

PROJECT EVALUATION SUMMARY (PES) - PART I

1. PROJECT TITLE Weaving Training			2. PROJECT NUMBER 632-0211	3. MISSION/AID/W OFFICE USAID/Lesotho
5. KEY PROJECT IMPLEMENTATION DATES			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>632-82-3</u>	
A. First PRO-AG or Equivalent FY <u>79</u>	B. Final Obligation Expected FY _____	C. Final Input Delivery FY <u>81</u>	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>145,000</u> B. U.S. \$ <u>145,000</u>	
			7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>September, 1979</u> To (month/yr.) <u>July, 1981</u> Date of Evaluation Review _____	

B. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
*Project ended July 1981		

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS N/A

- | | | |
|--|--|--|
| <input type="checkbox"/> Project Paper | <input type="checkbox"/> Implementation Plan e.g., CRI Network | <input type="checkbox"/> Other (Specify) _____ |
| <input type="checkbox"/> Financial Plan | <input type="checkbox"/> PIO/T | _____ |
| <input type="checkbox"/> Logical Framework | <input type="checkbox"/> PIO/C | <input type="checkbox"/> Other (Specify) _____ |
| <input type="checkbox"/> Project Agreement | <input type="checkbox"/> PIO/P | _____ |

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT N/A

- A. Continue Project Without Change
- B. Change Project Design and/or Change Implementation Plan
- C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER FUNDING PARTICIPANTS AS APPROPRIATE (Name and Title)

Stephen T. Norton, General Development Officer
and William J. Project Coordinator
Arnoldo Sepulveda, Program Assistant

12. MISSION AID/W OFFICE DIRECTOR APPROVAL

Signature: _____
Typed Name: _____
Date: _____

13. SUMMARY

The Weaving Training Project was aimed at establishing a training program specifically for Lesotho weavers and spinners of whom 95% are women. The Government of Lesotho requested the Fund for Research and Investment for the Development of Africa (FRIDA), a registered private and voluntary organization (PVO), to implement and assist in the coordination of the training program together with the Lesotho National Development Corporation (LNDC).

FRIDA was founded as a non-profit voluntary organization, registered in London in 1976. Its initial capital has been provided from a \$6 million endowment of its Chairman, Mr. Diego Hidalgo. Its purpose is to assist by means of research and investment the development of Africa. It has established regional offices in Africa, one of which is in Lesotho. It has also a recruitment, consultancy and marketing division.

Its main experience in Lesotho has been in handicrafts. With active Government support, it has established a joint enterprise with LNDC, Kingdom of Lesotho Handicrafts (Pty) Ltd., as a marketing agency for all handicraft enterprises. This company holds an agency agreement with FRIDA Marketing Services in London, and it is assisted in management by FRIDA personnel. FRIDA now also holds an equity in two Lesotho companies. One is a weaving enterprise and the other is a sheepskin factory. It is FRIDA's intention to extend its activities into training in support of its marketing program.

The program was to have consisted of two Phases, viz,

Phase I September 1979 - December 1980

The preparation and administration of a four week weaving seminar and training program follow-up for nine months. There would be contracted a three month consultancy for an American marketing research technician, who would work in close cooperation with the Marketing Specialist for the Lesotho National Development Corporation and Kingdom of Lesotho Handicrafts Ltd. in researching the potential Lesotho market in the USA for weaving handicrafts. Phase I would include a two-week visit of the technician and Mr. Mohapi to the USA for this purpose. The American technician would also offer expatriate marketing technician to function as advisor in Phase II.

Phase II January 1981 - December 1982

Continuation of the training program and establishment of a handicraft guild. Marketing research and analysis would be carried on in-depth with a goal of effective production for American and other foreign markets. There would be an exploration and establishment of a National Handicraft Training Center. Further weaving consultants from Latin America and West Africa would be employed to give further guidance in design creativity and technique. (Funding for this Phase was not requested under the proposal but was mentioned to give an overall view of the internal program).

The FRIDA proposal for Phase I was submitted to USAID in July 1979 for a total life of project funding of \$145,000. The Grant Agreement between FRIDA and USAID was signed on September 25, 1979 with FRIDA to undertake the following specific objectives:

1. An upgrading of both technical and creative skills leading to improvement in quality and design.
2. An improvement in productivity and efficiency by the weavers and spinners.
3. An improvement in the status and self-conception of weavers and artisans and skilled workers.
4. An increase in the income of the rural household which ultimately serves as a base to this program.
5. A lessening of dependence upon South Africa in the mohair industry.

The phase covered in this evaluation ran from September of 1979 to December of 1980. Because of the time constraint with respect to achieving all expected outputs a two-month extension was approved on December 2, 1980. This time extension did not permit expenditures beyond the Grant total of \$145,000 but was granted to permit completion of the printing and distribution of WEAVING GUIDE - LESOTHO (a resource manual) and distribution of the copies of LILCHI TSA LESOTHO, a promotional film. An additional two-month extension to the end of May 1981 was requested because the aforementioned outputs still had not been realized. Yet another two-month extension to the end of July, 1981 was requested and granted with respect to the completion and distribution of WEAVING GUIDE - LESOTHO and the promotional film. Within this time it was anticipated that the remaining project vehicle would be sold and arrangements be made for final payment to the video consultant in the U.S.

Other constraints experienced were:

- the concept of producing a training film had not been researched properly before inclusion in the proposal. As it was, there was not enough money in the budget to do an adequate video production and besides, video equipment is not readily available in Lesotho. The proposal had stated that LNDC had offered to loan the video equipment and skilled operators for the duration of the program whereas when the time came for the consultant to do the film one could not be found.
- the idea of producing a film as a training device is also questionable. Few of the weavers had enough background to learn much from a single, short training film. The concept of actually learning a weaving technique from watching details of that technique on film is questionable.
- the lack of electricity in many of the workshops. Likewise, hauling delicate, borrowed or rented video equipment to workshops over rough roads would be difficult.
- it was apparent from the disruption caused by trying to videotape and film during the seminar that the idea was not good. A training film needs to be staged and the people involved should be cooperative. Consultants were hired to be weaving master/teachers, not actors in a training film.
- the proposal called for the organization of at least three one-day seminars or equivalent expert sessions during 1980 to consolidate progress and to introduce Basuto weavers and spinners to other techniques and new design ideas. It had stated that local and international experts, especially African experts, would be required. While this was an excellent idea, no funds were allotted for these seminars.

In sum, the weaving skills of about 550 weavers were improved. Marketing information and skills available to Lesotho's weaving organizations were enhanced, including their knowledge of what kinds of weaving products will sell best. Whether these contributions will result in increased long term productivity of the weaving industry remains uncertain because of the state of organizational fluidity and general lack of operational effectiveness throughout the industry. Further, the industry faces economic constraints such as an inability to obtain reliable supplies of quality mohair of the desired colors within the country. For the weaving industry to contribute to a widespread sustained increase in rural income and reduced dependence upon South Africa in the mohair industry, a long-term, comprehensive effort of a broad scope - far beyond the resources of this individual project - will be needed.

14. EVALUATION METHODOLOGY

This evaluation exercise has been undertaken to determine if project objectives have been met and to what extent; if they have not been met, why.

It has been conducted by the Project Officer and Program Assistant at the close-up of the Project with assistance of Lynn Williams, the Project Coordinator, through interviews and review of regular reports.

Per the Project Proposal there should have been two evaluations during the Phase I of this Project, the first in the first week of May, 1980. This would have been undertaken by representatives from LNDC, USAID/Lesotho and a member of REDSO/EA. Their focus would have been on two points: progress as of that date in achieving project goals of Phase I and the feasibility of Phase II. A summary evaluation would have been held in late November 1980 by the FRIDA staff and USAID/Lesotho staff with a view of finalizing Phase I and planning for Phase II if ever there was to be one.

A mid-project evaluation was carried out in April 1980. The meeting was held between the WTP, AID, FRIDA and GOL staffs. A short-term weaving consultant participated.

The meeting covered how the project progressed to date and plans for the remainder of Phase I. Both AID officers were pleased with the success of the project to that date but made it clear that funding of a Second Phase was unforeseeable. Consideration would not be given unless a textile spinning and weaving sector analysis was first made available to AID.

It was also found that although the USAID-funded Weaving Training Project was proceeding according to schedule, the Government of Lesotho was not paying as much attention to it as was expected/agreed.

15. EXTERNAL FACTORS

A. Because Lesotho is a mohair producing country, the availability of mohair was not thoroughly researched. It was taken for granted that there would always be mohair available whenever needed. This was not so because it cannot be bought directly from farmers. The workshops have to tell the Livestock Products Marketing Service their needs a year ahead and usually the workshops have difficulty in determining their needs as well as raising the money for bulk purchases. Lesotho mohair is mostly for export which makes the use of South African mohair a common feature as it is clean and carded. It is also in a processed form and ready for spinning. Comparatively, it is cheaper to buy the already processed yarn than to buy raw mohair that requires it to be washed, carded, combed and spun into yarn; this is far too time consuming and accounts for 35% of wastage. The imported mohair is even cheaper because it is sold at a subsidized price.

Colored goats were culled from the herds some time ago because it was a requisite of the Ministry of Agriculture. It is now recognized of late that natural colors are in great demand by customers. Dependence on South African mohair will continue except if the Government of Lesotho relaxes these constraints.

The possibility of creating a depot where workshops can obtain such materials as dye stuffs, etc. for spinning should also be researched. There is a South African firm which can provide small quantities of such materials.

B. The time frame within which the program operated was too short to accomplish all that had been projected. At end of project the needs of this program were felt even more. The project itself is very complex and needs long-term assistance if it is to impact on Lesotho industry/craft sector.

16. INPUTS

I. USAID

A. Technical Assistance

The proposal called for provision of the following technical assistance positions:

1. Long-term: Project Coordinator for life of project.
2. Short-term Consultancies:
 - a. A Navajo weaver for one month;
 - b. U.S. travel of General Manager of Kingdom of Lesotho Handicrafts (KLH) for one month;
 - c. Video consultant for one month; and
 - d. Marketing research specialist for three months.
3. Local Staff:

Salaries and support of:

 - a. an Assistant Coordinator for life of project;
 - b. local training coordinator;
 - c. local video technician;
 - d. a driver for life of project; and
 - e. a secretary.

B. Equipment and Materials

1. Training seminar materials
2. Video equipment
3. Office furniture and equipment
4. Vehicle and motorcycle

C. Other Costs

1. Overhead
2. Vehicle operation
3. Resource manual production

Most of the inputs as called for in the Project Proposal were met.

The project coordinator was provided throughout the project life. The Navajo weaver shared some of her traditions with the Lesotho weavers and found many similarities between her own culture and the Basotho. Her presence created an awareness that weaving is part of her culture and life and not just a job while many Basotho weavers have difficulty in relating to this. She helped expose them to other skills and ways of doing things. Although she showed them many techniques which would not apply well within the Basotho weaving because they are time consuming for a weaver industry to pursue economically, they gained an awareness that there are alternative ways to do weaving. The benefit of this consultancy was cooperation and interchange of ideas of participants.

The month-long marketing tour of the U.S. by the General Manager of Kingdom of Lesotho Handicrafts (KLH) was a success because it resulted in:

- many orders for Lesotho's weavers;
- in the 12 major cities he visited he was able to talk with a variety of potential importers for Lesotho's mohair products, viz, rugs, wall-hangings. Many people were drawn to the unique ethnic tapestries depicting Lesotho life and environment. The geometric designs are also popular as rugs;
- on the spot feedback on the products. Many people thought the workmanship was good.

The video consultant was in Lesotho for a month to produce a video training film. It was realized only shortly after the program began that this area had not been thoroughly researched in the proposal, and that far too little money had been budgeted for the purpose. There was difficulty too in obtaining the needed equipment so much that WTP had to apply for assistance from the Anglo-American Corporation which took some time to be granted. Due to some shooting problems it was concluded that a training film would not be possible and so a decision was reached that the film produced could be used for promotional purposes. The intent was to produce a film that could be taken to trade fairs, exhibitions or potential customers to show them the origin of the mohair products, who makes them and how they relate to the Basotho culture.

The video consultant was able to create 'LILONI TSA LESOTHO' or LESOTHO TAPESTRY, a thirteen minute film which correlates the mohair handicrafts of Lesotho with the Basotho culture. The film was not only well received but was also awarded a Special Certificate of Merit from the 16th International Chicago Film Festival in 1980. It was also shown by the Assistant Mosotho Coordinator at the World Craft Council (WCC) Biennial Meeting in Vienna in July 1980.

The marketing research specialist initially spent a month in the U.S. with samples of Lesotho's products doing market research and in the process trying to determine where Lesotho's products would best fit. He determined from these visits, that the larger mohair tapestries and rugs were acceptable for the U.S. market at four or five times the f.o.b. price by the time they got to the consumer. The marketing research specialist therefore concluded that the best channels for the U.S. distribution were department stores, museum galleries, and designer/decorators because they could afford the higher priced products.

The marketing research specialist's work helped local producers learn what the international market expected of them since most traders have had no experience and cannot relate to international markets. He pointed out that competition abroad is stiff and Lesotho products, by and large, are comparatively expensive necessitating excellence to compete. He advised on suitability of products for export as well as modifications to produce a more exportable product.

He also advised what was necessary on this end to maintain an international market. He shared the concepts of the American consumer: how they buy, what they buy, what they expect, and that quality, prompt delivery and reliability

are imperative to continued export. As a result of his trip here, the scope of the U.S. market for Lesotho tapestries and rugs is known. He found the potential is better for the ethnic tapestries rather than the geometrics. There is still a market for geometrics, but actual orders show the ethnics are more popular. He found the price to be very high, but not out of the market. He found that mohair is not a selling factor. He spent considerable time with the Kingdom of Lesotho Handicrafts General Manager on his one-month travel to the U.S. It can be concluded that the work done by this consultant was only a beginning step toward a good U.S. market and therefore it is important to continue to press for sales as conditions seem right for selling the Lesotho tapestries and rugs.

Of the local staff proposed in the WTP proposal the driver was not hired which proved a blessing in disguise because with funds from this area WTP was able to hold two (2 or 3 day) short seminars. Although these courses were outlined in the proposal, they had not been budgeted for.

In June of 1980 a Volunteer Weaving Advisor from the International Voluntary Service came to Lesotho to teach at individual workshops for two to four months at a time. The duties varied from place to place because the level of sophistication and needs are different in each workshop. Her presence proved useful in that it revealed that working closely with the Basotho weavers one is able to establish areas of need that would not be apparent to an outsider during a brief look. She was able to introduce many practices and techniques which the Basotho weavers readily accepted and by so doing increased their income.

While it can be seen that some workshops seemed genuinely interested in what they were doing as measured against an increase in their monthly wages, it was too hard for the Volunteer Weaving Advisor to help others solve their internal problems which made it difficult for them to make their monthly wages. While she was not the complete answer to the training needs, she certainly helped.

II. Government of Lesotho Support

Per the proposal, support was expected to come from the following channels:

1. Lesotho National Development Corporation (LNDC) - Sherra (a wholly owned LNDC company) was to be the venue for the seminar with help from its two subsidiaries, Royal Lesotho Tapestries and Kingdom of Lesotho Handicrafts. It had also offered assistance in development of a training component as well as materials and training aids at the seminar. It was expected to offer assistance in accounting and secretarial services, provide transportation when needed, and offer loan of its video and audio visual equipment along with skilled operators for the duration of the program.

In March 1980 a four-week seminar was held at the Sherra Weaving Center, five kilometers south of Teyateyaneng. KLM as agreed actively participated in the seminar although LNDC failed to provide the video and audio visual equipment and skilled operators as promised. WTP ended up seeking for funds from the Anglo-American Corporation-Lesotho to acquire the equipment.

2. A representative from the Ministry of Agriculture gave a nutrition presentation about better use of wages in feeding and caring for the weavers' families.
3. The Ministry of Commerce and Industry as well as KLH and the American Marketing Research Specialist gave presentations with the aim of making participants aware of the importance of quality, good designs, product development and related subjects. It was also an opportunity for response and reaction between the producers and KLH which markets for most workshops.

III. Other Support

A. The British Council helped pay return air fare to Maseru from UK of the weaving consultant and his per diem for the duration of time he worked for the project. The consultant was accompanied by his wife whose professional fee and return fare was paid by the Barclays Bank International Development Fund. She is also a qualified weaver and she and her husband introduced new techniques applicable to Lesotho weaving industry. The consultant as a qualified weaver was aware of the limitations of loom weaving and introduced a shed loom which produced a lighter carpet than what is normally produced. By so doing he showed that there is no need for this valuable and expensive commodity to be used unwisely. The introduced shed loom can be produced locally and inexpensively, too. The Lesotho industry has a future potential if these looms continue to be used because the American Marketing Specialist also had emphasized the need for a lighter carpet.

B. The Anglo-American de Beers Chairman's Fund provided a grant through which WTP produced the promotional film, 'LILONI TSA LESOTHO' or LESOTHO TAPESTRY. It also helped top up the video consultant fee and provided the art materials to the Lesotho students who participated in the "MY LESOTHO" art competition. The Lesotho National Tourist Office and the Ministry of Education also actively supported WTP in coordinating this competition.

C. The Sherra premises were offered to WTP for use during a seminar in which the Sherra staff were also very helpful. The then Minister of Commerce and Industry made a commendable speech and presented certificates of attainment to the attendees. The Nutrition Officer from the Ministry of Agriculture gave a talk relevant to the weaving and spinning participants, showed a film and handed out nutrition pamphlets.

D. The Trade Promotion Unit in collaboration with Kingdom of Lesotho Handicrafts gave a session that covered specific areas on handspun and woven products of Lesotho. Two U.S. Peace Corps who worked as KLH sales personnel elaborated on what their customers want and look for in Lesotho products.

E. The Danish Consulate Representative in Maseru was very helpful in setting up appointments for the Local Coordinator, with the Section Head of the Bilateral Aid for Lesotho in the DANIDA Office in Copenhagen. He was able to get her accommodation at no cost to the project while she was there.

F. The World Craft Council office in New York was helpful in assisting the video consultant in transporting the WTP film, 'LILOHI TSA LESOTHO' - WEAVING GUIDE LESOTHO to Vienna so that the Local Coordinator could present it at the WCC Biennial Conference in July 1980 where it was well received.

G. The National Council of Negro Women (NCNW) in Washington briefed the Navaho weaver and the video consultants before their departure for Lesotho. These two consultants were also given an orientation in Lesotho by the FRIDA London-based office.

H. In general FRIDA provided all the assistance it could to the project more especially the FRIDA staff in Maseru. Mr. Diego Hidalgo, Chairman of FRIDA was present to open one seminar that was held at BEDCO in Maseru.

It had been anticipated in the project proposal that WTP assets would be given to KLE. Since KLE was sold to a Johannesburg firm of Daniel Holdings the assets were sold. These were a vehicle, a motorcycle and a typewriter. We have since learned that Daniel Holdings has closed down.

17. OUTPUTS

It was envisioned in the proposal that activities initiated in this program would be absorbed by the Kingdom of Lesotho Handicrafts at the end of the program. The activities would be supervised by the Lesotho Handicrafts Coordinator trained during the program. These activities were:

1. The resource manual, the video film and thorough training by supervisors which would ensure ongoing training and maintenance of skills and quality.
2. Establishment of a guild which would insist on maintaining certain standards.
3. Creation of the Lesotho Handicrafts Association, comprised of members with a strong interest not only in maintaining but in constantly improving the quality achieved during the program.

The resource manual has been printed in Sesotho for experienced weavers. It was not meant for beginners at all but the experienced weavers can help teach beginners with it or use it as a means of checking their information or refreshing themselves in areas of the craft that they do not practice daily.

The resource manual came into being with the efforts of the British weaving advisor together with those of the International Labor Organization (ILO) weaving expert who was once at the Thabana-let-Mole handicraft Center. The expert's manual (TWIN) of 1974-1980, was to provide similar material to what WTP had intended to cover for experienced Lesotho weavers. ILO was also considering a Lesotho version of the manual and the WTP Coordinator was asked to consider undertaking such work and because it was pointless to produce two versions of a manual that was meant for the

same audience. The WEAVING GUIDE-LESOTHO manuscript was therefore translated and printed in Sesotho in Lesotho. The WTP has thus produced a professional manual, a 200-paged book with 300 illustrations which covers such areas as: introduction to textiles and weaving; spinning; dyeing; shaft loom weaving; tapestry; frame weaving; finishing techniques; work administration; the glossary and some recommended reading.

There has also been interest from weavers in Botswana, Swaziland, Kwazulu and Mozambique in obtaining the manual for their own use.

As thoroughly explained in 16, INPUTS, a thirteen minute film which correlates the mohair handicrafts of Lesotho with the Basotho culture, was created. This film, entitled 'LILOH TSA LESOTHO' or LESOTHO TAPESTRY was to have been a training film but due to unforeseen complications it was finally decided that it could be used for promotional purposes. The film was successfully produced in New York where the video consultant had access to technical equipment and laboratories not available in Lesotho. The consultant filmed the land, the animals and the lives and experiences of the Basotho people as they went in their daily experiences. This film has been widely shown and was well received. Some of those who have shown interest in it have been: The World Craft Council in New York, Religious Council for the Arts of the United Church Board, United Nations Lesotho Delegation, National Council of Negro Women (NCNW) and the USAID Audiovisual Department. It was also awarded a Special Certificate of Merit from the 16th International Chicago Festival-1980 and was shown at the World Craft Council Biennial Meeting in Geneva in July 1980.

It has been determined that it is not possible at this time to form a guild for weavers in Lesotho but there exists a great need for the development of a training school and the development of skilled Basotho professionals in weaving. The professionals in this capacity are essential for the future of an independent industry/craft of handweaving within Lesotho. There needs to be provided a training center where students could obtain a solid foundation in the craft.

WTP coordinated an art competition for students in Lesotho and the thirteen winning drawings were printed into the Lesotho National Tourist Organization (LNTO) 1981 calendar. All the other drawings were made available to local workshops for use in new designs in weaving while others are being used as teaching aids.

WTP was able to produce a selection of books, periodicals and catalogues during its life and these were shared with participants at seminars being used as teaching aids.

18. PURPOSE

The project purpose as stated in the Project Proposal was to establish a training program specifically aimed at the approximately five hundred and fifty spinners and weavers, ninety-five percent of whom are women. The project was designed to improve the skills and productivity of these women so that they might receive increased income with a possibility of a higher standard of living. It was also envisaged that improved handwoven products would expand their market and end up with increased employment in the sector.

The End of Project Status called for the following:

1. An upgrading of both technical and creative skills leading to improvement in quality and design.
2. An improvement in productivity and efficiency by the weavers and spinners.
3. An improvement in the status and self-conception of the weavers as artisans and skilled workers.
4. An increase in the income of the rural household which ultimately serves as a base to the Project Proposal.
5. A lessening of dependence upon South Africa in the mohair sector.

The program was moderately successful in meeting its purpose. Causes of shortfalls are listed thus:

- a. The Lesotho Handicrafts Association had a feeling that the Project was their effort and FRIDA was just there to profit. Meanwhile, it has been determined that FRIDA played an important role in implementation of this program because of its already existing presence in Africa. It was therefore, able to deal easily with whatever problems arose.
- b. The Lesotho National Development Corporation (LNDC) did not live up to its expectations as had been hoped for in the proposal which goes to show that LNDC did not feel highly committed to the program.

19. GOALS/SUBGOALS

As stated in the proposal, the Weaving Training Project goals were:

- An upgrading of both technical and creative skills leading to an improvement in quality and design.
- An improvement in productivity and efficiency by the weavers and spinners.
- An improvement in the status and self-conception of the weavers as artisans and skilled workers.
- An increase in the income of the rural household which ultimately serves as a base for the Project Proposal.
- A lessening of dependence upon South Africa in the mohair sector.

The program was moderately successful in meeting the first three goals -- those that are attainable in a short time. The last two goals are not attainable in such a short program, particularly when one considers the millions of dollars in donor aid being provided to Lesotho to reach similar goals.

Women in the weaving sector are trained by individual workshops, in individual ways. Most do not have the basic fundamental knowledge of the entire craft from which to expand. It is an introduced craft/occupation, and there is no tradition to draw from. There are few weavers in Lesotho who have a thorough knowledge of the mohair industry from the animal fibre through the finished product, including the marketing of the product. Because each workshop trains in its own manner, there is no set standard for what a weaver must/does learn. Most are trained in only a few weeks and learn only how to dress their particular loom, a few basic weaves used by that workshop, and how to do some specific details. Often the finishing is done by other workers, as is the dyeing, the ordering, the selling and the managing.

By being involved in only one particular part of the workshop, without a comprehensive knowledge to draw upon, it is difficult for the individual weaver to have a perspective to grow. Without a comprehensive knowledge of the craft, she does not understand the potential or the limitations of her craft.

Today the weavers in Lesotho are technicians. There is little or no room for experimentation and development. There is some pride in their work, but there is more pride in being able to earn a living. It is now a job with little incentive toward advancement or growth. At this time the formation of a guild for weavers in Lesotho is not possible.

There is a great need for the development of a training school, and the development of skilled Lesotho professionals. This cadre is essential for the future of an independent industry/craft of handweaving within Lesotho. With only the trial-and-error method of training currently used, few skilled persons will be available for either technical weaving or production management. In order to

be effective, there needs to be a mechanism to develop new and better weavers, and to closely follow production needs and marketing channels. A training centre in Lesotho could provide a nucleus for these things to continue to happen in Lesotho. Students could obtain a solid foundation in their chosen craft.

Prior to establishment of this centre, it is necessary for producers to determine their explicit needs. It is also necessary to determine whether people trained at such a centre would be used to replace personnel lost through attrition, to expand existing workshops, or to start new workshops.

Work by our marketing specialist in 1980 has shown that there is continued need for the workshops to be aware of market demands and be able to adjust and change with the market. Without a thorough background this becomes difficult, if not impossible, without continuing expert help from outside the country. There is a need for pressure to be put on the government as well as the producers to see that this end is met. Perhaps this could happen through the Handicrafts Advisory Committee (HAC), if producers could agree on a plan. It will be necessary to determine when a trainee actually becomes a weaver and exactly what skills are necessary for this. Without this a guild would serve no purpose. In 1981, the Industrial and Commercial Training Act was amended and gazetted to include spinning and weaving as a trade which can use a training apprenticeship programme. This act establishes a framework to begin a trainee programme. Workshops can now run formal training schemes, taking on trainees rather than employees. At the end of their training period, they will be tested for proficiency. If successful they then become a weaver proper and can be employed as such.

The most tangible result of MTF has been the marketing information and research done on Lesotho's tapestries and rugs, with resultant orders. There has been a thorough investigation of the international marketplace and its potential. The market(s) are now known, not speculative. The ground work has been laid for future sales in the United States, and it is now up to the producers as well as Kingdom of Lesotho Handicrafts to follow through and be responsible in their international transactions. The results of the market research will be short-lived if the producers do not meet delivery dates promptly and quality standards are not maintained. They must also be ready and able to change their products to meet the market. To do this it is critical that a weaver have the necessary skills to use other techniques and other equipment to experiment and to grow in the development of new products.

During the March seminar at Sherra, Gerald Carter introduced some new concepts in weaving for Lesotho. One of these was use of the shed loom, which enables the production of a thinner carpet, with much finer detail in the design. There is no need for Lesotho tapestries and rugs to be as thick and heavy as they are. An excessive raw material is being wasted, as well as adding weight to an extremely heavy article for overseas shipping. Also, by spinning a finer yarn, using a single instead of a double thread, much more detailed designs are possible and the weight is decreased. While these ideas were introduced at the seminar, there has not been enough time for these to become standard practices. However, a few workshops tried to follow up on this later, and some of these new ideas are being tried now.

Both Carter and Pearl Sunrise, the other weaving consultant teaching in March, showed varying ways of doing the same thing. One benefit of the seminar has been that it brought together a lot of weavers. Many had never visited another workshop. Some did not even know other people in Lesotho were weaving. There was a beginning awareness by weavers that weaving can be more than a job; that it can be an expression of their feelings and their culture.

There is a new awareness of other Basotho workshops doing similar things, with possible similar problems. This is a step toward future cooperation among the groups. Since the seminar many visits have been made from one workshop to another. Some visits were made with the assistance of WTP and other workshops have visited on their own. This sharing is very important for future cooperation. It also helps them to see what and how the competition is doing, and to make comparisons to their own progress and goals. By sharing, the workers also become involved in workshop activities instead of just going to the loom in the morning, passively weaving, then leaving at the end of the day.

Weaving was introduced into Lesotho by Europeans as a means of using one of the few raw materials available here, mohair. Today's industry relies heavily on mohair which has been processed in South Africa and returned here as tops, at a lower cost than Lesotho raw mohair. However, this may be the best way possible for the maximum people in Lesotho to make a living by exploiting mohair

There are workshops which would prefer to buy their mohair from local farmers, if it were economically feasible for their workshop, but current laws make this difficult. There is a high demand for natural mohair colors. They are difficult to obtain, because of Lesotho's laws and distribution system. There is a need for the government to change the laws regarding mohair marketing here.

The producers need to be less disorganized, in their own attempts to coordinate efforts toward future training goals. The government needs to be more organized in its response to the needs of the handicrafts sector. They must be ready to do what is necessary to meeting these needs.

The surface was scratched by Phase I of the Weaving Training Programme. If it had been followed by a Phase II, many of these important steps forward could have been pursued. However, there has been some private follow-up prompted by this programme.

In 1978 meetings between FRIDA and Kingdom of Lesotho Handicrafts and the then active spinning and weaving workshops took place to discuss development of a training program in Lesotho. These discussions led to the establishment of the FRIDA Weaving Training Program through a grant by USAID. They also led to a Lesotho Handicraft Association whose objectives are:

- a. To upgrade the skills of handicraft in Lesotho.
- b. To promote handicraft products made here in Lesotho.
- c. To provide a forum through which active weaving, spinning and other handicraft enterprises can expose and discuss problems of mutual concern.

- d. To help establish and monitor a formal training school.
- e. To initiate and monitor courses for those involved.
- f. To provide a section with instructional literature, at the National Library, for those involved in handicraft production.
- g. To evaluate training programmes and to pursue the follow-up work after they are completed so as to make sure they are used to the best advantage.
- h. To raise funds and administer expenses of approved projects.
- i. To represent the handicraft sector of the economy in such areas as: labor negotiations, promotional and educational matters and any representation pertaining to handicrafts.
- j. Generally to do all such things as may be deemed incidental or conducive to the attainment of the above.

The Handicrafts Advisory Committee (HAC) was formed when it was discovered that there never existed any written mandate covering the handicrafts sector in Lesotho. A draft proposal written up by WTP and the Lesotho Cooperative Handicrafts (LCH) was approved by the Ministries of Commerce and Industry and Cooperatives and Rural Development. Membership remains open to representatives of any organizations directly or indirectly involved in the development of handicrafts in Lesotho. The current membership includes: the Central Planning and Development Office, the Ministries of Commerce and Industry and Cooperatives and Rural Development, the Lesotho National Development Corporation (LNDC), CARE, Lesotho National Tourist Office (LNTO), Lesotho Handicrafts Association (LHA), Fund for Research and Investment for the Development of Africa (FRIDA) and Lesotho Cooperative Handicrafts (LCH).

Its objectives are:

- a. To act in an advisory capacity to Government in formulating policy for the handicraft sector.
- b. To advise on the implementation and execution of training programmes for the development of handicrafts in Lesotho.
- c. To disseminate information to all handicrafts associations on Government plans and strategies concerning handicrafts development.
- d. To promote cooperation among the producers by developing an interchange of information.
- e. To focus attention on specific issues and needs within the handicraft sector.

One noted concern about HAC is that participation seems to come from expatriates involved rather than the Basotho, people expected to actively participate as it is essential for the long-term objectives of the weaving industry in Lesotho.

While there have been changes recently within the weaving sector, the workshops which participated in the program include:

Sherra
Royal Lesotho Tapestry Weavers
Setsoto Design
Thabana-Li-'Mele Handicrafts
Thorkild Handweavers
'Moteng
Thabong Weavers
Melita Tsane (active weaver/Mazenod Women's Group)
Leribe Craft Center
Lesotho Council of Women
Lesotho Handspun Mohair (CARE)
Lesotho Cooperative Handicrafts (LCH)
Boithuso Weavers
'Mphathi Gocini (individual artist)

There seemed to be a general apathy in the group although the members knew that united they had more power to get things accomplished. Many of the participants seemed to resent the FRIDA participation in the program yet FRIDA representatives were the ones who coordinated efforts to establish WTP as well as bear all the costs of the effort. LHA members expected WTP to either continue with the work or establish a training center meanwhile, they never bothered to pool up their resources to continue from where WTP left off. FRIDA gave LHA ample warning in advance that their local office would be closing and would not be seeking funds to continue the program without the coordinated efforts of LHA. This never materialized while both WTP and FRIDA were here to help.

It has been determined that if a training center were to be established in Lesotho there would be no clear idea of what was to be achieved; people have ideas of what they want but no common goal on which to base their ideas.

Although this feeling of general apathy existed within LHA, there have been some positive results such as: sharing of raw materials, sharing of ideas and effect on minimum wage laws.

20. BENEFICIARIES

The purpose of this program was to establish a training program specifically aimed at the approximately five hundred and fifty Basotho spinners and weavers, 95% of whom are women. Although the beneficiaries are hard to quantify, it can readily be concluded that most of the direct beneficiaries were women. About 500 women can weave while 1,800 have been trained as spinners, the majority of whom were trained by CARE, another project in which USAID was also involved (CARE Mohair Project, 632-0209). It came as a surprise even to local weavers to discover that men could weave, the only male weavers are at Thabana-li-'Mele which is in the mountains.

The program has helped Basotho weavers to realize with pride their efforts in their work but there is even more pride in being able to earn a living.

The indirect beneficiaries were all the local staff who were able to get employed under the program who might otherwise have not got employed. The Lesotho students who were able to enter the "My Lesotho" art competition coordinated by the WTP benefitted in obtaining the art materials at no expense to them.

One of the qualifications of participants at WTP seminars was experience in weaving. People who lacked this requirement attended as observers. These can be regarded as indirect beneficiaries more especially if they were able to follow on with learning the trade.

21. UNPLANNED EFFECTS

- A. There was inevitably a change in the Marketing Specialist's scope of work as compared to that in the proposal. There ought to have been contracted this specialist to work in close cooperation with the Marketing Specialist for Kingdom of Lesotho Handicrafts in researching the potential market in the USA for weaving handicrafts. The local Marketing Specialist together with the American specialist would have taken a two week visit to the USA for the purpose and offer an expatriate Marketing technician to function as advisor in Phase II had there been a follow-up. The American Marketing Specialist therefore began his efforts by investigating different U.S. market places with samples of Lesotho tapestries. His end report then indicated some possibilities for some Lesotho products on the U.S. market. He later came to Lesotho to brief KLR on his discoveries and took with him more samples from Lesotho workshops to the U.S. and at the same time set up a month-long marketing tour of the U.S. for the KLR General Manager. As had been explained in 16, INPUTS, this tour of the US by the General Manager was a success.
- B. As mentioned earlier, the concept of producing a training film was not researched properly before it was included in the proposal. When all odds were against production of such a film it was proposed that rather than a training film a promotional film be produced. The end product so produced was good and well received wherever it was viewed, not only as a good film but as something that depicts Lesotho's life and culture.
- C. There were funds in the program allotted for use by a Peace Corps volunteer and when this did not turn out as planned two volunteer weaving advisors were recruited instead. These were to participate in the program in an advisory role only and not to do the work for the weavers. This was the case with some workshops where the weavers were reluctant to engage in new aspects of weaving except when the volunteers were bodily there to see them carried out.
- D. In order to accommodate completion of the Resource Manual, the program was extended three, each time for two months beyond its PACD. The extensions were all at no cost above projected costs.

22. LESSONS LEARNED

- A. There exists a need for development of a training school and skilled Basotho professionals. This will help advance independent industry of handweaving in Lesotho because with only the trial and error method of training currently being used, only a few skilled persons will be available for technical weaving.
- B. There is also a need to follow production needs and marketing channels before inception of such a program which will count as base for production. In this way, the producers will be able to follow their needs as well as market demands and changes.
- C. Most government involvement is needed in order that such a program meet its goals. While some workshops preferred to use South African processed mohair to the local produced one there were others who wanted to buy locally but because it is illegal for workshops to buy directly from farmers Lesotho mohair proved hard to obtain. To buy Lesotho mohair locally the workshops are required to acknowledge their year's requirements beforehand so that so much should be set aside for them. More often than not workshops, especially small ones, have difficulties in raising that much money to purchase a year's need of mohair nor the funds to manage the huge purchase.

23. SPECIAL COMMENTS OR REMARKS

It was determined through interviews that positive aspects of AID's involvement in the program were flexibility and a hand-off attitude which in no way hindered progress of project. It was determined that one negative aspect of this program was a delay in execution of the grant.

Although the grant was slow in coming FRIDA was very supportive to the program and were it not for its support the program would not have achieved what it did. The program would still need FRIDA's support to be as successful if it were to be extended.

During its life WII was able to establish contact with many related organizations outside Lesotho. Lesotho is a member of the World Craft Council (WCC) an international organization established in 1964, representing 84 countries. Its major activity is an international conference held every two years to provide more than a thousand participants with a meeting ground to exchange information and ideas, and to discuss problems and projects of mutual interest. The Council also provides exhibitions and publications, and is involved in assisting exchange of craftspeople between member countries for study and work. In July 1971 the WII was featured in the WCC Bulletin in an article that described the goals of the program and included a photograph of the Basuto weaver and several Basuto weavers during a seminar.

The local Coordinator along with a local sculptor, funded by Barclays Development Fund, attended the 1969 WCC Biennial Meeting in Vienna. Although the Coordinator attended as a representative of Lesotho's handicraft sector, she was asked by the Director General, Department of Art and Culture, to act as Chief Delegate for Lesotho, in the absence of the then Director of the Lesotho Art and Development Corporation.

The conference provided the Local Coordinator with a better perspective on how Lesotho's crafts fit into the world market. She also gained respect for the importance of the future development of liaison with other African countries.

WTP used this international meeting to expose other crafts-related people to Lesotho. A copy of the WTP promotional film, 'LILOHI TSA LESOTHO' or LESOTHO TAPESTRY was sent to Vienna and shown on two different occasions and received very good response.

The Danish Consulate in Maseru was helpful in making arrangements for the Local Coordinators visit to Copenhagen when she attended the UN Decade for Women Forum.

There is interest by other countries in what is being produced in Lesotho. Likewise, there is also interest by Lesotho weavers in what is being done around them. Most of the weaving workshops in southern Africa share the common background that weaving is an introduced craft in their environment. Because weaving is not an indigenous craft there is no background or another generation to draw from. Each is trying to build with this craft to gain meaningful employment for a segment of their population. By sharing and exchanging people and ideas these weavers are working toward this goal.

WTP has been in contact with/or visited with Mantenga Crafts in Swaziland, Tiro Ya Diatla in Botswana, Roarkes Drift in the Transvaal, ARTESENATO in Mozambique, and small independent weavers in Kwazulu. WTP has had visits from Tiro Ya Diatla, ARTESENATO, ILO, FRIDA-Paris, FRIDA-London, IVS-London. There was interest in the project and involvement of women in Lesotho in handicrafts and small industry to support themselves.

The visitors from both Botswana and Mozambique visited most of the workshops and had an interest in a weaver exchange set up. This exchange would enable weavers to learn techniques in other workshops and to experience how others work. The Mozambique visitors included two young male weavers who worked on frame looms for several days. They visited many of the workshops locally and showed Basotho weavers an example of their work from Mozambique. It surprised many local weavers who did not believe that men could weave. The only male weavers in Lesotho are at Thabana-Li-'Mele which is isolated from the other workshops.

The representatives from Botswana were also building a spinning factory to utilize Botswana's abundance of wool. Their factory would wash, card and spin the wool. They came to Lesotho to find out if any workshops would be interested in importing this product when it is available.

ARTESENATO and Tiro Ya Diatla both invited the WTP Coordinator to go and look at their handicrafts toward a future exchange.