS patients to be nursed back to a more stable condition enabling them to resume a productive role in the community. Good nutrition is provided from maize generated by the programme's farming activities; from milk provided by the group's cows and from vegetables grown by Action Lesotho staff and local community members.

Action Lesotho has developed a model farm over the past 3 years which has achieved yields of maize equivalent to those being achieved in South Africa and far out performing against other yields from Lesotho. The pilot agricultural development programme set out to teach farm management and farm business skills, improve technical knowledge and develop systems of access to information for research and development has proven successful. The programme has been achieved over a 3 to 4 year period and those skills can be applied to any crop or farm business initiative in the future. Yields have increased from 0.5 t/ ha to upwards of 4 t/ha, farm records are well kept, and a working relationship has been forged with the local Ministry of Agriculture and the Lesotho Agricultural College in the Leribe District.

Empowered Local Staff

Action Lesotho's 3-year strategic plan has focussed on building a strong and independent Basotho workforce where team work, creative and strategic thinking skills, accountability and responsibility have been core development issues. The strength of Action Lesotho's long term development programming is that it acknowledges that development is a very slow process and that project and business sustainability will only be achieved when the Basotho themselves are equipped to take ownership of the development programme and are accountable, responsible and can work together as a team (without outside intervention and support) to creatively and strategically break the cycle of poverty.

Sustainability of Programmes

While the overall aim of the 3-year Action Plan is to enable communities to become self-sustaining and independent of foreign aid and imported food, it is anticipated that each programme will move towards sustainability at a different rate. This will affect the extent to which programmes activities are still dependent on external funding:



- It is anticipated that the tillage farm activity that is part of the Agricultural Development programme will be largely self-sustaining and will not require ongoing funding from external sources. However, the services of the agricultural advisor and dissemination of good farming practice information to the farming community will continue to require external funding in the long term;
- The Enterprise Development programme focusses on LMC initiatives whose objective is to develop a sustainable craft industry in Lesotho. This objective will not be achieved in the short-term. It is envisaged that LMC will become a sustainable business within 3 to 5 years. LMC is evolving into a national organisation responsible for providing training and marketing services to the whole creative industry in Lesotho with financial support provided by the Government of Lesotho;
- The focus of the Community Development programme is to provide services to local community members that will increase their capacity to get jobs and earn a living. This engagement has the potential to address more strategic needs, thus contributing to individual and community empowerment; and
- The Community Development Centre plays an important role in terms of providing a facility from which humanitarian aid is organised and distributed to local recipients.

Lessons Learnt

Various lessons that have been learnt since the start of the 3-year Plan including the importance of good communication between local community members and Action Lesotho counterparts. Measures have been put in place to enhance communication between all parties.

Problem-solving Strategies

Certain aspects have been acknowledged as problematic and strategies have been developed to address them. Examples of such aspects include:

- Lack of agricultural training opportunities by the Government of Lesotho – the services of a local agricultural advisor from South Africa have been engaged to address this problem and continued dialogue with the Ministry of Agriculture has yielded positive results in 2014 with MoUs being signed and relationships forged between this Ministry and Action Lesotho;
- Need to include both government officials and local entrepreneurs in enterprise training – this was initially a slow process that has gained significant momentum in 2014 with MoU's being signed with several Government Ministries and Organisations. Government Departments are now actively engaging with Action Lesotho in training and marketing initiatives and to participate in learning journeys and exhibitions; and
- Progress in some of the programme objectives has been slower than anticipated and the focus has subsequently changed. For example, the initial focus of the Enterprise Development programme was to facilitate community members to participate in the '*How to Start and Improve your own Business*' courses. The focus has changed and now aims to assist small craft businesses that are already operational to become successful. The establishment of Lesotho Mountain Craft (LMC) to provide training to struggling craft artisans in design, production techniques, and business skills is regarded as being more beneficial to the local community members and has a greater beneficial impact at both local and national levels.

The various programmes being implemented by Action Lesotho are not viewed as short-term initiatives that will bear immediate results but are seen to be long-term programmes that will require on-going training and mentoring of individuals so as to achieve lasting sustainability. Experience shows that development takes place over a number of years and therefore to target groups with whom Action Lesotho can work over a designated period of time and with a holistic approach will reap sustainable results in the long-term.

The approach that is being adopted by Action Lesotho involving inputs and contributions from a wide range of different role players that includes funders; consultants; local and



international tutors and mentors; Action Lesotho staff and Board Members; and the Government of Lesotho, amongst others, is seen to be successful and is yielding results and should be continued. In conclusion, this independent evaluation demonstrates that Action Lesotho has successfully achieved the goals and targets set for 2012 (Year 1), 2013 (Year 2) and 2014 (Year 3). The results achieved in a relatively short time indicate that Action Lesotho's development approach is sustainable and is making a positive difference in the lives of many community members.