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AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

NOTICE OF MEETING

TO: See distribution

FROM: AFR/PD, Timothy Bork *Clayell*

SUBJECT: Project Implementation Review (PIR) Meeting for Lesotho

DATE: Monday, November 7, 1988
TIME: 10:00 - 12:00 p.m.
PLACE: Room 3676 NS
CHAIRPERSON: Randall Roeser, AFR/PD/SA

Those persons whose names are noted with an asterisk below are requested to forward their PIR's to the person(s) who will represent that office in the PIR meeting scheduled above.

The agenda will follow the order of the projects as presented in the table of contents. Please plan your attendance accordingly.

Please note that the Mission did not submit a report for the recently initiated Lesotho Agriculture Policy Support Program (LAPS?). A status cable, dated September 19, 1988, is included in the attached reports.

Distribution

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Additional copies of PIR's are available from AFR/PD/SA upon request. If you do not wish to retain this copy, please return to AFR/PD/SA, Rm. 2638 NS.

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Department of State

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APPROVED BY: AID/AFR/PD:CPEASLEY
AID/AFR/SA:BSANDOVAL (DRAFT) AID/AFR/SA:MNEWMAN (DRAFT)
AID/AFR/TR/HPN:JTHOMAS (DRAFT)

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SUBJECT: LESOTHO PIR REVIEW

1. AID/M REVIEW OF LESOTHO'S PIR'S FOR THE PERIOD ENDING MARCH 31, 1988 WAS HELD ON MAY 16, 1988 AND CHAIRED BY AFR/PD/SA. PARTICIPANTS INCLUDED AFR/SA, AFR/OP/PAF, AFR/TR/HPN AND OIT. THE MISSION DIRECTOR'S OVERVIEW AND ACCOMPANYING PIR'S PRESENTED A COMPREHENSIVE PICTURE OF THE STATUS OF THE PORTFOLIO. THE GENERAL IMPRESSION OF THE MEETING PARTICIPANTS WAS THAT THE PIR'S WERE WELL FORMATTED, CLEAR, THOROUGH AND OPENLY DEALT WITH THE ISSUES. THE MISSION'S EFFORTS TO CONSOLIDATE THE PORTFOLIO APPEARS TO BE PROGRESSING WELL. WE NOTED THE DECREASE IN PIPELINE OF OVER DOLS 9 MILLION DURING THE PAST SIX MONTHS, WHICH IS COMMENDABLE. THE CRITICAL EVALUATIONS OF LAPIS AND BANFES POINT TO SIGNIFICANT ISSUES AND PROBLEMS, WHICH MUST BE ADDRESSED DURING THE NEXT SIX MONTHS. EARLY RESOLUTION OF THE LAPIS ISSUES CONCERNING GOL POLICY COMMITMENT, COUNTERPART PERSONNEL AND COMMUNICATION ARE VITAL TO ENSURE THAT THE NEW AGRICULTURAL POLICY REFORM PROGRAM GETS OFF THE MARK QUICKLY. WE'VE NOTICED THAT LACK OF COUNTERPART PERSONNEL APPEARS TO BE A COMMON AND

CONTINUING PROBLEM. WE HOPE THAT THIS ISSUE CAN BE ADDRESSED SOON. PLEASE KEEP US INFORMED OF MISSION'S PROGRESS IN RESOLVING ISSUES. ALSO, PLEASE PROVIDE COPIES OF BOTH EVALUATIONS TO AFR/PD WHEN FINALIZED.

THE FOLLOWING ARE PROJECT SPECIFIC COMMENTS, PRESENTED BY SECTOR:

2. AGRICULTURE: LAPIS - THE PIR POINTS TO SEVERAL KEY ISSUES WHICH MUST BE RESOLVED. LCRD - WE HOPE THAT THE INTERNAL PERSONNEL PROBLEMS WITHIN THE CONSERVATION DIVISION WILL BE RESOLVED WITHIN THE NEXT SIX MONTHS TO AVOID NEGATIVE IMPACT ON AEPRP.

3. EDUCATION: BANFES - ACTIONS PLANNED IN PIR ARE SILENT WITH RESPECT TO MISSION METHODOLOGY FOR ADDRESSING MAJOR ISSUES IDENTIFIED IN EVALUATION: COMMUNICATION LINKAGES, POLICY DECISIONS AND GOL MANAGEMENT.

4. HEALTH: NO MAJOR COMMENTS WITH EXCEPTION OF THE SUSTAINABILITY OF THE RURAL WATER AND SANITATION PROJECT. IN OUR COMMENTS FROM OUR LAST PIR REVIEW (STATE 344220), CONCERN WAS EXPRESSED OF THE PLANNED

CONSTRUCTION OF NEW WATER SYSTEMS RATHER THAN CONCENTRATING REMAINING PROJECT RESOURCES ON THE IMPLEMENTATION OF A VIABLE MAINTENANCE SYSTEM. MISSION'S RESPONSE (MASERU 03249) DIDN'T ADDRESS THIS ISSUE. DOES THE MISSION BELIEVE THAT THE ACTIONS PLANNED AS STATED IN THE PIR SUFFICIENTLY ADDRESS THE MAINTENANCE AND SUSTAINABILITY ISSUE. ARHACOST

UNCLASSIFIED

UNITED STATES A.I.D. MISSION TO LESOTHO

AMERICAN EMBASSY
P.O. BOX 333
MASERU- 100
LESOTHO

Telephone 313954
Telex 4506 USAID LO

October 21, 1988

Mr. Tim Bork
Director, AFR/PD
Room 2497 NS
Agency for International Development
Washington, D.C. 20523

Dear Tim:

Enclosed are USAID/Lesotho's Project Implementation Reports for the period March 31 to September 30, 1988.

As reported in our last PIR commentary (March 21, 1988), we have now completed consolidation of our portfolio into our three major approved sectors of concentration -- agriculture, education, and health. The Mission's portfolio is now at a total authorized level of over \$206 million.

Our efforts during this reporting period concentrated on improving the impact of our programs by strengthening their internal performance and by improving the interrelationships of our projects within and between the sectors in which we operate. In this respect, we have initiated work on a WID strategy and on an overarching Private Sector strategy. We also executed a major policy reform program in the agriculture sector, the Lesotho Agriculture Policy Support Program (LAPSP 632-T-601), a \$15 million effort. This is a new initiative for Lesotho designed to remove major government policy constraints in agriculture and livestock production, reduce environmental degradation, and to privatize the agricultural inputs system.

Summarized below is a brief overview of implementation actions in each of three major sectors in which we are operating.

In the Agriculture sector, the first evaluation for the \$26 million Lesotho Agriculture Production and Institutional Support Project (LAPIS 632-0221) was completed during the last period and the Mission is now finalizing the summary reports. The LAPIS evaluation noted that while substantial progress is being made in accomplishing all the planned targets, the larger project goals - promoting a self-sustaining agricultural production program to be carried out by the Ministry of Agriculture - depend upon better Government commitments to assuring high priority for the LAPIS Project and its focus on small farmer irrigation production methods. Government must also move more effectively on dedicating more personnel to implement the project. These issues have occupied an increasingly emphatic series of meetings the Mission has held with the Ministry of Agriculture and, while we are satisfied that some progress is being made to meet staffing concerns, we also will be considering alternative methods to ensure that Government effectively delivers on its commitments.

As a result of the evaluation, we are also exploring the possibility for some limited redesign of LAPIS to make the project less complex and to ease implementation for both USAID and the Ministry of Agriculture.

Our \$6.2 million Agriculture Planning Project (632-0218) continues to provide needed technical assistance to the Ministry of Agriculture's Division of Economics and Marketing (formerly the Planning Division) and it supports our LAPIS program by assisting in management training, agriculture policy planning and promoting sector activities and economic research. Development of a National Marketing Policy and Strategy will form a key part of the unit's effort during the next period.

The Land Conservation and Range Development Project (LCRD 632-0215), which promotes improved livestock activities and land conservation methods, was extended by five months (at no cost) to permit completion of the third major grazing association outpost. Construction had been postponed because of heavy snow, particularly in the grazing area, over the winter months. The LCRD Project is now finalizing the National Conservation Plan and the National Grazing Fee System, both of which are essential to successfully implementing the LAPSP Program. During the final extension period, the LCRD Project will phase its activities into the LAPIS Project where key components will be continued.

In Education and Human Resources Development, the National University of Lesotho Project (the "Institute of Extra Mural Studies" or "IEMS" 632-0080) will be completed in December and the project is now undergoing phase-out actions. The final phases of construction of the hostels and the procurement of furniture and equipment for these centers is in process. This highly successful project left in place a new instructional complex with a highly trained cadre of technical staff and managers. Government is now planning to expand these facilities with other donor assistance to carry on the education programs we initiated under this project.

The Africa Manpower and Development Project (AMDP 632-0069) also concluded its activities this reporting period. Over the ten year period, this project provided long-term training for over 150 Basotho officials and placed over 35 Americans at operational levels of Government to assist during the training periods of Basotho managers. In terms of overall impact, the project far exceeded its goals in all respects. The Human Resources Development Assistance Project (HRDA 698-0463.32), which got underway in September as a follow-on project to AMDP, is now developing an implementation plan for activities over the next year. Like AMDP, HRDA will assist Government in training officials in appropriate disciplines. It also strengthens those Ministries which deal with the private sector so they can provide better services to local businesses and assists the Chamber of

Commerce in providing services to the business community. The first trainees under the project are to attend a workshop in credit management.

The summary report for the interim evaluation for the \$25 million Basic and Non-Formal Education Systems Project (BANFES 632-0222) is being finalized. The evaluation found that targets were being effectively met, even though the project had nearly a one-year delay in beginning implementation. However, it noted the need to improve communication links at all levels and ensure that Ministry provides counterparts for American technicians. The evaluation process itself served to stimulate contractor and Ministry personnel to improve communication and planning. A number of new approaches have been jointly devised to accelerate project interventions as the project moves from pilot trials to broader field trials and nationwide dissemination, and as the national primary classroom teacher in-service training gets underway.

The Rural Water and Sanitation Project (WSS 632-0088) now in its last phase, will focus on implementing a model for privatization of the maintenance functions, an unusual model for African water systems. It will also initiate a program to implement the cost-recovery policy developed and adopted under the project; the first steps involve a broad public education program. This project has far exceeded its original targets especially installation of village water systems.

The District Level Health Management Project (the Extension of Medical Care (MEDEX Group 698-0471.32), a centrally funded project has just begun. It will strengthen the management of the Ministry of Health in delivering rural health services, and builds on our earlier successful project, the Rural Health Development Project.

The Family Health Services Project (FHS 698-0462.32) is well underway and initial reports from field-site visits indicate some success in securing the support of the Lesotho Catholic Secretariat (LCS) for encouraging spacing of children for maternal and child survival reasons through public education campaigns. While some decision-makers continue to resist dealing with family planning/curbing population growth on any grounds, the MOH is giving the activity increasingly high priority due to mounting pressures from groups such as the National Environmental Committee. The MOH has taken the initiative and organized a National Population Advisory Committee, and an Information & Education Sub-Committee to facilitate the national campaigns, inclusion of FP messages into school curriculum, and Family Life Education programs for secondary schools. Coordinating and scheduling TDY assistance from 5 cooperating agencies with the 3 Lesotho entities remains a complex task, since a change in schedule by any one of the 8 entities impacts on all the others, requiring renegotiation of all individual workplan schedules.

Reviews of the Combatting Childhood Communicable Diseases/Healthcom Project (CCCD 698-0421.32) indicate that progress is being made in meeting its goals, but that increased effort should be made in the areas of communication and training at the Health Service Agency Level. Demands are increasing on the Health Education component as initiatives for the AIDS program get underway and the World Bank Population Project becomes more active as a result of the catalytic affect of the FHS Project.

In closing, I would observe that the Mission's portfolio is in line with our Country Development Strategy Statement (CDSS) as amended, FY 86), the more so as we have consolidated our projects into the three sectors we have identified as primary development targets - Agriculture, Education, Human Resources Development and Health. Management of the Mission's portfolio continues, in my judgement, to improve. Our implementation responses are improving in all aspects and we have now added word processors in our key offices and additional local staff to assist in project administration. We have instituted a revised Project Review Committee System which now includes representatives from both the contractor teams and the implementing agency; this not only facilitates communications at the working and mid-levels but permits us to institute a more comprehensive advance planning approach that enables us to better plan the use of our scarce staff resources. This is important as we begin implementation of the Lesotho Agriculture Policy Support Program (LAPSP - 632-T-601).

As noted in earlier PIR reports, the more difficult issues continue to be related directly to the increasing fiscal problems facing Government - both in the short and intermediate time frames. Shortages in Government of skilled managers and administrators also contribute to implementation constraints. While improvements are being made in the sectors in which USAID is working, we and other donors are alert to these fundamental development constraints. We are focusing our portfolios to overcome them and meet our larger development goals for a more self-sustaining, growing local economy. At the present time, I

believe our portfolio represents a balanced approach to the more significant development problems in Lesotho and better supports AID's development strategies for the country than at any previous time.

Sincerely,

Jesse L. Snyder
Mission Director

cc: Mr. Fred Fischer, AFR/SA
Mr. Leonard Pompa, AFR/SA
Ms. Earline Wilkinson, AFR/SA
Mr. Larry Saters, DAA/AFR
Mr. Walter Bollinger, DAA/AFR
Mr. John Westley, AFR/DP
Mr. Gene Morris, REDSO/ESA/PD
Mr. Dick Thabet, RIG/A/N
Mr. Kurt Kunze, RIG/II/N

ADMINISTRATIVE DATA

COUNTRY: Kingdom of Lesotho

DATE OF REPORT: September 30, 1988

PROJECT TITLE: Agriculture Planning
(NO. 632-0218)

FIELD PROJECT OFFICER: Barry H. Hill

AID/W BACKSTOP OFFICER: AFR/PD

IMPLEMENTING AGENCY: Ministry of
Agriculture (Mr. R. Ntokoane, P.S.)

EVALUATIONS: Last: March, 1986
Next: March, 1989

PRIME CONTRACTOR: Chemonics
CONTRACT AMOUNT: \$4.9 million
PERSONNEL IN-COUNTRY 3 long term TA

WAIVERS: Services \$-0- (TA)
Commodities \$-0- (Vehicles)

FINANCIAL DATA (DOLS 000)

DATE AUTHORIZED: August 22, 1980
DATE INITIAL OBLIG.: August 29, 1980

AUTHORIZED LOP Amount: \$ 6,200

PACD: ORIGINAL: December 31, 1987
REVISED: July 30, 1990

AID FUNDING
(A) Cum. Obligations: \$ 6,200
(B) Cum. Accrued Exp.: \$ 5,361
(C) Cum. Commitments: \$ 5,399

EST. COSTS OF INPUTS

TA \$4,779.0
COMMODITIES \$ 193.6
EVALUATIONS \$ 50.0
TRAINING \$ 610.0
CONSTRUCTION \$ 328.5
OTHER \$ 238.9

GOL FUNDING

(A) Cum Obligations \$ 368.2
(B) Cum Contributions \$ 1,150.00

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PERFORMANCE DATA

PROJECT PURPOSE:

The project was reoriented in August, 1986 to improve agricultural policy, improve management in the Ministry of Agriculture and establish marketing policy and strategies.

PROGRESS:

The Manpower/Management Advisor (MMA) and counterparts continued to assist the GOL/MOA with planning for decentralization of activities/responsibilities to the Districts. The computerized personnel record system devised by the MMA is now in place and functioning. The new Department of Economics and Marketing has been constituted. A skilled Mosotho has been appointed Chief Marketing Officer (CMO). The CMO has appointed several MOA personnel to forces for developing action plans for marketing of various crops and livestock products.

constituted. A skilled Mosotho has been appointed Chief Marketing Officer (CMO). The CMO has appointed several MOA personnel to task forces for developing action plans for marketing of various crops and livestock products.

Additional marketing workshops are planned for the period September-December 1988 to review the action plans. The final amendment to the Chemonics contract will be concluded in September 1988. The MMA, who departed in September, will be replaced in order to continue management development activities through the end of the project.

Major Analyses/Studies Included:

- Interaction of agricultural development policies with overall rural welfare considerations;
- Draft analysis of the effects of proposed reorganization of the Ministry of Agriculture to achieve improved specialization between government regulatory and technical assistance functions within the context of providing a decentralized services delivery capability;
- Revised the major overview policy paper for the MOA based on revision of MOA policy orientation;
- Prepared an overview agricultural marketing policy paper for discussion and approval by MOA officials;
- Developed a computerized budget format for MOA recurrent accounts;
- Completed analyses of office equipment needs in the districts;
- Prepared recommendations for consolidation of low level positions to provide improved Ministry development and implementation of Ministry functions.

PROJECT OUTPUTS

STATUS

(1) Enhanced MOA capability to analyze and recommend Agricultural Policies.

90% met. Completion of policy papers listed above provides the framework for further development of specific commodity marketing papers developing strategies, priorities and action plans.

National Marketing workshop was held which, for the first time, brought farmers and traders together to discuss common problems and issues.

- | | |
|--|---|
| (2) Functioning system for collecting, analyzing and production and trade statistics. | 100% met. No changes from last report. |
| (3) Monitoring and Evaluation Systems are operating to track MOA program and project progress. | 10% met. No change from last report. |
| (4) MOA Manpower and management practices which assist in the production and implementation of agricultural plans. | 85% met. MOA District/field staff completed long term planning exercise and analyses of the District administrative capabilities and office equipment needs. The Manpower and Management Advisor completed his tour of duty and prepared an end of tour report providing the framework and recommended action steps for continuation of this phase of project work. |

ISSUES/PROBLEMS:

The MOA continues to lose planning/policy staff to other Ministries and to the Highland Water Scheme. Incomplete reorganization of the MOA Marketing including lack of approved establishment positions continues to hamper hiring and placing of qualified staff in the Marketing Department. Development of policy review seminars delayed to the next half yearly period.

ACTIONS PLANNED FOR 180 DAYS AND ACTION AGENTS:

- Complete the amendment to the Chemonics Contract; recruit and place a new Manpower/Management Advisor. (USAID/MOA, 9/88)
- Continue support for development of marketing action plans. (MOA/Contract Team, 9-12/88)
- Organize commodity specific marketing work groups to develop specific marketing policies, prepare strategy and priority statements and formulate Action Plans which will form the basis for implementation necessary for government interventions in developing agricultural markets and marketing programs. (Contractor/MOA, 9-12/88)
- Revise and expand objectives of the project manpower and management component. (Contractor/MOA/USAID, 9-10/88)
- Continue dialogue with MOA regarding recruitment/assignment of personnel to fill vacancies (USAID/MOA).

PROJECT IMPLEMENTATION REPORT

ADMINISTRATIVE DATA

COUNTRY: Kingdom of Lesotho

DATE OF REPORT: September 30, 1988

PROJECT TITLE: Land Conservation and Range Development (No. 632-0215)

FIELD PROJECT OFFICER: A.M. Moustafa

IMPLEMENTING AGENCY: Ministry of Agriculture, The Range and Conservation Divisions (Mr. R. Ntokoane, P.S.)

AID/W BACKSTOP OFFICER: AFR/PD

EVALUATIONS: Last: Jan/Feb, 1988
Next: Oct/Nov 1988 (Final)

PRIME CONTRACTOR: Fredericksen, Kamine and Associates
CONTRACT AMOUNT: \$ 7,371,005
PERSONNEL IN-COUNTRY 7

WAIVERS: Services -0-
Commodities \$ 37,000 (Vehicles)

FINANCIAL DATA (DOLS 000)

DATE AUTHORIZED: August 28, 1980
DATE INITIAL OBLIG.: August 29, 1980

AUTHORIZED LOP Amount: \$12,000

PACD: ORIGINAL: August 29, 1987
REVISED: April 30, 1989

AID FUNDING
(A) Cum. Obligations: \$12,000
(B) Cum. Accrued Exp.: \$11,544
(C) Cum. Commitments: \$11,853

EST. COSTS OF INPUTS

TA	<u>\$ 7,371.6</u>
COMMODITIES	<u>\$ 1,020.8</u>
EVALUATIONS	<u>\$</u>
TRAINING	<u>\$ 1,337.2</u>
OTHER	<u>\$ 1,077.9</u>
CONSTRUCTION	<u>\$ 1,131.5</u>
CONTINGENCY	<u>\$ 61.0</u>

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GOL FUNDING

(A) Cum. Obligations \$ 1,781.10
(B) Cum. Contributions \$ 5,009.50

PERFORMANCE DATA

PROJECT PURPOSE:

The Project conserves and develops national farm land and rangeland resources by establishing and assisting model range management areas and associations to carry out appropriate conservation measures, land use plans, and land management practices. The Project also strengthens the institutional capability of the MOA to implement these activities by providing long and short-term training to key staff.

PROGRESS:

This is the last report for this project. The LCRD Project has concluded its inputs into Range Management and Conservation sectors, with the exception of construction activities within the Pelaneng/Bokong Range Management Area (RMA). The Project has either met or exceeded Range Management objectives and goals identified in the Project Paper. Conservation objectives and goals have been met to a lesser degree. LCRD Project Range Management inputs will be phased into and continued by the LAPIS Project commencing October 1, 1988. Range Management Areas (RMAs) have been established at Sehlabathebe (34,000 hectares), Ramats'eliso's Gate (10,000 hectares), Sanqebetu/Mokhotlong (52,000 hectares) and Pelaneng/Bokong (37,000 hectares). Livestock marketing and improvement activities have been incorporated into RMA programs to aid with the removal of cull animals. The National Conservation Policy and Plan have been drafted and accepted in principle by the Government of Lesotho.

PROJECT OUTPUTS:

STATUS

1. The MOA Conservation Division will be fully staffed and the Range Management Division will be 75% percent staffed by trained Basotho personnel. 95% met. The Conservation Division is fully staffed with the exception of one professional. Three of the staff are away on training in the U.S. The Range Division is 95 percent staffed with adequately trained professionals. Present staffing indicates that the training purpose for the LCRD project has been achieved. Additional future training needs can be met with support from two new donor projects in conservation sponsored by the World Bank and IFAD.
2. Cooperation and coordination among divisions within the MOA will be significantly strengthened and institutionalized. 90% met. Although significant progress in inter-divisional coordination has been made as a result of this project, (especially among the Range, Livestock and Research Divisions) coordination among Conservation, Land Use, Forestry and Crops Divisions remains very weak. The new IFAD and World Bank projects in conservation (scheduled to start early in 1989) include institution building elements which can continue to attempt improvements in these areas.
3. A system of developing and implementing cropping and conservation plans with farmers' involvement will be established. Approximately 50% of on-farm conservation plans, area conservation plans and conservation structures have been completed. Moreover, soil surveys, mapping and classification accomplished carried out exceeded anticipated outputs by 70%. A National Conservation Policy and Action Plan have been completed.
4. Technical procedures for development and management of rangelands will be prepared and demonstrated. 100% met. Two successful Range Management Areas (RMAs) are fully operational and two additional areas are under development. A National land classification survey has been completed. This work will be phased into the LAPIS project in October 1988.

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SPECIFIC PROJECT OUTPUTS

STATUS

1. Trained Basotho staff

	Planned	Implemented	
A. U.S. Master Degree (2 yr.)	7	5	147%
U.S. Bachelor Degree (4 yr.)	9	22	
Diploma (3 yr.)	6	19	
Certificate (2 yr.)	14	6	
U.S. Short-Term	22	54	
In-country	100	125	
Study Tours	36	55	
	<u>194</u>	<u>286</u>	

2. On-Farm Plans

	Implemented	
20 Planning Teams Organized	10	(50%)
1220* On-farm plans implemented	225	(18%)
6100 ha. covered by plans	555 ha	(10%)
*No. of plans reduced from 2220 based on recommendations made by the Project Evaluators, 1984		

3. Area Conservation Plans

	Implemented	
25 area conservation plans prepared covering 50,000 ha.	11	(44%)
150,000 ha. covered by soil surveys maps.	84,000	(56%)

4. Conservation Structures

4440 ha. protected by terraces.
 60,000 ha. protected by dams, silt traps, gabions, fencing, diversions, waterways, etc.

Between 1983 through 1985 the Conservation Division's Labor Intensive Program completed erosion control structures on 60,000 ha. of farmland. Conservation measures included: 3.3 km of terraces and 1.9 km of grassed waterways; an assortment of silt traps, dams, diversions, waterways and fencing, and construction of 1.5 of farm road. (80% complete). The new IFAD project contains funds to continue these types of activities.

5. Employment Generation

104 Basotho employed annually for 7,488 person months of labor intensive construction work

104% complete

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6. Range Management Area

Four RMAs selected and established; two RMAs have functioning Grazing Associations; range reconnaissance surveys completed; grazing management plans implemented; animal health programs established; and livestock improvement and marketing programs are operational. Two new RMAs are in process of establishing grazing associations.

7. Rangeland and Livestock Management Policies.

Report prepared with analysis and recommendations for specific rangeland and livestock management policies. Key policies and regulations approved by GOL i.e., instituting livestock grazing fees for the purpose of reducing overgrazing, decreasing number of livestock and increasing the quality of herds in Lesotho. The proposed USAID/Lesotho Economic Policy Reform program will assist the GOL in checking unrestrained range degradation and improve livestock quality yields and farmer incomes.

ISSUES/PROBLEMS:

Past cooperation by the Conservation Division on formulation of the National Conservation Policy was not active. However, new management within the Division has given the effort priority concern. Additional inputs into the National Conservation Plan are now forthcoming from all levels of the Conservation Division, and cooperation and interest levels are high. Development of the Plan has slowed by continued turnover in Conservation Division Management personnel.

ACTIONS PLANNED FOR 180 DAYS AND ACTION AGENTS:

- The LCRD Project Contract will be extended by five months to allow completion of construction activities underway in the Pelaneng/Bokong RMA. (USAID/MOA - 9/88)
- All LCRD Project range and livestock inputs will be phased into the LAPIS Project. (USAID/MOA/Contract Team - 9/-11/88)
- Technical Assistance to the LCRD Project terminates on September 30, 1988. Final Report covering the activities of this 8 year effort will be completed. (Project Contractor, 10/88)
- As LCRD is phased into LAPIS, continue dialogue with MOA on recruitment/assignment of personnel to implement livestock production plans. (USAID/MOA)
- Final National Conservation Policy and Plan will be submitted to GOL. (MOA Conservation Division/Contractor, 10/88)
- Final evaluation of the Conservation activities will be completed. (USAID, MOA, Project Contractor, 11/88)

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PROJECT IMPLEMENTATION REPORT

ADMINISTRATIVE DATA

COUNTRY: Kingdom of Lesotho

DATE OF REPORT: September 30, 1988

PROJECT TITLE: Lesotho Agricultural
Production and Institutional Support
(LAPIS) (No. 632-0221)

FIELD PROJECT OFFICER: Barry Hill

AID/W BACKSTOP OFFICER: AFR/PD

IMPLEMENTING AGENCY: Ministry of
Agriculture (R. Ntokoane, P.S.)

EVALUATIONS: Last: March, 1988
Next: March, 1989

PRIME CONTRACTOR: American Agriculture
CONTRACT AMOUNT: \$ 20 million
PERSONNEL IN-COUNTRY 30

WAIVERS: Services \$ -0- (TA)
Commodities \$ -0- (Vehicles)

FINANCIAL DATA (DOLS 000)

DATE AUTHORIZED: May 15, 1985
DATE INITIAL OBLIG.: August 31, 1985

AUTHORIZED LOP Amount: \$26,100
AID FUNDING

PACD:ORIGINAL: August 31, 1991
REVISED: -

(A) Cum. Obligations: \$17,042
(B) Cum. Accrued Exp.: \$10,174
(C) Cum. Commitments: \$13,789

EST. COSTS OF INPUTS

TA	<u>\$12,550</u>
COMMODITIES	<u>\$ 2,170</u>
EVALUATIONS	<u>\$ 0,350</u>
TRAINING	<u>\$ 2,890</u>
OTHER	<u>\$ 8,140</u>

GOL FUNDING

(A) Cum. Obligations 365
(B) Cum. Contributions \$ 2,200

PERFORMANCE DATA

PROJECT PURPOSE:

The project provides direct production and marketing assistance to small farmers to increase agricultural production of high value cash crops and strengthens GOL institutional capabilities in agriculture research and extension education to contribute to small farmer production.

PROGRESS:

Now in its 26th month of implementation, the project is approximately 4 months behind schedule (due to late initial arrival of TAs). Since the last report, project implementors have focussed activities on the counterpart issue (highlighted in last report). While the initial outside evaluation was only recently finalized due to the need to re-evaluate the agricultural research component, steps are being taken to involve the GOL/MOA in discussions about project sustainability, the major issue. The LAPIS team is preparing a comprehensive analysis of counterparts requirements to end of project for submission to the MOA. This analysis will also incorporate the first of the LAPIS participant returnees into project activities as they begin to return in January, 1989. In reference to team building, the Chief of Party has initiated weekly meetings for the Team Leader and monthly meetings for all LAPIS staff to include counterparts. The Project Management Committee was reformed and is meeting on a monthly basis. Also arrangements are being made to assess the communication problems and inter-component coordination needs during November/December, 1988. This will be followed by a formal team building exercise in early 1989. The completion of the evaluation of the research component was immediately followed in late August, 1988 with a workshop to identify the high priority areas for research activity concentration. The regional CIMMYT program headquartered in Zimbabwe assisted in this workshop and will, in follow up, assist in training Basotho research personnel in field trial lay out and monitoring beginning in October, 1988. The Home Garden subcomponent has made significant progress since the last report. Fruit tree orchard development has also begun to have impact in the rural areas. (see below)

PROJECT OUTPUTS:

(A) Production Initiatives Component

1. Strengthened capability of MOA to coordinate production.

Progress to Date

The MOA sponsored workshop on research priorities (held in late August) has strengthened linkages between the Research Division and District Extension Officers for focussing on farmer problems. The new Department of Economics and Marketing was formed (May, 1988) and a very capable Mosotho professional has been appointed as Chief Marketing Officer. The Project Management Committee has discussed the counterpart issue and new farmers will not be allowed entry into the production program until District Agriculture Officers have firmly identified extension personnel to assist in overseeing/administering the programs. Plans have been made for

2. Individual farmers (150) growing high value crops and fruits under irrigation.

more timely, frequent training for new farmer participants in the production program.

20% met. 31 individual farmers now growing and marketing vegetables on small plots under irrigation. 50 individual fruit producers are now operating. 12 additional farmers will come under production in the 1988-89 cropping year.
3. 7 farmer associations producing up to 70 hectares of fruits/vegetables/fodder.

85% met. 6 associations have been formed (2 for vegetable production, 4 for fruit) which are producing and marketing crops. 2 additional associations will be organized and developed during the 1988-89 cropping year.
4. Home gardens (1500) established.

10% met. Over 1000 persons (including all 100 MOA Nutrition Assistants) have received training in home garden production. 136 home gardens established. 198 additional sites have been evaluated for development in the 1988 summer season.
5. Nurseries (5) selling fruit trees, fuelwood trees and vegetable seedlings.

Although 5 nursery sites have been fully developed and a 6th site is now under development, the recent LAPIS evaluation identified two problems: (1) the original subproject document was overly ambitious in its claims for economic returns and (2) the nurseries need to be set up on more of a commercialized--rather than community run-basis. A series of appraisals will be made in the period October-December 1988 by CARE. Needed changes to the subproject will be finalized in February, 1989.
6. Increased capability of rural credit unions (25) to provide production assistance.

30% met. Seven credit unions provided for 28 farmers with gross disbursement \$140,000 during the 1987/88 season (September 1987-August, 1988). Loan funds area used for purchasing of production inputs and recruitment of seasonal laborers. The estimated number of farmers to receive loans during the present growing season 1988-89 is 40 and the average amount

7. Associations of livestock farmers (6) produce and market larger numbers of livestock.

8. Associations of livestock farmers (6) produce and market larger numbers of livestock.

(B) Agricultural Research

1. Research priorities will be developed to respond to systematic assessment of farmers' constraints and goals.

2. Use of on-station and on-farm trials (150) to test the validity and applicability of research results is increased. Additional production and technical/management packages (26) recommended by Research are tested and transferred to farmers.

3. Research and FSR capacity skills are improved through training (20 long-term/28 short-term)

of loan to be extended is \$4200. (see issues/problems section - there are current problems with loan collection)

30% met. 1st association at Sehlabathebe well established and totally operational. Rama's Gate has begun operations. Two additional association areas have been identified in North-west Lesotho for future development.

40% met. 2 associations have been fully established and are operational. 2 other numbers of livestock sites for RMA development have been identified. Surveys are underway in these new sites and construction of woolsheds, small warehouses and offices is now underway.

Status

A recent workshop was held to identify high priority items for research attention. All 10 Districts were represented by District Extension Officers. A CIMMYT representative assisted in the workshop who arranged for training of MOA Research Division and District staff training in field trial layout. The MOA has placed high priority on making research activities more responsive to farmers' needs.

100% met. Additional trials on other will continue to be set up in the as a result of the recent workshop (see production and technical/above). A total of 250 applied research trials have been conducted or are in progress on station (67%) and on-farm (33%).

Long-term training (15 researchers presently are improved through U.S. institutions working for B.S., M.S. and Ph.D degrees) and short-term training, particularly that provided by IARC's will help the Basotho

researchers to gain additional self-confidence while acquiring knowledge. This also will help the researchers to establish useful linkages with individuals and institutions. A group of research officers (10) attended a 5-day short course on MSTAT, a statistics package appropriate for the analysis of on-farm trials.

4. Linkages among researchers, extension staff, farmers, agricultural services.

LAPIS/ARC is supporting a MOA initiative to redirect research and extension programs, making them more coordinated, problem-oriented and responsive to farmers' needs and MOA's new policy directions. This has involved meetings and workshops bringing together ARD/ARC staff, technical/production divisions, district staff and outside consultants. Range and Animal Science Section is rapidly being integrated into the programs of the Department of Livestock Services.

5. Soils laboratory is equipped, staffed and effectively performing its role. (50 analyses per month)

The soil laboratory is functional and well equipped but is not yet adequately staffed by Basotho technicians. The laboratory is performing excellent services to farmers. Additional laboratory space and a greenhouse are needed. 300 soil samples are analyzed on average per month.

6. Feedback from Research Division is linked to curriculum planning and training system.

Researchers have given courses at the Lesotho Agricultural College (LAC) in the fields of Agronomy, Animal Science and Range Management, Horticulture, Plant Protection, Soil Chemistry and Soil Fertility. Also, researchers participate in the LAC training programs for farmers and extension agents, through which feedback from the Research Division is passed to the students.

(C) Agricultural Education Component

Status

1. Teaching, curriculum, and administration at LAC are improved. (7 long-term graduate level trainees)

100% met. 3 Basotho have graduated and 6 Basotho are currently training in the U.S. College curriculum revised. Third year Diploma Student

Enterprise and Ag./Home Ec. Education programs underway. Computer management of student and administration reports developed. Lecture notes published.

2. Training programs for MOA field staff (504), farmers (500 master/1700 farmers) and other public and private sector personnel (600 students) engaged in agriculture production are improved.

40% met. 290 district field staff and 210 farmers trained in crops/livestock production and marketing.
3. Agricultural Information Office capacity to publish, distribute and broadcast agricultural information increased. (1 long-term graduate degree trainee/2 BA students).

Computer typesetting and printing press purchased and operated by staff. Mechanism for submission and publication of MOA information materials into English and Sesotho established. Computerized national distribution system in place.

2 Basotho in training for B. Sc. 1 additional AIS individual to depart for B.S. training in January, 1989.
4. Facilities for agricultural training at LAC are improved. (2 farmer training centers)

100% met. Construction at LAC campus includes new offices, staff room, greenhouses shade house, campus store, cafeteria addition, A/V theatre, livestock facilities, fencing, and farm irrigation sprinkler irrigation system. At two Farmer Training Centers building modification, livestock facility improvement, and fencing completed.
5. Formal linkages are developed between agricultural training/information institutions and the technical divisions. (Semi-annual meetings/shared staff).

Two key task forces are now operational to improve communications between LAC and technical divisions: (a) training/extension; and (b) training/research.

ISSUES/PROBLEMS:

- (1) There is a serious problem with collection of loans from farmers, affecting 23 of the 31 now participating. An assessment of the problem revealed that the LCCUL rural credit unions do not yet have the required capacity for loan collection required.
- (2) Marketing of vegetables in Mokhotlong is constrained by lack of transportation infrastructure. Transportation arrangements which had been made for hauling farmers' produce to market faltered during the January-May, 1988 period in this production area. This caused losses to the farmers and late loan repayments.

- (3) As yet, there is no formal resolution of the priority the GOL places on: (a) individual small farmer or farmers association approach; or, (b) state-owned farming enterprises. While the GOL has advised that both approaches could be accommodated simultaneously, there are unresolved questions on the allocation of scarce MOA financial/manpower resources between these competing concepts.
- (4) Although it is true that the MOA is paying increased attention to the counterpart issue, this policy issue is not yet clarified. Training programs by other donors have temporarily created vacancies throughout the MOA, many of which were counterparts for LAPIS personnel.
- (5) The demand for incountry training for MOA district staff has increased beyond those targets originally specified for the project. The project has been amended to add funds to the short term technical assistance line item to provide additional trainers to meet the needs.
- (6) The approach used in the ICFARM sub component of the project has been questioned as a result of the major outside evaluation (see page 3 above) and because of MOA's decision to emphasize state ownership of some major orchards identified by ICFARM for assistance.

ACTIONS PLANNED FOR 180 DAYS AND ACTION AGENTS:

- (1) Additional district level staff are in process of being placed at rural based credit unions to upgrade their capacity for loan collection from LAPIS supported farmers. An additional LCUP American team member will be recruited and placed for training of district level credit union staff. Farmer training programs are being upgraded to place more emphasis on explaining credit mechanisms and the need to repay loans more rapidly. (LCUP/LCCUL, contractor staff continuing September 1988 - March 1989)
- (2) Complete comprehensive marketing plan for LAPIS participating farmers and continue to contribute to development of a National Agriculture Marketing Strategy. (LAPIS Team/MOA Marketing Dept., January 1989)
- (3) Continue to press the GOL/MOA for clarification of the issues revolving around individual small farmers/associations and state-owned farming enterprise approaches. (USAID)
- (4) Continue dialogue with MOA on need for counterpart personnel at all levels. (USAID/MOA)
- (5) Hire additional staff to conduct expanded incountry training programs for MOA district staff. Funds have been added to the contract. (USAID/Contractor)
- (6) During October - December, CARE will conduct a series of appraisals of the nurseries now in production. Formal changes to the subproject activities will be made, as required. (USAID/CARE; February 1989)

- (7) Phase livestock activities from the Land Conservation and Range Development Project into LAPIS. (USAID/Contractor; October/November, 1988)
- (8) Intensify/upgrade training for Research staff to improve their ability to conduct on-farm trials and demonstrations. (MOA Research Division/CIMMYT/LAPIS team; October/November, 1988)
- (9) Review implementation plans and project goals/targets in light of above dialogues and consider possible revisions to better match capability of MOA to implement LAPIS and to ensure its sustainability over the longer term. (USAID: March 1989)
- (10) Initiate PID design for follow-on project. (USAID: May 1989)

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02 ACTION AID-00

03

04 ACTION OFFICE AFPD-04

05 INFO AFSA-03 AFTR-05 AAAF-03 BIFA-01 SAST-01 PPCE-01 ES-01
06 STAG-02 SEOP-01 SETN-01 SERP-01 RELO-01 AMAD-01 TVA-01

07 /027 A0

08

09 INFO LOG-00 AF-00 CIAE-00 EB-00 DODE-00 AMAD-01 /001 W

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11 R 191508Z SEP 88
12 FM AMEMBASSY MASERU
13 TO SECSTATE WASHDC 2317

14 UNCLAS MASERU 02731

15 AIDAC

16 FOR AFR/PD AND AFR/SA, AFR/TR

17 E.O. 12356: N/A

18 SUBJECT: LESOTHO AGRICULTURAL POLICY SUPPORT PROGRAM
19 -- STATUS REPORT NO. 1

20 1. SUMMARY: THIS IS THE FIRST IN PLANNED SERIES OF
21 QUARTERLY REPORTS ON THE IMPLEMENTATION STATUS OF THE
22 LAPSP PROGRAM GRANT. SINCE EXECUTION 14 JUNE, GOL HAS
23 MOVED STEADILY TO MOBILIZE MANAGEMENT AND INITIATE
24 ESSENTIAL IMPLEMENTATION STEPS INCLUDING SATISFACTION
25 OF INITIAL CP. MISSION/GOL INTERMINISTERIAL REVIEW
26 CONCLUDED AUGUST 31 CONFIRMED SUBSTANTIVE PROGRESS IN
27 BOTH PRIVATIZATION AND LIVESTOCK COMPONENT AREAS. END
28 SUMMARY.

29 2. CURRENT STATUS: INITIAL MOBILIZATION OF GRANT HAS
30 PROCÉEDED STEADILY WITH ESTABLISHMENT OF SECRETARIAT IN
31 MINAG DIVISION OF ECONOMICS AND MARKETING; CONFIRMATION
32 OF COMPONENT TASK FORCE MANAGERS;
33 ADVERTISING/RECRUITMENT OF TA MANAGEMENT SUPPORT FOR
34 BOTH GOL AND USAID. MISSION ANTICIPATED THAT ALL TA
35 WILL BE ON BOARD BY MID-NOVEMBER AND ESSENTIAL
36 MANAGEMENT STRUCTURE FULLY IN PLACE. MISSION/GOL
37 INTERMINISTERIAL REVIEW 31 AUGUST ALSO ASSISTED IN
38 IDENTIFYING EARLY SYSTEM/PROCESS QUESTIONS TO BE
39 RESOLVED, PARTICULARLY THOSE INVOLVING COMPLEX

40

01 INFORMATION AND APPROVAL FLOW BETWEEN KEY GOL
02 MINISTERIAL ACTORS. BASED ON PROGRESS REFLECTED PARAS
03 3 AND 4 BELOW, MISSION BELIEVES SATISFACTION OF
04 CONDITIONS PURSUANT TO ARTICLES 4.2, 4.3 AND 4.4 WILL
05 BE ACCOMPLISHED WITHIN NEXT 60 DAYS.

06 3. PROGRESS ON AGRICULTURAL INPUT SUPPLY COMPONENT -
07 PHASE I.

08 TASK FORCE HAS BEEN FORMED UNDER CHAIRMANSHIP OF MOA
09 DIRECTOR OF FIELD SERVICES WHICH INCLUDES PARTICIPANTS
10 FROM COOP LESOTHO, RESEARCH DIVISION, CROPS DIVISION
11 AND KEY DISTRICT AGRICULTURE OFFICERS. TASK FORCE HAS
12 MET THREE TIMES TO DATE TO DISCUSS ISSUES/DEVELOP KEY
13 IMPLEMENTATION STRATEGIES. FIRM DECISION HAS BEEN MADE
14 BY GROUP THAT ELIMINATION OF FERTILIZER SUBSIDIES
15 SHOULD BE IMMEDIATELY GAZZETTED BY GOL AND SUCH
16 DECISION HAS BEEN PASSED ON TO PRINCIPAL AND MINISTER
17 OF AGRICULTURE. AS TO IMPLEMENTATION STRATEGIES THE
18 KEY ISSUES HAVE BEEN TABLED AND WE ARE ADVISED THAT
19 DRAFT ACTION PLAN SHOULD BE FORTHCOMING VERY SOON.

20 4. PROGRESS ON LIVESTOCK COMPONENT - PHASE I.

21
22 LIVESTOCK TASK FORCE (WHICH INCLUDES MOA PERSONNEL FROM
23 LIVESTOCK AND RANGE DIVISIONS AND REPRESENTATIVE FROM
24 MINISTRY OF INTERIOR) HAS BEEN MEETING ON AN
25 APPROXIMATE WEEKLY BASIS SINCE LATE JULY 1988. WE
26 UNDERSTAND THAT DRAFT ACTION PLAN HAS BEEN PREPARED FOR
27 REVIEW BY MINISTER OF AGRICULTURE. MEANWHILE, MOA
28 PERSONNEL HAVE BEEN TAKING THE ISSUES OF LIVESTOCK
29 NUMBERS CONTROL/GRAZING FEE PROGRAM TO THE PEOPLE
30 THROUGH A SERIES OF QUOTE PITSOS UNQUOTE (MEETINGS)
31 WITH DISTRICT/VILLAGE DEVELOPMENT COUNCILS AND
32 CHIEFTAINSHIP STRUCTURE IN RURAL AREAS TO MAKE PEOPLE
33 AWARE OF THE MINISTRY'S PLANNED INTERVENTIONS IN THE
34 PROGRAM. WE UNDERSTAND THAT MOA PERSONNEL ATTENDING
35 THESE MEETINGS ARE RECEIVING FAVORABLY REACTION FROM
36 RURAL POPULANCE.

37 5. COMMENT: DESPITE SOME FOOT-DRAGGING BY ENTRENCHED
38 BUREAUCRATS WITHIN THE SPECIFIC INSTITUTIONS INVOLVED,
39 NATIONAL AND TECHNICAL LEVEL COMMITMENT TO LAPSP
40 STRONGLY CONTINUES HIGH. ALTHOUGH A NUMBER OF EXTREMELY
41 SENSITIVE ISSUES REMAIN TO BE RESOLVED AT POPULAR
42 IMPACT LEVEL, THERE IS CLEAR EVIDENCE OF BETTER THAN
43 AVERAGE UNDERSTANDING OF GOL POLICY EFFORTS AS
44 REFLECTED IN THE FOLLOWING LETTER TO THE EDITOR OF
45 LESOTHO TODAY ENTITLED FARMER CONGRATULATES QUOTE:
46 DEAR EDITOR: THROUGH YOUR PAPER ALLOW ME TO
47 CONGRATULATE THE GOVERNMENT ON ITS NEW STRATEGY THAT
48 RECOMMENDS PRIVATE SELLING AND FERTILIZERS. THIS NEW
49 POLICY WILL INDEED IMPROVE OUR CROP PRODUCTION
50 THROUGHOUT THE COUNTRY....FARMERS HAVE BEEN CRYING FOR
51 SO LONG FOR THE POOR MARKETING AND DISTRIBUTION ON
52 INPUTS. THE MAIN DISTRIBUTOR WHICH WAS COOP LESOTHO
53 HAD ALWAYS BEEN VERY INEFFICIENT IN ITS PART -- SEED
54 AND FERTILIZER COME VERY LATE, ALMOST WHEN THE PLANTING
55 SEASON HAD BEGUN; STOCK OUTAGES IS A SICKNESS AND

56 PERIODS OF ABOUT THREE WEEKS AND MORE ELAPSE BEFORE A
57 FARMER GETS HIS OR HER ORDER; THE PRICES ARE ALWAYS
58 EXORBITANT BEFORE GOVERNMENT SUBSIDY COMES IN....IF
59 THERE WILL BE COMPETITION, PRICES WILL BE FORCED TO
60 COME DOWN AND EACH FARMER WILL BE ABLE TO PURCHASE
61 INPUTS WHERE HE FINDS FIT...THIS NEW POLICY IS A MAJOR
62 CONTRIBUTION TOWARDS EFFORTS OF CULTIVATING EVERY ACRE
63
01 OF LAND POSSIBLE. SIGNED: M. SEHLABAKA, MASHAI.
02 UNQUOTE. (FYI: USAID DID NOT WRITE THIS LETTER.) END
03 COMMENT. SMALLEY
04
05
06

ADMINISTRATIVE DATA

COUNTRY: Kingdom of Lesotho

DATE OF REPORT: September 30, 1988

PROJECT TITLE: National University of Lesotho - Institute of Extra Mural Studies (IEMS No. 632-0080)

FIELD PROJECT OFFICER: Patsy P. Layne

AID/W BACKSTOP OFFICER: AFR/PD

IMPLEMENTING AGENCY: National University of Lesotho (NUL/IEMS)
(Dr. Anthony Setsabi, Director)

EVALUATIONS: Last: November, 83
Next: October, 88 (Final)

PRIME CONTRACTOR: None

WAIVERS: Services \$ 0 (TA)
Commodities \$71,418 (Vehicles)

CONTRACT AMOUNT: None

PERSONNEL IN-COUNTRY None

FINANCIAL DATA (DOLS 000)

DATE AUTHORIZED: March 6, 1981

AUTHORIZED LOF Amount: \$ 4,578*

DATE INITIAL OBLIG.: June 2, 1981

AID FUNDING

(A) Cum. Obligations: \$ 4,578

(B) Cum. Accrued Exp.: \$ 4,486

(C) Cum. Commitments: \$ 4,558

PACD: ORIGINAL: June 2, 1986

REVISED: December 31, 1988

EST. COSTS OF INPUTS

TA	<u>\$ 1,710.4</u>
COMMODITIES	<u>\$ 355.9</u>
EVALUATIONS	<u>\$ -0-</u>
TRAINING	<u>\$ 459.0</u>
OTHER	<u>\$ 319.1</u>
CONSTRUCTION	<u>\$ 1,733.6</u>

GOL FUNDING

(A) Cum. Obligations \$ 1,678

(B) Cum. Contributions \$ 2,010

(* Phases I and II combined less \$43,000 deob.)

PERFORMANCE DATA

PROJECT PURPOSE:

The Project increases the capacity of the National University of Lesotho (NUL) to extend development education to the people, through its extension arm, the Institute of Extra Mural Studies (IEMS). The project also promotes development of the other university facilities in a manner consistent with this outreach goal. The IEMS plays a supporting role in the BANFES Project by providing entrepreneurial, income-generation, and small business training to the Thaba Tsoka Training Center, and by making regional and Maseru campus facilities available for MOE in-service training activities.

PROGRESS:

- The project successfully met all planned objectives on schedule. It is now completing additional outputs (Construction activities and commodity procurement) which other donors were to have financed that will further enhance the ability of NUL to provide education to a larger number of adult Basotho.

PROJECT OUTPUTS:

STATUS

- | | |
|--|------|
| - Expand capacity of the division of Extra Mural Services of NUL to bring education to the people through post secondary, adult education programs. (Construct Maseru Campus and 3 regional centers) | 98% |
| - Help Lesotho to respond effectively to National Development needs through Human Resource Development. | 100% |

ISSUES/PROBLEMS:

- Final inspections of construction sites.

ACTIONS PLANNED FOR 180 DAYS AND ACTION AGENTS:

- Carry out final inspections of newly constructed buildings. (REDSO/USAID; 10/30/88)
- Complete final evaluation of project. (USAID/IEMS; 11/30/88)

PROJECT IMPLEMENTATION REPORT

ADMINISTRATIVE DATA

COUNTRY: Kingdom of Lesotho

DATE OF REPORT: September 30, 1988

PROJECT TITLE: Southern African
Manpower Development & Training
(SAMDAP No. 632-0069)

FIELD PROJECT OFFICER: Patsy P. Layne

AID/W BACKSTOP OFFICER: AFR/PD

IMPLEMENTING AGENCY: National Manpower
Development Secretariat (Ms. Pitso,
Dir) Ministry of Planning & Economic
Affairs (Mr. T. Tuoane)

EVALUATIONS: Last: September 30, 1986
Next: November 1-15, 1988

PRIME CONTRACTOR: Transcentury Corporation
CONTRACT AMOUNT: \$1,553
PERSONNEL IN-COUNTRY -0-

WAIVERS: Services \$-0- (TA)
Commodities \$-0- (Vehicles)

FINANCIAL DATA (DOLS 000)

DATE AUTHORIZED: July 7, 1978
DATE INITIAL OBLIG.: August 31, 1978

AUTHORIZED LOP Amount: \$ 9,970

PACD: ORIGINAL: September 30, 1986
REVISED: August 31, 1988

AID FUNDING
(A) Cum. Obligations: \$ 9,958
(B) Cum. Accrued Exp.: \$ 9,867
(C) Cum. Commitments: \$ 9,958

EST. COSTS OF INPUTS
TA \$ 6,515
CONSTRUCTION \$ 350
EVALUATIONS \$ -0-
TRAINING \$ 2,972
OTHER \$ 118
COMMODITIES \$ 3

GOL FUNDING
(A) Cum. Obligations \$ 1,532
(B) Cum. Contributions \$ 3,127

PERFORMANCE DATA

PROJECT PURPOSE:

The Project alleviates the manpower shortages and localizes employment, providing operations experts (OPEX) who occupy GOL positions while counterparts are in long-term training, as well as short-term consultants and in-country training. The Project also built ten houses for OPEX TA.

PROGRESS:

All planned in-country and short-term regional training activities are complete and the project is being phased-out.

<u>PROJECT OUTPUTS:</u>	<u>PLANNED</u>	<u>COMPLETED</u>	<u>STATUS</u>
- Operational Capacity Enhanced	1080 pm (OPEX)	1142	105%
- Number of personnel trained	1080 pm (L.T.)	1936	179%
- Houses constructed for OPEX staff	10	10	100%
- In-country/regional training courses provided	1800 pm	314	18%

ISSUES/PROBLEMS:

None.

ACTIONS PLANNED FOR 180 DAYS AND ACTION AGENTS:

- Final evaluation. (USAID/GOL; November 1988)
- Close out project. (USAID; April 1989)

PROJECT IMPLEMENTATION REPORT

ADMINISTRATIVE DATA

COUNTRY: Kingdom of Lesotho

DATE OF REPORT: September 30, 1988
August 30, 1988

PROJECT TITLE: Human Resources
Development Assistance
(No. 698-0463.32)

FIELD PROJECT OFFICER: Patsy Layne

AID/W BACKSTOP OFFICER: AFR/PD

IMPLEMENTING AGENCY: Ministry of
Planning and Economic Affairs
(Mr. Tom Tuwane, P.S.)
Lesotho Chamber of Commerce
(Mr. Robert Matji)

EVALUATIONS: Last: -0-
Next: August 1989

PRIME CONTRACTOR: None
CONTRACT AMOUNT: None
PERSONNEL IN-COUNTRY 1 PSC

WAIVERS: Services \$ -0- (TA)
Commodities \$ -0- (Vehicles)

FINANCIAL DATA (DOLS 000)

DATE AUTHORIZED: July 24, 1987
DATE INITIAL OBLIG.: May 31, 1988

AUTHORIZED LOP Amount: \$1,200

PACD: ORIGINAL: September 30, 1992
REVISED: _____

AID FUNDING
(A) Cum. Obligations: \$ 359
(B) Cum. Accrued Exp.: \$ -0-
(C) Cum. Commitments: \$ -0-

EST. COSTS OF INPUTS
TA \$ 100
COMMODITIES \$ 09
EVALUATIONS \$ -0-
TRAINING \$ 738
OTHER \$ 353

GOL FUNDING
(A) Cum. Obligations Waived
(B) Cum. Contributions Waived

PERFORMANCE DATA

PROJECT PURPOSE:

The Project provides training to the private sector in Lesotho to stimulate, facilitate and support private sector development and increase the participation of women in the private sector. The project will also provide training for managerial personnel and policy planners in the Government who relate to the private sector.

PROGRESS:

New Project (Ref: State 078879)

PROJECT OUTPUTS: STATUS

Participants trained in areas determined by needs assessment/
training strategy 0%

Private sector (50%) 0%

Public sector 0%

Male 0%

Female 0%

ISSUES/PROBLEMS:

None.

ACTIONS PLANNED FOR 180 DAYS AND ACTION AGENTS:

1. Establish draft terms of reference and draft six month work plan for advisers committees within public and private sector. (USAID/GOL/LCCI;10/88)
2. Finalize selection criteria for trainees. (USAID/GOL/LCCI;10/88)
3. Prepare 6 months schedule of upcoming training activities for training committees and present to training committees. (USAID;9/88)
4. Coordinate development of Mission private sector strategy with HRDA goals and Mission staff resources, taking into account broad private sector surveys prepared for HRDA. (USAID; 11/88).

ADMINISTRATIVE DATA

COUNTRY: Kingdom of Lesotho DATE OF REPORT: September 30, 1988

PROJECT TITLE: Basic and Nonformal Systems (BANFES) (632-0222) FIELD PROJECT OFFICER: Patsy P. Layne

IMPLEMENTING AGENCY: Ministry of Education (Mr. K. Tsekos, P.S.) AID/W BACKSTOP OFFICER: AFR/PD

PRIME CONTRACTOR: Academy for Educational Development (Dr. D. Russell) EVALUATIONS: Last: April 1988
Next: November 1989

CONTRACT AMOUNT: \$ 23,072.90 WAIVERS: Services \$ -0- (TA)
Commodities \$ -0- (Vehicles)

PERSONNEL IN-COUNTRY 24

FINANCIAL DATA (DOLS 000)

DATE AUTHORIZED: February 2, 1984 AUTHORIZED LOP Amount: \$ 25,750

DATE INITIAL OBLIG.: July 26, 1984 AID FUNDING

PACD: ORIGINAL: April 30, 1990 (A) Cum. Obligations: \$ 19,023

REVISED: N/A (B) Cum. Accrued Exp.: \$ 11,637

(C) Cum. Commitments: \$ 12,652

EST. COSTS OF INPUTS

TA	<u>\$ 9,435</u>
COMMODITIES	<u>\$ 3,050</u>
EVALUATIONS	<u>\$ 200</u>
TRAINING	<u>\$ 3,500</u>
OTHER	<u>\$ 2,668</u>
CONSTRUCTION	<u>\$ 170</u>

GOL FUNDING

(A) Cum. Obligations	<u>\$ 5,552</u>
(B) Cum. Commitment	<u>\$ 5,300</u>

PERFORMANCE DATAPROJECT PURPOSE:

The Project strengthens Ministry of Education (MOE) capability to provide: (a) more efficient and effective education to primary age children; and (b) income generating skills training for rural poor. Components are (1) MOE Strengthening; (2) Curriculum and Instructional Materials Development; (3) Teacher Training and (4) Rural Skills Training. Specified subpurpose outputs are detailed on pages 3-8, Annex C of the Project Paper.

PROGRESS:

Now in its fourth year, BANFES continues to meet target outputs. 180 Primary Educators and Administrators completed first term of evening College. Second term began September 1. 25 Communicators from 6 Ministries graduated from Development Communications Course. Second cycle is underway. MOE/AED increased efforts to get wider participation of church secretariats, inspectorate and heads of project components through monthly newsletter, regular monthly meetings advertised well in advance, and wide distribution of minutes.

Primary classroom teacher inservice program has trained 48 district level trainers, who are now in field at schools. The Radio English Language Arts program is being broadcast into 90% of standard I classes. Standard II programs are on tape for broadcast beginning February 15, 1989. IMRC has new Manager and early reports are optimistic. Last 18 participants left for long-term training during August, 1988. Key staff in MOE management and NTTC returned from project sponsored training and are on the job.

Second interim evaluation completed in April. USAID, MOE and Contractor prioritizing and implementing evaluation recommendations: (a) COP reorganized team management to strengthen instructional focus; (b) TA and MOE initiated meetings to assess sustainability of key instructional interventions under pilot test. MOE held second inter-ministerial Policy Clarification Seminar. New MOE Minister, a highly competent, respected educational leader, made policy speeches supporting BANFES.

PROJECT OUTPUTS: STATUS

-	Train Ministry of Education Staff;	50%
-	Improve Ministry of Education Administrative, personnel and financial, Management procedures	75%
-	In-service primary teachers	30%
-	Improve National Teacher Training Center Management procedures	80%
-	Train National Teacher Training College staff	70%
-	Improve National Teacher Training College curriculum	60%
-	Train National Curriculum Development Center staff	50%
-	Revise Curriculum syllabi	50%
-	Develop Evaluation/testing system	70%
-	Develop and dissemination instructional materials	50%
-	Train Thaba Tsaka Rural Training Center staff	5%
-	Develop an effective functioning RSTC	60%

ISSUES/PROBLEMS:

1. Thaba Tsaka Skill Center performance and cost data to-date raises serious questions on sustainability.
2. NCDC staff identified for training have not been qualified or available (due to staff shortage) for long-term training.
3. Despite new leadership at MOE, problems of coordination between MOE divisions, project participation and communication remain to be fully resolved. As implementation accelerates, these constraints must be resolved.

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ACTIONS PLANNED FOR 180 DAYS AND ACTION AGENTS:

1. a) PIL setting forth implications of evaluation recommendations provides final and program audit of TSTC with recommendations for future, with output-cost data for each alternative presented - (USAID: 11/88);
2. Increase on-job, in-country and short-term overseas training for NCDC - (AED: 11/88);
3. (a) Meetings with MOE, to resolve project implementation, coordination and communications problems - (USAID: 9/29).
(b) Issue is on agenda for October Executive Committee meeting to explore alternatives available to MOE to sustain and make program more relevant - (USAID: 10/15).
4. Initiate PID design for follow-on project to BANFES Project - (USAID: 12/88).

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PROJECT IMPLEMENTATION REPORT

ADMINISTRATIVE DATA

COUNTRY: Kingdom of Lesotho

DATE OF REPORT: September 30, 1988

PROJECT TITLE: Rural Water and Sanitation (No. 632-0088)

FIELD PROJECT OFFICER: Patsy P. Layne

AID/W BACKSTOP OFFICER: APR/PD

IMPLEMENTING AGENCY: Ministry of Interior, Chieftainship Affairs and Rural Dev. (Mr. Moonyane, P.S.)

EVALUATIONS: Last: August 1985
Next: February 1989

PRIME CONTRACTOR: Morrison Maierle Inc. (Mr. David Wadsworth)

WAIVERS: Services \$ -0- (TA)

CONTRACT AMOUNT: \$ 4,168.4

Commodities \$ 495.1

PERSONNEL IN-COUNTRY 1

FINANCIAL DATA (DOLS 000)

DATE AUTHORIZED: August 23 1979
DATE INITIAL OBLIG.: August 30, 1979

AUTHORIZED LOP Amount: \$ 12,142.0

AID FUNDING

(A) Cum. Obligations: \$ 12,142.0
(B) Cum. Accrued Exp.: \$ 11,450.0
(C) Cum. Commitments: \$ 11,757.0

PACD: ORIGINAL: September 30, 1988
REVISED: August 30, 1989

EST. COSTS OF INPUTS

TA \$ 4,546.0
COMMODITIES \$ 4,025.0
TRAINING \$ 200.9
OTHER \$ 2,357.1
CONSTRUCTION \$ 1,013.0

GOV FUNDING

(A) Cum. Obligations \$ 1,850
(B) Cum. Contributions \$ 3,443.5

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PERFORMANCE DATA

PROJECT PURPOSE:

The project develops and strengthens the institutional capacity of the Ministry of Interior/Village Water Supply Section (VWSS) in designing, constructing, and maintaining new and existing rural water supply systems which reflect health and sanitary education considerations.

PROGRESS:

All original planned outputs have been met or exceeded. The project has been extended eleven months to August 30, 1989 in order to:

- (1) Implement a pilot privatization program to test the interest and ability of the private sector to provide hand pump maintenance; and
- (2) Prepare a maintenance cost recovery implementation plan.

PROJECT OUTPUTS:

STATUS

Increase numbers of trained Basotho personnel to staff regional and district maintenance centers.	120%
Increase numbers of rural water systems newly constructed or completely constructed.	150%
Increase numbers of village representatives trained to perform minor maintenance on their respective village water supply systems.	100%
Construct one regional and three district maintenance centers.	100%
Improve coordination between Ministry of Health and more on Health and Sanitary aspects of installing and maintaining Rural Water Supply System.	100%
Implement pilot privatization program (new)	15%
Design implementation plan for cost recovery (new)	5%

ISSUES/PROBLEMS:

Government's firm commitment to provide water systems to all villages nationwide can be met only by reliance on long-term donor assistance. Although various European donors have committed programs to replace the USAID Project when it phases out, the ability of Government to sustain the Project remains questionable. USAID's privatization and cost recovery schemes are intended to address this problem by reducing recurrent costs to Government over the long-term. Traditional village and cultural values represent potential obstacles to full acceptance of the cost recovery scheme.

ACTIONS PLANNED FOR 180 DAYS AND ACTION AGENTS:

- (1) Privatization contracts will be awarded. (MOI/VWS; 9/15/88); and work plans of contractor/VWSS will be reviewed (USAID).
- (2) National seminar on cost-recovery policies. (USAID/M&M/VWS; 1/89)
- (3) Create hand-pump bore-hole maintenance team in Leribe District. (VWS/M&M; 10/88-1/89)

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ADMINISTRATIVE DATA

COUNTRY: Kingdom of Lesotho

DATE OF REPORT: September 30, 1988

PROJECT TITLE: Family Health Initiatives II: (No. 698-462.32)

FIELD PROJECT OFFICER: Patsy P. Layne

AID/W BACKSTOP OFFICER: AFR/PD/

IMPLEMENTING AGENCY: Ministry of Health (Mrs. Borotho, P.S.)

EVALUATIONS: Last: N/A
Next: March, 1989

PRIME CONTRACTOR: N/A
CONTRACT AMOUNT: N/A
PERSONNEL IN-COUNTRY 2 PSC

WAIVERS: Services \$ -0- (TA)
Commodities \$ 14,035 (Vehicles)

FINANCIAL DATA (DOLS 000)

DATE AUTHORIZED: August 26, 1987
DATE INITIAL OBLIG.: August 31, 1987

AUTHORIZED LOP Amount: \$ 1,175
AID FUNDING

PACD: ORIGINAL: August 31, 1991
REVISED: N/A

(A) Cum. Obligations: \$ 1,175
(B) Cum. Accrued Exp.: \$ 41
(C) Cum. Commitments: \$ 74

EST. COSTS OF INPUTS
TA \$ 279
COMMODITIES \$ 107
EVALUATIONS \$ 43
TRAINING \$ 329
OTHER \$ 417

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GOL FUNDING
(A) Cum. Obligations \$ 311.6
(B) Cum. Contributions \$ 111.6

PERFORMANCE DATA

PROJECT PURPOSE:

The Lesotho Family Health Services Subproject (FHS) strengthens the capacity of the Ministry of Health and selected non-government organizations (Lesotho Planned Parenthood Association and Lesotho Catholic Secretariat) to implement effective family planning information education and communication programs and to improve delivery of family planning services in ways that are compatible to the Basotho culture.

PROGRESS:

- Project was delayed two and half months while recruitment of administrative staff and offices were finalized.

- (1) Combined Cooperating Agency Workplan submitted to AID/W and Agencies for review;
- (2) Commodities ordered and 1 (one) vehicle delivered;
- (3) Admin/Asst moved into office at MOH.

Ongoing activities:

- (1) Emergency contraceptives delivered and distributed;
- (2) Coordination meetings held 3/88 Donor Coordination meeting, 7/88 first meeting of National Family Planning Coordination Committee, which set up Information-Education Committee;
- (3) Supervisory visits to 22 health centers to track user-statistic and supply management forms;
- (4) CCCD and FHI jointly sponsored 2-day workshop for 21 pharmacy technicians from the National Drug Supply Unit and 19 representatives from the Health Service Areas (8/88); and
- (5) FHI accompanied LCS to observe NFP health centers and provide on-site assistance.

PROJECT OUTPUTS:

<u>TARGETS</u>	<u>STATUS</u>
Information, Education and Communication capacity enhanced	10%
Number of personnel trained in management and specialized fields related to family planning increased.	0%*
Improved reporting on contraceptives distributed at service delivery points and better stockkeeping.	25%
Improved service user statistics.	40%
LPPA Information, education and communication program and services expanded.	0%
Operations research reports completed.	0%
Natural Family Planning Program functioning.	10%
Commodities Procurement.	70%

(*March 1988 FIR reflecting 10% was later funded from another source.)

ISSUES/PROBLEMS:

1. MOH gives low priority to family planning. Key MOH people were lost to other activities soon after Project Agreement was signed.
2. Family Health Initiatives II has no funding set aside in PP for LCS/NFP core support since funding was expected from IFPLP. This funding ended before FHI actually begin. It is critical to success of project that LCS be involved and have funds for core support.
3. Lesotho presently experiencing contraceptive stock out. MOH has approximately 2 months supply on hand.
4. Contraceptive user/logistics management consultants unable to assist as scheduled.

ACTIONS PLANNED FOR 180 DAYS AND ACTION AGENTS:

1. New task force formed under the National FP Coordinating Committee to make recommendations to facilitate more efficient staff deployment to fill key vacancies. (MOH/USAID; 11/88)
2. Mission requesting S&T/POP advice on shifting line items to core support for LCS. (USAID; 10/88)
3. World Bank project has authorized funds to be released to MOH to procure emergency contraceptive supplies. USAID assisting with procedure (WB/MOH/USAID; 10/88)
4. MOH and USAID conducting internal review of logistics data, forms and procedures SA/POP officer Foose (Mbabane) will review and advise. (USAID/MOH; 9/88)

ADMINISTRATIVE DATA

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COUNTRY: Kingdom of Lesotho
PROJECT TITLE: Combatting Childhood
Communicable Diseases
(698-0421.32)
IMPLEMENTING AGENCY: Ministry of Health
(Mrs. Borotho, P.S.)
PRIME CONTRACTOR: Centers for Disease
Control & Academy for Educ. Dev.
(HEALTHCOM)
CONTRACT AMOUNT: N/A
PERSONNEL IN-COUNTRY 2

DATE OF REPORT: September 30, 1988
FIELD PROJECT OFFICER: David Gittelman
AID/W BACKSTOP OFFICER: AFR/PD/
EVALUATIONS: Last: August 1988
Next: August, 1989

WAIVERS: Services \$-0- (TA)
Commodities \$54,111 (Vehicles)

FINANCIAL DATA

DATE AUTHORIZED: May 24, 1984
DATE INITIAL OBLIG.: May 24, 1984
PACD: ORIGINAL: May 31, 1988
REVISED: May 31, 1991

AUTHORIZED LOP Amount: \$ 973.9
AID FUNDING
(A) Cum. Obligations: \$ 973.9
(B) Cum. Accrued Exp.: \$ 315.4
(C) Cum. Commitments: \$ 379.8

EST. COSTS OF INPUTS
TA \$ 40.0
COMMODITIES \$ 391.0
EVALUATIONS \$ 3.0
TRAINING \$ 159.5
OTHER \$ 35.4
HEALTHCOM \$ 345.0

GOL FUNDING
(A) Cum. Obligations \$ 228.1
(B) Cum. Commitments \$ 310.7

PERFORMANCE DATA

PROJECT PURPOSE:

The Project assists the Ministry of Health (MOH) in reducing mortality and morbidity in children less than five years old by expanding and upgrading immunization and diarrheal disease control services. It also strengthens the MOH's ability to deliver routine health services to children through training, health education, health information systems and research.

PROGRESS:

The fourth year External Evaluation found CCCD well-managed and making very good progress in most Project areas. CCCD assisted the MOH to meet or surpass its childhood immunization targets for the life of project. Lesotho is ranked by WHO as third in all of Africa for childhood immunizations. From 1986 to 1988, Lesotho maintained high immunization coverage rates—78% measles and 61% full coverage for children ages 12 to 23 months. With the Expanded Program on Immunization (EPI) having reached a coverage "plateau," CCCD is increasing support for MOH surveillance and disease control efforts. Already, Lesotho has nearly halved reported measles cases since 1984. HEALTHCOM is actively assisting the MOH in developing new EPI communications support strategies.

The Project has also helped the MOH decrease hospital pediatric admissions and deaths due to diarrhea, through promotion of oral rehydration therapy (ORT). The MOH will soon implement new ORS packet distribution scheme through village health workers and commercial outlets. HEALTHCOM supported production and distribution of ORT mixing instructions and training posters. A counterpart was assigned to the HEALTHCOM Resident Advisor, and the MOH assigned new support staff to the Health Education Unit. The Health Statistics Unit updated all outpatient data processing with the help of five new staff members. The CCCD Project was extended three years through May 1991, and HEALTHCOM will now continue in Lesotho through November 1989. The following project outputs reflect changes adopted in the Project Extension Design document.

<u>PROJECT OUTPUTS</u>	<u>PHASE I</u>	<u>PHASE II</u>
Immunization vaccination campaigns conducted in all major district towns.	N/A	20%
Commercial distribution scheme for ORS packets designed and implemented.	N/A	25%
VHW distribution scheme for ORS packets designed and implemented.	N/A	25%
ORT Unit activities established in all 18 hospitals.	90%	90%
Integrated supervisory checklist finalized and implemented for all MOH field visits.	0%	25%
HIS quarterly reports disseminated to field.	50%	50%
Two yearly continuing education workshops on CCCD topics completed.	100%	100%
Training program evaluation completed.	0%	25%
Standardized messages on immunization and diarrheal disease control developed and disseminated countrywide in broadcast, print and graphic form.		60%

ISSUES/PROBLEMS:

1. The International Evaluation revealed significant operational problems in nurses' immunization practices, such as improper intervals between DPT and polio doses.
2. While most mothers surveyed in April knew about appropriate home-based treatment of dehydration due to diarrhea, only 13% could prepare a sugar and salt solution (SSS) correctly.
3. Timely and useful reporting about program progress and mortality and morbidity trends must reach a wider audience at the operational level, in order to assist program planning.

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4. CCCD and HEALTHCOM advisors need to focus more attention to on-the-job training and field work, to help ensure institutionalization of project inputs.
5. The organizational structure and management techniques of the Health Education Unit need to be strengthened, in order to ensure effective planning, implementation and evaluation of communications support strategies.
6. Though CCCD training modules need revision, the Health Education Unit lacks well-trained staff to assist.
7. The quality and quantity of health education materials on EPI and CDD need to be increased above present levels.

ACTIONS PLANNED FOR 180 DAYS AND ACTION AGENTS

1. Initiate urban-area EPI campaigns in at least two new district towns; (EPI, HEU, HEALTHCOM, CCCD; 3/30/89).

Finalize, computerize and implement the integrated supervisory checklist; (Family Health Division, Disease Control Unit, Health Statistics Unit, CCCD, FHI II; 2/15/88).
 2. Continue production, distribution and monitoring of ORT mixing instructions and teaching materials; (HEU, CDD, HEALTHCOM; on-going).

Begin nationwide commercial distribution of ORS packets; (CDD, NDSO, CCCD, HEALTHCOM; 12/15/88).

Pilot test VEW distribution scheme for ORS packets in at least two HSA's; (MCH/FP Unit, NDSO, CCCD, UNICEF; 12/15/88).
 3. Consider production of a new quarterly newsletter incorporating major disease control/health statistics findings; (Health Statistics Unit, Disease Control Unit, Health Education Unit, CCCD, UNICEF; 3/30/88).
 4. Complete a comprehensive evaluation of the decentralized training program; (MOH, PHAL, CCCD, UNICEF; 11/30/88).

Hire an additional administrative assistant to support CCCD and HEALTHCOM advisors; (CCCD, USAID; 10/15/88).
- HEALTHCOM will assist the MOH to:
- Plan and begin implementing on-the-job training of HEU staff in organizational development, management techniques, and selected technical skills. (AED/HEU; 10/30/88)
 - Purchase equipment to increase staff productivity. (AED/HEU; 3/30/89)
 - Improve the amount and quality of health education carried out in health centers and at the community level, by completing field visits to nine HSA's. (AED/HEU; 3/30/89)
 - Complete the expansion of the HEU office complex, including construction of an audiostudio and office block; (AED/HEU; 3/30/89).
 - Carry out EPI and CDD communications support programs. (AED/HEU; on-going).