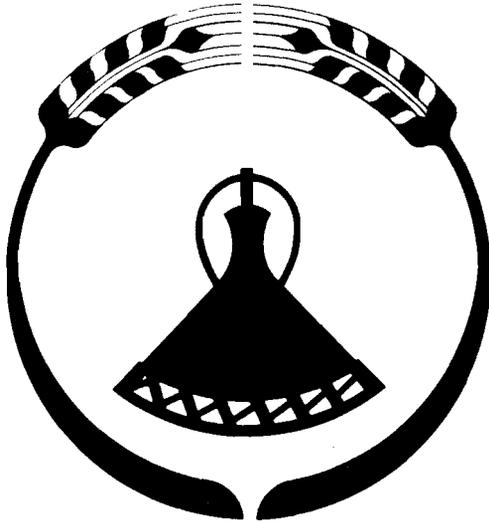


LÁSA Administrative  
Report No. 3



ANNUAL ADMINISTRATIVE REPORT  
FOR THE  
LESOTHO AGRICULTURAL SECTOR  
ANALYSIS PROJECT

October 1, 1978-September 30, 1979

ANNUAL ADMINISTRATIVE REPORT NO. 3  
for the  
LESOTHO AGRICULTURAL SECTOR ANALYSIS PROJECT

October 1, 1978 - September 30, 1979

Cooperative Agreement No. AID/ta-CA-1  
Basic Memorandum of the Agreement No. AID/ta-BMA-6

Submitted by

Kenneth C. Nobe  
Cooperator's Project Manager  
and  
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CSU Field Team Leader

Department of Economics  
Colorado State University  
Fort Collins, Colorado

October 1979

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COOPERATIVE AGREEMENT SUMMARY  
No. AID/ta-CA-1

3rd Annual Administrative Report  
Dates: October 1, 1978-September 30, 1979

TITLE OF WORK EFFORT  
Lesotho Agricultural Sector Analysis

PROJECT MANAGERS  
Richard E. Suttor, Agricultural Economist  
Economic and Sector Planning, DS/AGR/ESP, AID Washington  
Kenneth C. Nobe, Chairman  
Department of Economics, Colorado State University

PROJECT DURATION  
September 1, 1976 through August 30, 1980

BUDGET SUMMARY

|   |              |
|---|--------------|
| Total Estimated AID Cost.....   | \$ 1,409,000 |
| CSU's Expended AID Budget:  |              |
| for Sept. 1, 1976-Sept. 30, 1977.....   | 235,667*     |
| for Oct. 1, 1977-Sept. 30, 1978.....  | 307,148      |
| for Oct. 1, 1978-Sept. 30, 1979.....  | 358,030      |
| Total AID Project Funds Expended.....   | 900,845      |
| CSU Contributions.....  | 89,755       |
| Total Project Costs Through 9-30-79.....  | 990,600      |
| Anticipated CSU Expenditures of AID Budget in<br>Fiscal Year 1980.....              | 408,155      |
| Anticipated level of unexpended AID funds at end of<br>Project life on 8-31-80..... | 100,000      |

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\* Includes \$90,000 transferred to AID/Mission in Maseru for CSU/LASA team members' housing.

Third Annual Administrative Report  
for the  
Lesotho Agricultural Sector Analysis Project  
October 1, 1978-September 30, 1979

Part I. Background

The purpose of this report, per the conditions of Cooperative Agreement No. AID/ta-CA-1 of Basic Memorandum of Agreement No. AID/ta-BMA-6, is to report on expenditures, staffing levels and accomplishments by Colorado State University (CSU) on this project from October 1, 1978 through September 30, 1979. The major objective of the Lesotho Agricultural Sector Analysis (LASA) activity is to develop the capacity of the Government of Lesotho (GOL) to design, implement and utilize agricultural sector analysis in their development planning efforts. This objective is being accomplished through the integrated efforts of: 1) a CSU field party housed in the Planning and Evaluation Unit of the Lesotho Ministry of Agriculture (MOA); 2) a Basotho participant training program in the United States in which selected individuals have been receiving training at Colorado State University, University of Colorado, Ball State University and Michigan State University; and 3) an on-campus support staff of Economics faculty and graduate students at Colorado State University. A secondary objective of the project is to establish a long-term institutional relationship between Lesotho's Ministry of Agriculture and Colorado State University, particularly with its Department of Economics.

According to the original Cooperative Agreement, the LASA activity was programed to consist of three phases, as follows:

- |            |                |  |
|------------|----------------|--|
| Phase I.   | 9-1-76/6-30-77 | A startup period, including development of an agricultural library, with project personnel and Basotho training participants housed on the CSU campus.   |
| Phase II.  | 7-1-77/1-31-78 | Establishment of the LASA field office and conducting the Agricultural Sector Review in Lesotho; continuation of participant training in the United States; and, development of a Scope of Work (SOW) for Phase III. |
| Phase III. | 2-1-78/8-31-80 | Conducting Agricultural Sector Analysis in Lesotho and completion of the Basotho participant training effort in the United States.   |

Due to a delay in obtaining housing for CSU field party personnel, establishment of the field office in the MOA in Maseru was delayed until early September 1977. Delays were also experienced in carrying out the Agricultural Sector Review so that the interim AID project review, scheduled in-country for late February 1978, was rescheduled for June 1978. The AID review team, consisting of Dr. Richard E. Suttor (DS/AGR/ESP/Washington), Mr. Boyd Whittle (AFR/DR/Washington), Dr. Lehman Fletcher, Iowa State University and Dr. K.C. Nobe, CSU project manager, met in Maseru on June 21-23, 1978, at which time progress to date, problems and a plan of work for Phase III were reviewed with the LASA, MOA and AID Mission personnel. The AID Review Team released their evaluation report on July 27, 1978. Along with suggested project modifications, the Team recommended continuation of the project through its estimated completion date of August 31, 1980. It also recommended that planning begin for a continuing CSU/MOA relationship beyond that date so as to provide additional academic training for Basotho government personnel and to provide continued CSU faculty assistance through TDY's and/or longer term in-country assignments to assist on specific research and policy issues. On the basis of the interim project review, AID authorized release of additional funds for the period October 1, 1978 through September 30, 1979 at the level specified in the original project agreement--\$368,500. Phase III of the project began on or about August 1, 1978 and is now proceeding on schedule.

## Part II. Project Budget and Staffing

### A. Budget Allocations and Expenditures

AID budget allocations for the first three years of the project, through September 30, 1979, totaled \$1,018,900 and the total estimated expenditures were \$900,485, leaving an unencumbered balance of \$118,055 (Table 1). During this period, estimated CSU contributions via levels of overhead foregone totaled \$89,755.58; thus, the total estimated costs of the project effort through September 30, 1979 are \$990,600.56, with AID funding accounting for 90.9 percent of the total.

The total AID budget for the life of the project (through August 31, 1980) is \$1,409,000. Unless major changes in the level of effort are made in response to AID interim evaluations during the remainder of the contract period, the estimated total expenditure of AID budget through August 31, 1980 will be approximately \$1,309,000 dollars; thus leaving an estimated balance at the end of the project (on August 31, 1980) of approximately \$100,000.

Table 1  
 Colorado State University  
 Cooperative Agreement No. AID/ta-CA-1  
LASA Project Budget  
 Fund 33-1771-1523

| Items                       | Expenditures        |                      |                      | Total Expenditures   | Total Budget 9-30-79 | Balance Remaining   |
|-----------------------------|---------------------|----------------------|----------------------|----------------------|----------------------|---------------------|
|                             | 9-1-76/<br>9-30-77  | 10-1-77/<br>9-30-78  | 10-1-78/<br>9-30-79  |                      |                      |                     |
| <u>Salaries</u>             |                     |                      |                      |                      |                      |                     |
| <u>Home Office-CSU:</u>     |                     |                      |                      |                      |                      |                     |
| Project Management          | \$ 990.00           | \$ 8,784.73          | \$ 11,626.26         | \$ 21,400.99         | \$ 42,000.00         | \$ 20,599.01        |
| Professional Staff          | 40,492.02           | 20,845.98            | 30,025.35            | 91,363.35            | 54,700.00            | (36,663.35)         |
| Consultant Staff            | 2,400.83            | -                    | -                    | 2,400.83             | -                    | (2,400.83)          |
| Other Consultants           | 506.42              | 626.22               | 1,854.32             | 2,986.96             | 26,100.00            | 23,113.04           |
| Secretarial                 | 5,221.53            | 7,660.90             | 9,427.50             | 22,309.93            | 27,600.00            | 5,290.07            |
| GRA                         | 4,063.64            | (.01)                | 1,628.63             | 5,692.26             | -                    | (5,692.26)          |
| Sub-Total                   | <u>53,674.44</u>    | <u>37,917.82</u>     | <u>54,562.06</u>     | <u>146,154.32</u>    | <u>150,400.00</u>    | <u>4,245.68</u>     |
| <u>Field Office-Maseru:</u> |                     |                      |                      |                      |                      |                     |
| Professional Staff          | 7,376.49            | 79,861.31            | 88,263.77            | 175,501.57           | 211,400.00           | 35,898.43           |
| Secretarial                 | 906.61              | 10,019.02            | 11,403.00            | 22,328.63            | 12,500.00            | (9,828.63)          |
| GRA                         | 276.36              | 6,775.01             | 10,149.75            | 17,201.12            | 14,500.00            | (2,701.12)          |
| Sub-Total                   | <u>8,559.46</u>     | <u>96,655.34</u>     | <u>109,816.52</u>    | <u>215,031.32</u>    | <u>238,400.00</u>    | <u>23,368.68</u>    |
| Total Salaries              | \$ <u>62,233.90</u> | \$ <u>134,573.16</u> | \$ <u>164,378.58</u> | \$ <u>361,185.64</u> | \$ <u>388,800.00</u> | \$ <u>27,614.36</u> |

(Continued)

Table 1 (Continued)

| Items                                      | Expenditures         |                      |                      | Total Expenditures   | Total Budget 9-30-79 | Balance Remaining    |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|  | 9-1-76/<br>9-30-77   | 10-1-77/<br>9-30-78  | 10-1-78/<br>9-30-79  |                      |                      |                      |
| <u>Fringe Benefits-10.64%</u>              |                      |                      |                      |                      |                      |                      |
| On-Campus                                  | \$ 4,507.76          | \$ 3,473.06          | \$ 4,990.97          | \$ 12,971.79         | \$ 16,000.00         | \$ 3,028.21          |
| Off-Campus                                 | 881.33               | 9,563.75             | 10,604.46            | 21,049.04            | 23,800.00            | 2,750.96             |
| Total Fringe Benefits                      | <u>5,389.09</u>      | <u>13,036.31</u>     | <u>15,595.43</u>     | <u>34,020.83</u>     | <u>39,800.00</u>     | <u>5,779.17</u>      |
| <u>Overhead (Indirect Costs)</u>           |                      |                      |                      |                      |                      |                      |
| On-Campus-30%                              | 19,678.73            | 13,907.90            | 26,275.01            | 59,861.64            | 42,700.00            | (17,161.64)          |
| Off-Campus-15.2%                           | 1,435.00             | 16,364.86            | 16,212.77            | 34,012.63            | 43,500.00            | 9,487.37             |
| Total Overhead                             | <u>21,113.73</u>     | <u>30,272.76</u>     | <u>42,487.78</u>     | <u>93,874.27</u>     | <u>86,200.00</u>     | <u>(7,674.27)</u>    |
| <u>Travel-Transportation</u>               |                      |                      |                      |                      |                      |                      |
| Travel-Per Diem                            | 12,510.48            | 15,346.28            | 20,817.05            | 48,673.81            | 100,300.00           | 51,626.19            |
| Shipping & Storage                         | 885.70               | 30,421.20            | 5,915.27             | 37,222.17            | 52,500.00            | 15,277.83            |
| Payment in Lieu of Auto Ship               | 6,000.00             | -                    | -                    | 6,000.00             | -                    | (6,000.00)           |
| Total Travel & Transp.                     | <u>19,396.18</u>     | <u>45,767.48</u>     | <u>26,732.32</u>     | <u>91,895.98</u>     | <u>152,800.00</u>    | <u>60,904.02</u>     |
| <u>Allowances</u>                          |                      |                      |                      |                      |                      |                      |
| Post Differential-10%                      | 855.95               | 9,356.01             | 8,521.73             | 18,733.69            | 23,800.00            | 5,066.31             |
| Educ./Utilities/Rent                       | -                    | 4,743.42             | 9,549.07             | 14,292.49            | 8,200.00             | (6,092.49)           |
| Total Allowances                           | <u>855.95</u>        | <u>14,099.43</u>     | <u>18,070.80</u>     | <u>33,026.18</u>     | <u>32,000.00</u>     | <u>(1,026.18)</u>    |
| <u>Other Direct Costs</u>                  |                      |                      |                      |                      |                      |                      |
| Workmen's Compensation (9-12%) & Insurance | -                    | 10,255.20            | 10,776.58            | 21,031.78            | 35,400.00            | 14,368.22            |
| Campus Equipment/Supp/Passports/Medical    | 4,502.81             | 3,688.00             | 4,528.18             | 12,718.99            | 31,500.00            | 18,781.01            |
| Total O.D.C.                               | <u>4,502.81</u>      | <u>13,943.20</u>     | <u>15,304.76</u>     | <u>33,750.77</u>     | <u>66,900.00</u>     | <u>33,149.23</u>     |
| SUB-TOTAL - (TAB) DS                       | \$ <u>113,491.66</u> | \$ <u>251,692.34</u> | \$ <u>282,569.67</u> | \$ <u>647,753.67</u> | \$ <u>766,500.00</u> | \$ <u>118,746.33</u> |

Table 1 (Continued)

| Items                               | Expenditures         |                      |                      | Total Expenditures   | Total Budget<br>9-30-79 | Balance<br>Remaining |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|----------------------|
|                                     | 9-1-76/<br>9-30-77   | 10-1-77/<br>9-30-78  | 10-1-78/<br>9-30-79  |                      |                         |                      |
| <u>Commodities</u>                  |                      |                      |                      |                      |                         |                      |
| Vehicles/Transp. Equip.             | \$ 371.50            | \$ 14,461.80         | \$ (116.45)          | \$ 14,716.85         |                         |                      |
| Other Equip./Supplies               | 2,268.16             | 13,399.28            | 12,589.22            | 28,256.66            |                         |                      |
| Library Development                 | 5,216.00             | 4,265.26             | 3,380.43             | 12,861.69            |                         |                      |
| Total Commodities                   | <u>7,855.66</u>      | <u>32,126.34</u>     | <u>15,853.20</u>     | <u>55,835.20</u>     | <u>58,700.00</u>        | <u>2,864.80</u>      |
| <u>Participant Training/Support</u> |                      |                      |                      |                      |                         |                      |
| Salaries                            | 7,920.00             | 7,070.00             | 23,558.42            | 38,548.42            |                         |                      |
| Travel                              | 4,964.76             | 7,055.15             | 11,302.06            | 23,321.97            |                         |                      |
| Academic/Other                      | 1,434.98             | 8,018.16             | 14,860.22            | 24,313.36            |                         |                      |
| Total Participant T&S               | <u>14,319.74</u>     | <u>22,143.31</u>     | <u>49,720.70</u>     | <u>86,183.75</u>     | <u>67,800.00</u>        | <u>(18,383.75)</u>   |
| <u>Local Office Support</u>         |                      |                      |                      |                      |                         |                      |
| Add/Less Advance to                 |                      |                      |                      |                      |                         |                      |
| Field Office Account*               | 10,000.00            | (10,000.00)          | -                    | -                    | -                       | -                    |
| Advance for Revolving               |                      |                      |                      |                      |                         |                      |
| Fund Field Office **                | -                    | 10,000.00            | 5,000.00             | 15,000.00            | -                       | -                    |
| Total Office Support                | <u>10,000.00</u>     | <u>1,186.25</u>      | <u>9,886.11</u>      | <u>21,072.36</u>     | <u>35,900.00</u>        | <u>14,827.64</u>     |
| Local Construction***               | 90,000.00            | -                    | -                    | 90,000.00            | 90,000.00               | -                    |
| SUB-TOTAL - AFRICA BUREAU           | \$ <u>122,175.40</u> | \$ <u>55,455.90</u>  | \$ <u>75,460.01</u>  | \$ <u>253,091.31</u> | \$ <u>252,400.00</u>    | \$ <u>(691.31)</u>   |
| TOTAL CSU FUNDING FROM AID          | \$ <u>235,667.06</u> | \$ <u>307,148.24</u> | \$ <u>358,029.68</u> | \$ <u>900,844.98</u> | \$ <u>1,018,900.00</u>  | \$ <u>118,055.02</u> |
| CSU Contribution                    |                      |                      |                      |                      |                         |                      |
| (Overhead foregone)                 | \$ 31,133.10         | \$ 26,648.84         | \$ 31,973.64         | \$ 89,755.58         | \$ 89,755.58            | -                    |
| TOTAL PROJECT COSTS                 | \$ <u>266,800.16</u> | \$ <u>333,797.08</u> | \$ <u>390,003.32</u> | \$ <u>990,600.56</u> | \$ <u>1,108,655.58</u>  | \$ <u>118,055.02</u> |
| AID's Share of Total Costs          | 88.3%                | 92.0%                | 91.8%                | 90.9%                | -                       | -                    |

\*Advance to Field Office for start-up expenses.

\*\*For operating expenses, Rand and U.S. Dollar accounts. Not project funds--advanced by CSU State funds.

\*\*\*For local housing construction for field party families.

Total expenditures to date, as given in Table 1, show major variations in some of the line items which merit explanation. 1/ Note, for example, that total salaries for faculty and staff total \$27,614.36 less than the amount budgeted--a savings due primarily to using a graduate research assistant as the Project Coordinator instead of a faculty member as originally intended. On the other hand, the total overhead figure exceeds the budgeted amount by (-\$7,674.27) which was due to the Field Party staff remaining on campus the first year of the project so that the overhead rate charged on their salaries and fringe benefits are all at the on-campus rate (30%) instead of at the off-campus rate (15.2%).

Other major variations occurred in the travel and transportation category (a savings of \$60,904.02) and Other Direct Costs (a savings of \$33,149.23)--due to less use of on-campus personnel for TDY's in Lesotho than originally planned. There has been a significant overrun on participant training costs (-\$18,383.75) which has been due to three factors: 1) more students have been in training up to this point in time; 2) they have stayed longer than the one-year period originally intended; and 3) the Colorado State Legislature now requires payment of tuition for all students.

At the end of the third year of the project, there was a saving of \$118,746.33 on the Development Services Bureau (TAB) share of \$118,746.33 and a slight overrun of \$691.31 on the Africa Bureau's share, thus leaving an unexpended balance on September 30, 1979 of \$118,055.00. Since the Cooperative Agreement provides for an additional budget increment of \$390,100 for the fourth year of the project, a total budget of \$508,155.00 is available to support project activities through August 31, 1980. Unless major changes are made in the project effort as a result of forthcoming interim evaluations by AID and the GOL, there is likely to be a remaining budget balance in excess of \$100,000 at the currently projected end of the project on August 31, 1980.

#### B. Professional and Staff Personnel

During the third year of the project (October 1, 1978-September 30, 1979), 23 CSU personnel have been engaged in LASA project activities. This figure includes six Basotho trainees employed as graduate research assistants (GRA's), one of whom is enrolled in a Master's degree program at Michigan State University, and one who is enrolled at Ball State University. The total CSU professional and staff personnel engaged in

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1/ Note, however, that per conditions of the Cooperative Agreement (AID/ta/CA-1), "The Cooperator may not exceed AID's share (F(2)(d)) of 93.4% or \$1,409,000, but may make adjustments among line items without restriction," (page 14).

the LASA effort disaggregates as follows: eleven CSU faculty, ten GRA and Research Associates, and two secretarial. Six of these personnel are presently members of the CSU LASA field party in Maseru.

Table 2 provides a listing of professional staff positions to be provided by CSU, per conditions of the Cooperative Agreement, compared with actual personnel provided during each of the first three years of the project. Without exception, qualified personnel in the various disciplines called for have been provided. In addition, temporary support personnel have been added as needed for specific assignments which were not visualized at the time the agreement was written. It is anticipated that, with the exception of Dr. Hartman and Dr. Seckler who have completed their assignments, the key personnel who have been participating in the project so far will be available for continuing project assignments during the remaining year of the LASA Cooperative Agreement.

Table 3 provides a breakdown of the professional and staff inputs during the third year of the project, including names, titles, levels of time inputs, salary costs and assigned responsibilities. These data are self-explanatory. Accomplishments by the 23 personnel listed in Table 3 and their Basotho counterparts in Lesotho are reported on and discussed in the following section of this report.

### Part III. Activities

#### A. Introduction

This report summarizes activities of the LASA project for the past fiscal year. Most of the major dimensions of the project have been discussed periodically in one or more of the three quarterly reports issued this year. These earlier reports are included as part of this annual statement and cross referenced in the summary narrative that follows. <sup>1/</sup>

#### B. Revised Objectives

The fiscal year under review was to have been fully committed to work on the Sector Analysis. Problems were experienced from the outset of

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<sup>1/</sup>For ease of reference we have designated our three quarterly reports as I (Oct-Dec 78), II (Jan-Mar 79) and III (Apr-Jun 79), included in Part V as Appendices I, II and III, respectively.

TABLE 2  
Listing of CSU Professional Staff Requested in the  
LASA Cooperative Agreement and  
Personnel Actually Provided by CSU

| <u>Specialized Fields Requested</u>                  | <u>Grade (Rank)</u>      | <u>Names of<br/>Personnel Provided</u> | <u>Rank</u>  | <u>Period of Involvement</u> |                             |                             |
|--|--------------------------|--|--------------|------------------------------|-----------------------------|-----------------------------|
|  |                          |  |              | <u>9-1-76/<br/>9-30-77</u>   | <u>10-1-77/<br/>9-30-78</u> | <u>10-1-78/<br/>9-30-79</u> |
| CSU Project Manager                                  | None<br>specified        | K.C. Nobe                              | Professor    | X                            | X                           | X                           |
| Project Coordinator                                  | None<br>specified        | Ken Leathers                           | Asst. Prof.  | X                            | -                           | -                           |
|  |                          | John Gold                              | GRA          | X                            | X                           | X                           |
|  |                          | Richard Bowen                          | GRA          | -                            | -                           | X                           |
| CSU Field Team Leader                                | Assoc. Prof.<br>or above | Jerry Eckert                           | Assoc. Prof. | X                            | X                           | X                           |
| ∞ Development Geographer                             | Assoc. Prof.<br>or above | Gene C. Wilken                         | Professor    | X                            | X                           | X                           |
| Jr. Ari. Economist                                   | Instructor<br>or above   | Kenneth Leathers                       | Asst. Prof.  | X                            | X                           | X                           |
| Senior Agri. Economists<br>(Farm Mgt/Livestock/Prod) | Assoc. Prof.<br>or above | David W. Seckler                       | Professor    | X                            | X                           | -                           |
|  |                          | Melvin D. Skold                        | Professor    | -                            | X                           | X                           |
|  |                          | Forrest Walters*                       | Professor    | -                            | -                           | X                           |
| Senior Economist (Social<br>Change & Institutions)   | Assoc. Prof.<br>or above | L.M. Hartman                           | Professor    | X                            | X                           | -                           |
|  |                          | R.K. Sampath                           | Assoc. Prof. | -                            | -                           | X                           |

(Continued)

Table 2 (Continued)

| <u>Specialized Fields Requested</u>               | <u>Grade (Rank)</u>          | <u>Names of Personnel Provided</u> | <u>Rank</u>                | <u>Period of Involvement</u> |                             |                             |
|---|------------------------------|------------------------------------|----------------------------|------------------------------|-----------------------------|-----------------------------|
|   |                              |                                    |                            | <u>9-1-76/<br/>9-30-77</u>   | <u>10-1-77/<br/>9-30-78</u> | <u>10-1-78/<br/>9-30-79</u> |
| Senior Economist (Develop. Planning and Manpower) | Assoc. Prof. or above        | Ronald A. Wykstra                  | Professor                  | X                            | X                           | X                           |
| None Specified                                    | None specified               | J.R. Carpenter                     | Res. Assoc.                | X                            | X                           | -                           |
|   |                              | Roxanna Leathers                   | GRA&Res.Assoc.             | X                            | X                           | X                           |
| Temporary Support Staff                           | Varies                       | R.E. Whedbee*                      | Int'l Program Officer, CSU | X                            | -                           | -                           |
|   |                              | W.E. Wagner                        | Asst. Prof. of Geography   | X                            | -                           | -                           |
|   |                              | M. Mahoney                         | Librarian (U. of London)   | X                            | -                           | -                           |
|   |                              | C. Amiet                           | Librarian                  | X                            | -                           | -                           |
|   |                              | R. Tinnermeier*                    | Professor                  | X                            | X                           | X                           |
|   |                              | S. Williams*                       | Fac. Affiliate             | X                            | X                           | X                           |
| J.R. Meiman*                                      | Prof. & Graduate School Dean | -                                  | X                          | X                            |                             |                             |

\* CSU faculty participants who were not paid from LASA project funds.

TABLE 3  
 CSU LASA PROJECT PROFESSIONAL AND STAFF PERSONNEL  
 October 1, 1977-September 30, 1979

| <u>Activity Areas and<br/>Project Staff</u> | <u>Title or Rank</u> | <u>Specialties</u>                                    | <u>Funding</u> |             | <u>Responsibilities</u>   |
|---|----------------------|---|----------------|-------------|---|
|   |                      |   | (Months)       | (Salary)    |   |
| <u>Project Administration</u>               |                      |   |                |             |   |
| Nobe, K.C.<br>(Director)                    | Dept. Chairman       | Nat.Res.Econ. and<br>Economic Develop-<br>ment Policy | 1.41           | \$ 4,544.35 | Project supervision and<br>logistics, & Co-leader,<br>EC792 Seminar. LASA<br>Research Report No. 3<br>(with D.W. Seckler) |
| Gold, J.d.<br>(Coordinator)                 | GRA/Coord.           | Economic Develop.                                     | 4.00           | 3,200.01    | Project coordination.<br>Participate in EC792<br>Seminar & assist Basotho<br>training participants                        |
| Richard Bowen<br>(Coordinator)              | GRA/Coord.           | Economic Dev. Plan.                                   | 1.00           | 951.12      | Same as above   |
| Bolls, K.J.                                 | Secretary 1-B        | Secretarial/Acctg.                                    | 10.00          | 8,377.50    | Project secretary and<br>maintain LASA fiscal<br>accounts   |
| Sub-Totals                                  |                      |   | (16.41)        | (17,072.98) |   |
| <u>LASA Field Staff</u>                     |                      |   |                |             |   |
| Eckert, J.<br>(Team Leader)                 | Assoc. Prof.         | Agri.Dev., Plan &<br>Prod. Econ.                      | 12.00          | 31,549.98   | Field office supervision<br>& logistics, & direct<br>ASA involvement  |

(Continued)

Table 3 (Continued)

| <u>Activity Areas and Project Staff</u> | <u>Title or Rank</u>     | <u>Specialties</u>                    | <u>Funding</u> |              | <u>Responsibilities</u>   |
|---|--------------------------|---------------------------------------|----------------|--------------|---|
| Wilken, G.C.                            | Professor                | Cult. & Development<br>Geography      | 12.00          | 32,850.00    | Assist in ASA, Lesotho library acquisitions & updating Lesotho bibl.  |
| Leathers, K.L.                          | Asst. Prof.              | Nat.Res.Econ. &<br>Agric.Dev.Plan.    | 12.00          | 19,275.03    | Assist in ASA   |
| Leathers, R.                            | GRA&Res.Assoc.           | Econ.Theory & Math.                   | 12.00          | 10,050.00    | Curriculum & tutoring for Lesotho training participants & assist in ASA   |
| Tribble, R.                             | GRA                      | Economic Develop.                     | 9.20           | 7,053.38     | Engage in field work & analysis of Lesotho agricultural sector  |
| == Eckert, B.J.                         | Admin. Clerk<br>Typist B | Secretarial                           | 12.00          | 11,403.00    | Field office Project Secty & maintain field office fiscal accounts  |
| Sub-Totals                              |                          |                                       | (69.20)        | (112,181.39) |   |
| <u>CSU/Faculty Support Staff</u>        |                          |                                       |                |              |   |
| Wykstra, R.A.                           | Professor                | Human Res. Econ. &<br>Dev. Planning   | 10.46          | 26,120.46    | Field research & discussion papers on labor constraints in agriculture; & direct degree work for one Basotho trainee at CSU |
| Sampath, R.K.                           | Assoc. Prof.             | Econ. Dev. Plan. &<br>Policy Analysis | 0.37           | 822.75       | Directing EC792 Development Seminar for Fall Semester 1979  |

(Continued)

Table 3 (Continued)

| Activity Areas and Project Staff | Title or Rank        | Specialties             | Funding       |                      | Responsibilities   |
|----------------------------------|----------------------|-------------------------|---------------|----------------------|--|
| Meiman, J.R.                     | Graduate School Dean | Watershed Mgmt.         | -             | -                    | Assist in formal graduate training of Basotho participants         |
| Skold, M.D.                      | Professor            | Agr. Prod. Econ.        | 1.29          | 4,026.57             | Advise on ASA Scope of Work & supervise one Basotho trainee at CSU |
| Tinnermeier, R.                  | Professor            | Agri. Dev. & Credit     | -             | -                    | Assist in training of Basotho participants                         |
| Walters, F.E.                    | Professor            | Agr. Marketing & Prices | -             | -                    | Supervise degree work of two Basotho trainees at CSU               |
| Williams, S.                     | Faculty Affiliate    | Agri.Dev.Consult.       | -             | -                    | Consult on Phase 3 of Project work                                 |
| Sub-Totals                       |                      |                         | (12.12)       | (30,969.78)          |  |
| <u>Basotho Trainees</u>          |                      |                         |               |                      |  |
| Mapetla, N.                      | GRA                  |                         | 2.16          | 1,106.20             | Course work for M.S. degree (Ball State)                           |
| Moahloli, L.                     | Hourly               |                         | 4.42          | 3,095.18             | Course work for B.S. degree (CSU)                                  |
| Motsamai, M.                     | GRA                  |                         | 6.00          | 4,266.66             | Course work for M.S. degree (CSU)                                  |
| Nchapi, M.                       | GRA                  |                         | 6.00          | 4,266.66             | Course work for M.S. degree (CSU)                                  |
| Phoofolo, M.                     | GRA                  |                         | 6.00          | 5,244.00             | Course work for M.S. degree (MSU)                                  |
| Tuoane, L.                       | GRA                  |                         | 6.00          | 4,650.00             | Course work for M.S. degree (CSU)                                  |
| Sub-Totals                       |                      |                         | (30.58)       | 22,628.70            |  |
| Total Months and Salaries        |                      |                         | <u>128.31</u> | <u>\$ 182,852.85</u> |  |

this effort, persisting through the second quarter. From the perspective of the Ministry, a cohesive sector analysis research effort was (and is) seen as a relatively academic exercise, contributing little to the daily needs of MOA. As such it never had the priority needed to command the necessary inputs of time in order to get started satisfactorily. At the same time the Ministry still feels the need for greater analytical rigor in support of routine program and policy decisions. The third quarter involved determined efforts to resolve these difficulties through an exhaustive sequence of discussions with MOA and PU leadership. The resulting decision was to essentially drop the objective of "a sector analysis" and to concentrate on training in analysis and tools within the context of MOA's recurrent problems. (See Appendix III, item 1.)

We have been attempting to develop mechanisms for implementing this in the fourth quarter. Some progress has been made, especially using the Five Year Plan exercise as a vehicle. However, the Five Year Plan has also highlighted the absence of a systematic analytical understanding of Lesotho's agriculture. Hopefully, as we proceed most of the pieces will fall into place even though the sequence will be determined largely by the flow of business in the Ministry.

#### C. Project Modifications and Extension

A sequence of discussion and plans have from time to time suggested new dimensions to the LASA effort. During the latter half of the previous year, a program of support was developed for the newly conceived Statistics and Research Section of the Planning Unit's new structure. USAID developed a PID to support this effort with a budget of just under \$500,000. Subsequently, it was recommended by Washington that this project be developed as an addition to LASA and this proposal was accepted by MOA (see also Appendix II, pp. 6-7).

During the first quarter of FY-79, the Ministry and LASA developed a proposal that LASA expand their involvement in MOA's efforts to decentralize planning and administration. This resulted in a request to expand the field team size by one in order to permit devoting the extra time to decentralization. An intensive search for candidates of suitable caliber proved unsuccessful (see Appendix II, p. 7, item 2).

At this point should we activate either the statistical support package or the additional team member, either activity would logically carry beyond the current 8/80 expiration date of LASA. Accordingly, discussions were begun on whether or not an extension of LASA might be in order, and if so what would be its components. These discussions took place simultaneously with the soul searching on LASA's direction and objectives. The conclusion was a letter from the Ministry requesting a two-year extension, which would serve as a transition to the long-term institutional relationship originally proposed.

Central Planning has requested a tripartite review of the project prior to forwarding the request officially to USAID for response. This review is to take place before the end of 1979.

#### D. Reorganization of the Planning Unit

One of the major efforts of the project during FY-78 and FY-79 was an analysis of the functioning of the Planning Unit and completion of a detailed set of proposals for its reorganization along functional lines. In November the final document, "A Functional Reorganization of the Planning Unit," was approved and forwarded to Cabinet (Personnel). Included was an organizational structure, terms of reference for each section and terms of reference for key officers (see Appendix I, pp. 1-2).

Since then, the following steps have been taken in gradual implementation of these proposals. First the Planning Unit has been upgraded into a full division of the Ministry. Second, two posts of Senior Planning Officer were established as were two posts for data processing technicians (II, p. 1). Four new Officers were recruited from NUL for Planning Division posts and two students (Liako Moahloli and Yolisa Zeka) returned from CSU to join the Planning Division (see also Appendix II, p. 1).

Two developments did not arise directly from the formal proposals submitted to government, but rather grew out of perceived needs within the Ministry. First was the creation of the post of Deputy Chief Planning Officer who serves as assistant division head. Puli Mosebo is presently holding this responsibility. Second, the Marketing Section, which formerly had reported directly to the P.S., was merged into the Planning Division to become the fifth section.

Finally, the new Planning Division has been augmented by the deputation of a Dutch marketing advisor, Mr. Kai Hansen, and BASP's Senior Agricultural Economist, Dr. Fred Winch.

In retrospect, when viewing these developments, it is possible to think that the LASA/CSU team may have arrived perhaps two years early. Nevertheless the critical mass very definitely does exist at present and we can look toward an increasingly effective planning effort as the Division matures. This situation would seem to be the strongest possible justification for considering an extension of the LASA Project.

#### E. Five-Year Plan Activities

For most of the last fiscal year, the drafting of Lesotho's Third Five-Year Plan has been one of the Planning Unit's top priorities. Several separate activities took place, each of which had one or more impacts:

1. In November 1978 Ms. Moshoeshoe completed a schedule of work for developing a five-year plan. Her effort was undertaken both as guidance to the Planning Unit and as a distinct component of her M.S. technical paper. This effort established clearly the concept that without full participation by everyone from farmers to Cabinet, a five-year plan was useless. In its suggested time frame it emphasized that however long it took, a plan thoroughly worked out was worth the effort.
2. In December Central Planning proposed that self-sufficiency be taken as the central thrust of the third five-year plan and requested responses from each Ministry. The Planning Unit pulled its resources together to fully explore this recommendation and to prepare a Ministry response which in essence put the self-sufficiency objective in a less overriding and more appropriate context. The experience of working through this significant issue gave the Planning Unit considerable chance to expand its procedures for policy analysis. The acceptance of our recommendations was strong, indicating that the job was well done. It should also be noted that no other Ministry managed to assemble a formal response on this issue.
3. A national farmer's conference was convened in January 1979 to solicit inputs and guidance for the next plan period. The conference gave the district agricultural committees their first really good chance to function as representative bodies in a policy-making context. It also gave the MOA very immediate exposure to comments and criticism from the rural sector about the Ministry's performance in the past years.
4. Subsequently, building on the policy guidelines received from farmers, an overall policy statement for guidance during the Plan was developed. A task force composed of Matsiea Morojele, Puli Mosebo and Jerry Eckert provided the leadership on this effort with Mrs. Morojele carrying the bulk of the load. It is a general consensus that these policy guidelines are a substantial improvement (see Appendix II, p. 2).
5. Ken Leathers and Puli Mosebo headed a task force composed of members of MOA and CPDO to evaluate the agricultural projects undertaken during the second five-year plan. This exercise became quite elaborate and extended over some 3½ months of full time commitment. One of the spinoffs from this effort was the strengthening of fairly close relationships between the staffs of the Planning Unit and the agricultural section of Central Planning.

6. At the present, efforts are concentrated on the development of targets for the coming plan period and a quantitative assessment of the employment impacts to be expected.
7. Throughout the past 10 months, and in following participatory philosophy laid down by Miss Moshoeshoe, the heads of all divisions in the MOA as well as many of their staff have provided excellent cooperation and inputs to this planning exercise. While the result is admittedly not perfect, it is definitely a substantial improvement over previous plans. It is felt that development programs in agriculture during the coming plan, since they were built on farmer guidelines and with the full involvement of the technical divisions of the Ministry, may be much more readily implemented than those programs suggested in 1974-75.

#### F. Training

Several developments occurred in the individual programs of Basotho being trained under LASA during the past year.

1. Liako Moahloli completed her B.S. in agricultural economics with a concentration in agricultural marketing. Due to university regulations she was only permitted two years worth of transfer credit from her three years of previous training in Zambia. She was, however, able to accumulate nearly two years of academic credit in 12 calendar months, returning to Lesotho with only six hours remaining. These credits were administered in Maseru in the form of direct studies. Her work involved a detailed study of the Produce Marketing Corporation as well as a review of marketing legislation and policy currently in effect. She completed these efforts in 60 days, graduated August 1, 1979 and is currently assigned to the marketing section, Planning Division. Her present work focuses around current problems in egg and poultry marketing.
2. Ms. Mamaria Motsamai and Mampiti Nchapi (CSU), and Mr. Marabe Phoofolo (MSU) continue with their formal Master's degree programs in the U.S. and are making satisfactory progress. John Gold completed his course work for the Master's degree and is currently employed as an agricultural economist on an AID-funded contract in Zaire.
3. Miss Yolisa Zeka completed her B.S. in rural sociology at CSU and returned to Lesotho where she has been posted as rural sociologist in the Evaluation and Marketing Section of the Planning Division. While Yolisa was not funded under the LASA project, she was directly associated with LASA for the last two years of study, participating in all campus project activities as a de facto project member.

4. Tom Tuoane completed his M.Sc. thesis in agricultural statistics at the end of the fiscal year and returned to his job in the Bureau of Statistics where his primary responsibility for the foreseeable future will be overall management of the 1980 agricultural census. He will formally be awarded the M.Sc. degree in mid-academic year, January 1980.
5. Ms. Nomonde Mapetla departed Maseru for her academic program in economic and regional development at Ball State University. Her first two months were spent at the Economics Institute, Boulder, Colorado, where her performance was excellent. A substantial credit for her easy entry into the mathematics, statistics and theory of a Master's degree program goes to Mrs. Roxanna Leathers who provided personalized tutoring for Mrs. Mapetla for the six months prior to her departure.
6. At the Ministry's request, Betty Eckert has begun to develop an on-the-job training program for secretarial and clerical personnel in Ministry Headquarters. The Planning Unit's top secretary, Mrs. Palesa Malealea is currently seconded to LASA, working in Mrs. Eckert's office for intensive exposure to modern office techniques. An additional contribution to date has been assistance in the P.S.'s office in the organization of their filing system and advice and assistance to the Planning Division in establishment of a divisional registry.

#### G. The Labor Dimension

Analysis of Lesotho's labor dynamics and employment challenge was pursued with vigor during the year. Several identifiable activities emerged, each of which contributes to the overall analytical whole for this sub-sector.

1. In January Ron Wykstra visited Lesotho under a consulting arrangement with USAID/Maseru to examine capital versus labor intensive technological choices in conservation activities. His analysis was supported by inputs of data from the Conservation Division, Thaba Bosiu project and the Labor Intensive Construction Unit of the Ministry of Works. His report, "The Use of Capital and Labor in Conservation Division Construction Work," has been distributed within the Ministry and is being converted into a LASA Research Report (see Appendix II, p. 4).
2. Romie Tribble, a CSU graduate student, arrived in April 1979 to begin work on his Ph.D. dissertation on the subject of labor utilization in agriculture. Work during his first few months has focused on literature review and processing existing computer files for stratification of his field study (see Appendix II, p. 6).

3. Drs. Wykstra and Eckert met in June to work together on several draft reports. The first to appear is LASA Research Report No. 4, entitled "The Future of Basotho Migration to the Republic of South Africa." This report makes fairly sound predictions of the probable rate of decline in Basotho access to the South African job market. (See also Discussion Paper No. 7, "Manpower in the Lesotho Economy," forthcoming.) It will be followed shortly by a paper quantifying Lesotho's domestic employment challenge.

#### H. Regional Analysis/Planning

The present MOA emphasis upon decentralization of planning and development has accelerated progress on regional (district) analysis and planning. A first inventory of regional data was presented to the Thaba-Tseka (District) Coordinating Committee, as part of continuing project involvement with that district's planning and development. The National University's Urban and Regional Planning Program analysis of past and regional planning and development efforts is nearing completion. The often-postponed seminar/workshop on regional analysis and planning now is scheduled for early 1980. We are seeking an affiliation with the University of Wisconsin's regional planning effort in partial support of this seminar.

#### I. Village-Based Resource Management

Recent statements by MOA suggest renewed interest in recognition and strengthening of traditional village institutions as vehicles for local planning and development. Project efforts include publication of an analysis of Basotho farmers (Discussion Paper No. 8, forthcoming) and a review of resources available to Basotho farmers (Research Report in draft). Coordination with activities in the Thaba-Tseka District and Farming Systems Research Project continue and are expanding.

#### J. Environmental Inventory and Evaluation

Computerization of agricultural data is nearing completion. The program has been modified to accommodate related needs of Conservation Division and Farming Systems Research Project. When complete, the data will permit rapid assessment of critical agricultural factors such as event probabilities (e.g., frost; drought), crop development factors (e.g., degree days; moisture stress periods), and regional bioclimatic characteristics. Environmental hazards and risk perception studies are entering the report preparation phase, with analyses of reported crop losses and farmers' perceptions of environmental risk, including risk-avoidance strategies.

In a related on-campus effort at CSU, the material collected earlier under a reconnaissance review of soil conservation programs in Lesotho (Contract No. AID/afr-C-1387) was utilized in the preparation of a LASA Research Report (K.C. Nobe and D.W. Seckler, An Economic and Policy

Analysis of Soil-Water Problems and Conservation Programs in the Kingdom of Lesotho, LASA Research Report No. 3, Ministry of Agriculture, Kingdom of Lesotho and Department of Economics, Colorado State University, September 1979). The primary objective for preparing this report was to provide in a single report a more complete examination base for Lesotho policy makers faced with choosing among available alternative approaches for their future soil and water conservation efforts.

#### K. Library

With the final typing of the second general bibliography (Research Report No. 5), Phase II of the library effort essentially is complete. Phase I consisted of identifying references and acquiring published materials pertaining to agricultural planning and development. This phase was completed and a bibliography (Research Report No. 1) published prior to the CSU-LASA team's arrival in Lesotho. Phase II focused upon acquisition of locally generated materials such as ministerial, statistical, and project reports and documents. Phase II also saw the merging of the Project library with the MOA headquarters collections. The combined facility now contains the most complete and accessible collection of general and specific materials on agricultural planning and development in Lesotho, and enjoys ever-growing use by civil servants, contractors and consultants, and academic researchers. The final task is to decide the future of the facility: whether to leave it in its present form or consider using it as the nucleus for a national agricultural library and information system.

#### L. Personnel Changes

In addition to staffing changes mentioned as part of the expanded Planning Division, other key changes occurred.

1. In July Dr. Dan Phororo left the post of Permanent Secretary for a high level position with FAO, Rome.
2. Since that time Mr. Chaka Ntsane, LASA's Mosotho Team Leader, has served as acting Permanent Secretary.
3. As of September 30, Ms. Manapo Moshoeshe left the Ministry of Agriculture for the post of Permanent Secretary (Cabinet) assigned to the Prime Minister's office.
4. In her absence Mrs. Matsiea Morojele has assumed the post of Head of the new Planning Division.
5. John Gold ended his tenure as project coordinator upon completion of his course work for a Master's degree in June 1979, and was succeeded by Richard Bowen, a Ph.D. student in Economics.

6. Romie Tribble, a CSU Ph.D. student in Economics, joined the Field Party in April 1979 to begin work in the agricultural labor utilization area which will provide the data base for his dissertation.
7. Our librarian, 'Matsaba Leballo, left government employment for a post with UNDP in Maseru. She has been replaced by her assistant, Mokhathatsa Motleleng. We are developing a training program for Mokhathatsa intended to qualify him fully as a librarian within one year.

#### Part IV. Summary and Conclusions

##### A. Summary

Overall, the AID-funded Lesotho Agricultural Sector Analysis Project has made satisfactory progress in most program elements during the third year of its expected four-year duration. Although less effort was expended on the development of formal models for agricultural sector analysis than had been expected at the initiation of the project, the adjustment toward less formal approaches to sector analysis is in line with the recommendations of the AID interim evaluation team (as specified in their revised report of July 27, 1978). More directly, excellent progress has been made in achieving an overall project objective of assisting in the development of the technical capacity of the Government of Lesotho to design, implement and utilize sector and policy analysis in its agricultural development planning efforts. Progress was also achieved in response to a secondary objective of establishing a long-term relationship between the Ministry of Agriculture and the Department of Economics at Colorado State University. And, finally, excellent progress was made in the Basotho student training program which was designed to help achieve both the primary and secondary project objectives outlined above.

AID budget allocations to Colorado State University for funding of project activities through September 30, 1979 totaled \$1,018,900.00. Total estimated expenditures for the same period totaled \$900,844.98, leaving an unencumbered balance of \$118,055.02. CSU's fiscal contributions, in the form of overhead foregone, totaled \$89,755.58. Therefore, total project costs through September 30, 1979 totaled an estimated \$990,600.56, with AID's share thereof amounting to 90.9 percent. With expected AID budget additions for the fourth year of the project in the amount of \$390,100.00, the total remaining funds available for the project are estimated to be \$508,155.00. With project expenditures for the final year of the project expected to total approximately \$408,155.00, it appears that an unencumbered balance in AID funds in the amount of

approximately \$100,000 will remain at the currently scheduled end of the project on August 31, 1980. Discussions are currently underway on the subject of whether or not this project should be extended.

## B. Conclusions

1. The project has been successful during the third fiscal year in meeting its primary and secondary objectives, including direct involvement in the third five-year plan effort, regional analysis, village-based resource management and formal degree training for selected Basotho and U.S. students.
2. The University's training objectives for eight Basotho participants is proceeding on schedule. With the exception of the first two participants, Manapo Moshoeshoe and Maurice Phakoana, who were in the U.S. for only one year, it is anticipated that all participants will complete their degree work before returning to Lesotho.
3. The Planning Unit is now approaching a staffing level that could provide the critical mass of Basotho for carrying out full intentions of the LASA Project, thus providing a basis for extension of the effort beyond the current project ending date of August 31, 1980. However, we view with some concern the movement of some of the Basotho personnel trained under the LASA effort to professional assignments outside of the Planning Unit as this places high priority on training of replacements.
4. Substantial lead time for replacement staffing of the Field Party will necessarily be involved if a decision is reached to either extend the LASA Project or engage in a follow up project. Plans have been made to discuss various alternatives during a meeting of CSU, AID and MOA administrative personnel in Maseru during January 1980, with this lead-time constraint in mind.

## Part V. Appendices

- I. LASA Project Quarterly Progress Report October/December 1978.
- II. LASA Project Quarterly Progress Report January/March 1979.
- III. LASA Project Quarterly Progress Report April/June 1979.



APPENDIX I

Colorado State University  
Fort Collins, Colorado  
80523

Lesotho Agricultural  
Sector Analysis Project  
Department of Economics

January 4, 1979

MEMORANDUM

TO: Morton Darvin, CM/COD/AID, Agreement Officer

THROUGH: Kenneth C. Nobe, Director *K.C. Nobe*  
Lesotho Agricultural Sector Analysis Project

FROM: John d. Gold, Project Coordinator *J. d. Gold*

SUBJECT: LASA Project--Quarterly Progress Report October/December 1978

Reorganization of the Planning Unit

Intensive study efforts underway during the past six months have resulted in a recommendation for reorganization of the Planning Unit along functional lines (see Figure 1 attached). Implementation of the reorganization will have direct training implications to be carried out by CSU under the LASA effort.

Basotho Participant Training

Five Basotho continued degree programs in the U.S. under the LASA program. Marabe Phoofolo is in the Master's degree program in agricultural economics at Michigan State University and four students are presently at CSU; Liako Moahloli is in an undergraduate program, Mamaria Motsamai, Mampiti Nchapi and Tom Tuoane are in the Master's program. All of the above Basotho at CSU, plus Yolisa Zeka, a Masotho undergraduate student in Sociology, and four Economics Master's students participated in a graduate level seminar this fall semester on African Development with emphasis on planning in Lesotho. A listing of weekly discussion topics and participants is as follows:

| <u>1978</u><br><u>Dates</u> | <u>Discussion Topics</u>   | <u>Discussion Leader</u>                              |
|-----------------------------|--|---|
| 9-12                        | Review of CSU involvement in Lesotho Development Planning and Policy Analysis Projects | K.C. Nobe, LASA Project Director                      |
| 9-19                        | Manpower Training Programs by a Private Management Consulting Firm in Nigeria          | Sodiz I. Sanusi, Coord., Mgt. Con. & Tng Group, Lagos |

|       |  |   |
|-------|--|---|
| 10-3  | Progress Report on LASA Activities and Recent Developments in Lesotho                              | Roxy Leathers, CSU<br>LASA Field Party  |
| 10-10 | Research and Policy Issues in Manpower and Labor Utilization in Lesotho                            | Ron Wykstra, LASA<br>On-campus Staff  |
| 10-17 | Lesotho's Land Tenure System: Development Planning & Policy Recommendations                        | M. Motsamai and<br>M. Nchapi, Basotho<br>GRA's  |
| 10-24 | Labor-Intensive Job Opportunities versus Capital-Intensive Development Projects                    | Yolisa Zeka, Masotho<br>Sociology Student   |
| 10-31 | Concepts of Opportunity Cost & Shadow Pricing with respect to Cost-Benefit Applications in Lesotho | John Gold, LASA<br>Project Coordinator  |
| 11-7  | Managing a Rural Development Enterprise Query: How to Train for the Job                            | Simon Williams,<br>Director for Agricultural & Rural Development, Div. of IDEAS, INC. |
| 11-14 | (No class)   |   |
| 11-21 | Benefits & Costs of Migrant Basotho Labor in the Republic of South Africa                          | M. Motsamai and<br>M. Nchapi, Basotho   |
| 11-28 | Review of the Reorganization Plan for the Planning Unit in the MOA                                 | Tom Tuoane,<br>Masotho GRA  |
| 12-6  | Role of Women in African Development   | Pat Graham, Econ.<br>M.S. Student   |

During the fall semester the Basotho graduate students identified their tentative advisors and prepared their formal programs of study, as follows:

|                  |                 |
|------------------|-----------------|
| Tom Tuoane       | Forrest Walters |
| Mamaria Motsamai | Me1 Skold       |
| Mampiti Nchapi   | Ron Wykstra     |

It is anticipated that these personnel and the Project Director will participate in Dr. D. Blood's course, EC670 Research Methodology, during the spring semester so as to follow through on the theses preparations by the Basotho trainees.

### The Labor Dimension of Sector Analysis

During Dr. Wykstra's most recent TDY to Lesotho during September, plans were formulated for carrying out a series of labor studies. Dr. Wykstra's report, "Farm Labor in Lesotho: Scarcity or Surplus?" (LASA Discussion Paper No. 5, September 1978) led to increased government awareness of the labor problem when it was released by the Ministry of Agriculture as a Ministry Briefing Paper for government-wide distribution. Dr. Wykstra is again presently on TDY in Lesotho for the month of January and during the next year will spend about half-time working on Lesotho labor and related research.

### Capital versus Labor Rural Construction Project

CSU has been selected as a sole source contractor to carry out a study of capital versus labor intensive approaches to construction of conservation works and rural access roads in Lesotho. Dr. Wykstra is the principal investigator for this project.

### ASR and Followup Activities

A LASA research report, "Lesotho's Agriculture: A Review of Existing Information," prepared by the LASA Team with Chaka Ntsane (GOL) and Jerry Eckert (CSU) as Co-Team Leaders, based on the ASR effort, has now been published and copies will be mailed to interested parties. A formal analytical effort on the livestock subsector, as recommended in the ASR, was delayed into the fall pending identification of a task force member from the Livestock Division. Work during the reporting period on the crops dimension concentrated on preparing a stratification system for farmer respondents to short-term field research planned for the coming year. Work on agroclimatology conducted primarily by Gene Wilken has essentially been completed. Papers prepared by the NUL students based on their field survey of Farmer's Perceptions of Environmental Risk were typed and a limited distribution was made to associated researchers and interested parties. Working relationships have now been established between LASA and the Hydrometeorology Department of the Ministry of Works, the Conservation Division, and the Research Station in the MOA and the Department of Geography, NUL. LASA cooperative efforts, working with John Gay, to develop computer access facilities for the MOA have continued. Several LASA members are involved in an agricultural statistics working group, together with members of the Bureau of Statistics. As a result of the various activities noted above, it now seems probable that a valid product composed of a partial data base will emerge for use in planning field surveys and other followup research. In order to ensure full use of these materials, a training program for users will have to be developed during early 1979.

### ASA and Related Activities

Work on the ASA phase continued on a broad front during the reporting period. Major activities are discussed below:

(1) Five-Year Plan Effort. The Ministry of Agriculture, using its LASA personnel, has taken the initiative in launching a major effort in support of Lesotho's next Five-Year Plan. Initial efforts include preparing an articulation of the Ministry's objectives for agricultural development and carrying out an evaluation of the performance of the agricultural sector during the current Plan.

(2) Lesotho Agricultural Survey and Statistics Project (LASS). Work on the programming documents for this project began in earnest last fall. It is intended to support the development of a Research and Statistics Section in the Planning Unit, as recommended in the reorganization plan. It is to be Mission-funded with an approximate budget of \$500,000. This effort will constitute the first Mission-funded project in the Ministry of Agriculture to result directly from the LASA effort.

(3) Focus on Rural Development. The ASA activities have taken on a definite rural development focus, as reflected in part in the Ministry's articulation of its objectives for development during the next five-year plan period. Plans were formulated to expand the CSU field party to include an expatriate with expertise in rural development planning. Dr. Wilken and Mrs. Morojele have been appointed as special advisors on regional planning to the Chairman, Thaba-Tseka Rural Development Project Coordinating Committee. These recent appointments reflect the Ministry's emerging interests in regional planning and in exploring innovative mechanisms for village management of the rural development process.

### REE Baseline Study

The MOA has proposed that a baseline study be considered as a funded augmentation to the LASA effort and in November turned in a formal request that such a study be conducted. During the reporting period, three working groups within the planning unit were developing terms of reference for each component. The Mission has cabled the Africa Bureau requesting that the study be carried out in 1979 and that a joint BIFAD/Africa Bureau team come to Lesotho early in the year to explain the Title XII effort and to discuss specifications for the baseline study. A meeting was held at CSU on December 11 to discuss the baseline study request. Participating in this meeting were the following:

G. Richard Jansen, Professor, Food Science & Nutrition, CSU  
James R. Meiman, Dean of Graduate School, CSU  
Ronald A. Wykstra, Professor, Economics, CSU

Melvin D. Skold, Professor, Economics, CSU  
George M. Dennison, Assoc. Dean, Arts, Humanities & SS, CSU  
Mathias W. Felton, Assoc. Director, Cooperative Extension Svc., CSU  
Kenneth C. Nobe, LASA Project Director, Chairman Economics, CSU  
Lon Cesal, BIFAD Staff, Washington, DC  
Jerry Eckert, CSU Field Party Leader, LASA Project, Maseru  
Arlen D. Davison, Professor, Washington State University, Pullman  
Manapo Moshoeshoe, Chief Planning Officer, Central Planning Unit,  
Office of the Permanent Secretary of Agriculture, GOL, Maseru

During this meeting, it was agreed that BIFAD/Africa Bureau would comply with the Mission request to send a briefing team to Lesotho early in 1979. Following their visit and an updating of the MOA's terms of reference, CSU plans to submit a formal study proposal for carrying out the study. Tentative plans call for carrying out the in-country phase during summer 1979.

#### LASA Project Administrator's Meeting

A meeting of LASA project administrators and other interested personnel was held at CSU on December 12-14, 1978. Attending this meeting were the following:

K.C. Nobe, CSU LASA Project Director  
Richard Suttor, AID LASA Project Director  
Jerry Eckert, CSU Field Party Leader, LASA Project  
Manapo Moshoeshoe, Chief Planning Officer, MOA Planning Unit  
John Gold, CSU LASA Project Coordinator.

Also attending some of the sessions were: Betty Eckert, Field Party Secretary, Kay Bolls, CSU LASA Project Secretary, George Dennison, Associate Dean, College of Arts, Humanities & Social Sciences and Basotho students T. Tuoane, M. Motsamai, M. Nchapi, L. Moahloli and Y. Zeka.

Jerry Eckert and Manapo Moshoeshoe reported that recent discussions within the Ministry of Agriculture, Government of Lesotho, have confirmed the need for an expansion of the LASA team for the duration of the project (scheduled to end on August 31, 1980). The basis for this requested expansion of effort is that the Ministry has decided to seriously explore the possibilities of decentralizing the planning process and has requested that the Planning Unit spearhead this effort. It was determined that approximately \$100,000 of the LASA budget was carried over to the current fiscal year on October 1, 1978 and it was agreed in principle that these funds would be utilized for implementing the requested expansion in the LASA level of effort. Specifically, it was agreed that the following expansions would be carried out, subject to overall budget constraints:

(1) Addition of a Fourth CSU Faculty Team Member. Steps have been taken to establish and advertise the availability of a position for a fourth CSU faculty team member whose full-time responsibility will be exploring, designing and testing mechanisms for decentralizing agricultural planning in Lesotho. Under CSU's Affirmative Action procedures, applications for this position will be accepted through February 20, 1979 and it is anticipated that the team member can be in Lesotho before the end of March.

(2) Addition of a Full-time Research Associate to the CSU Team. The appointee to this position will be responsible for research in various areas related to the work of the LASA Project in Lesotho. Initial assignments are expected to include: (a) the roles of women in the rural labor force; (b) quantifications of selected macro-economic relations between Lesotho and the Republic of South Africa; and (c) research on the Extension and education systems in association with the proposed BIFAD REE baseline study. This position is being advertised under CSU's Affirmative Action procedures and applications will be accepted through February 20, 1979. It is anticipated that Ms. Roxy Leathers, presently a GRA with the field party, will be a candidate for this position.

(3) Replacement of the GRA Member of the Field Party. Manapo Moshoeshoe and Jerry Eckert interviewed applicants from among available Economics graduate students at CSU and independently reached the conclusion that the position should be offered to Mr. Romie Tribble, a Ph.D. student working under Professor Ozawa. Mr. Tribble, having completed all his course work, would be available to move to Maseru during March for an in-country assignment ranging from six to 12 months. Mr. Tribble has prior African experience and would tentatively use material from the LASA project effort for his Ph.D. dissertation. If the position is acceptable to Mr. Tribble, he will be appointed immediately and will work with LASA personnel on-campus until his departure for Lesotho about mid-March.

(4) Additional Field Party Secretarial Support. It was agreed to extend Mrs. Eckert's position as field party secretary for the duration of the project. In addition, a MOA secretarial position is to be activated and, if successfully filled, funds from the LASA budget would be made available to cover salary until the next GOL fiscal year starts on April 1, 1979.

(5) Additional Basotho Planning Officers. Efforts are underway to add three Basotho Planning Officer posts to the Planning Unit. One of these is already funded and funds from the LASA budget will be made available to cover salaries for the other two until April 1, 1980. All three posts are to be filled this coming April with recent Bachelor's degree graduates from the National University of Lesotho at Roma.

(6) TDY Support Staff. Within the near future, LASA and PU personnel will provide a listing of expected TDY needs for faculty to visit Lesotho in both short-term teaching and sector analysis research capacities during the next 12 months. A total of three to five such visits are anticipated.

(7) Continuation and Possible Expansion of the Basotho Training Program. Three more GOL employees have been identified to start graduate level training during the coming year. Mrs. Mapetla has been tentatively scheduled to enter the Master's program at Purdue and Mr. Pharoli Fanana has asked to enter the Master's program at CSU, working in economics of natural resources. And, AID/Washington has authorized Ms. Morojele to complete her Master's degree at a Canadian University if in the best interests of the MOA, CSU elects to send her there instead of to a U.S. university. Due to the reorganization and expansion of the Planning Unit, additional employees will soon require additional formal undergraduate and/or graduate training. Such needs will be identified during the next few months, at which time funding sources will be sought out.

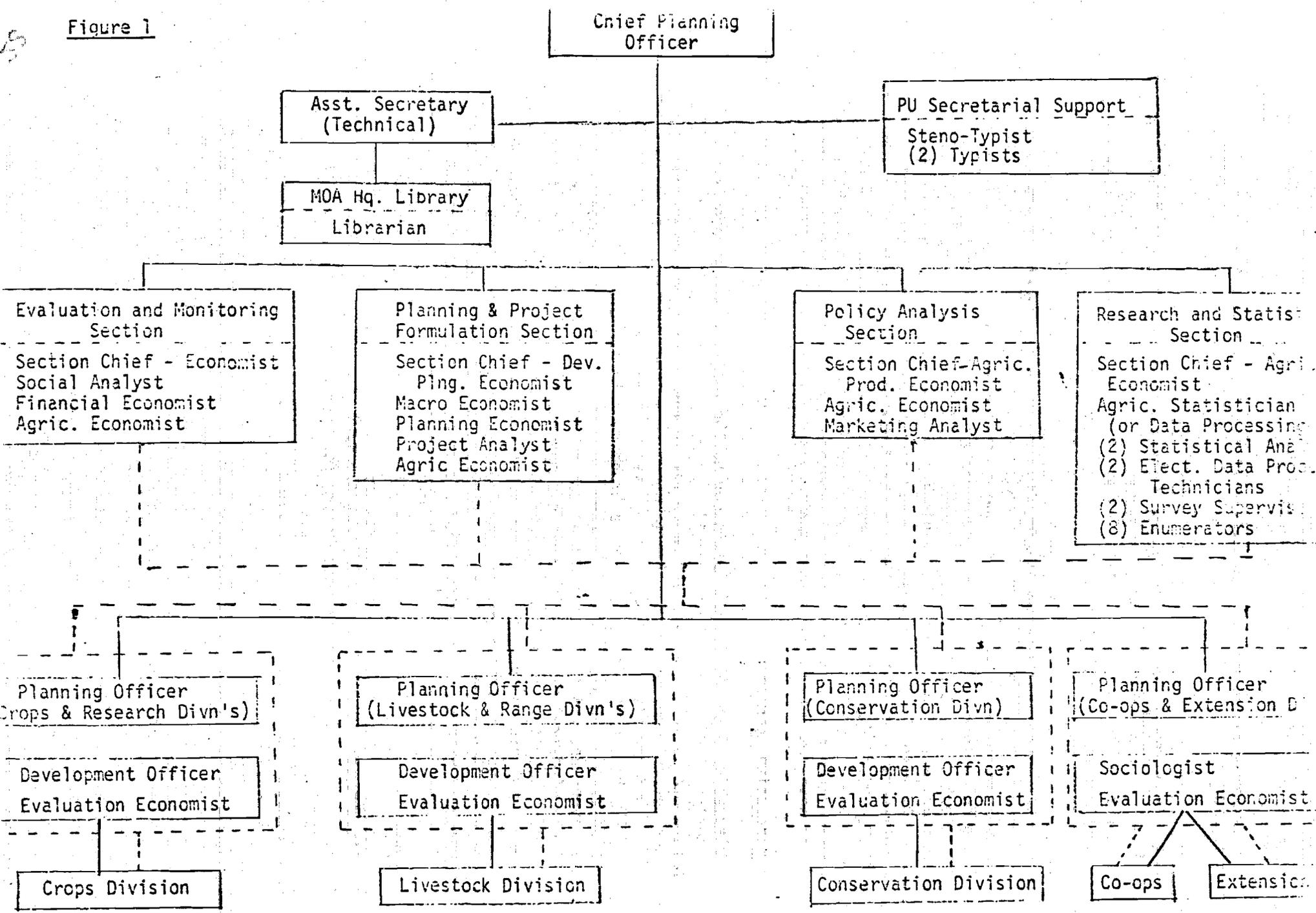
#### Concluding Comments

Discussion with LASA participants during the recent administrator's meeting at CSU verify that the LASA program is presently enjoying a relatively high level of confidence within the Ministry of Agriculture. But for this current visibility to continue in the long run, it is now deemed important to increase the number of effective relationships in which the project is involved on a broader, interagency basis. It is also considered important to further increase the project's output of analyses and written material that can be used by MOA policy makers and administrators. For the next six months, the primary goal of the project staff will be to accelerate the institutionalization of sector analysis through expanding the number of working relationships involved and through frequent production of products that the Ministry will find of use. The expansion of the CSU field party and acceleration of on-campus thesis and labor research, as outlined above, will be directed to this goal.

/kb

Attachment: Maseru Progress Report for September/October, 1978  
November/December Report for Maseru to follow

Figure 1



( ——— Administrative Responsibility; - - - - - Technical Responsibility)

LASA FIELD TEAM  
PROGRESS REPORT NO. 11

September-October, 1978

1. No monthly progress report was submitted for September due to completion at that time of field submissions for the LASA Annual Report.

REORGANIZATION OF THE PLANNING UNIT

2. One of the primary efforts during the two months centered on the reorganization of the Planning Unit along functional lines. This effort grew out of a request by the Permanent Secretary for an analysis of the functions being performed by the PU and the constraints and problems faced.

3. Overall we went through several steps with leadership increasingly provided by Ms. Moshoeshoe and David Mosebo. Outputs during September and October include:

- a) An organizational structure stressing functional responsibilities.
- b) Terms of reference and proposed staffing for each of the new sections of the PU.
- c) Terms of reference for the Chief Planning Officer and the Section Chiefs.
- d) A proposal document for circulation and comments by the Heads of other Divisions within MOA. Their input is being solicited to permit final adjustments prior to submission to the PS and the Honorable Minister for implementation. (See Appendix A).

4. The document mentioned in d) above is attached and describes on page 2 the steps undertaken from start to finish. This document was completed in its present form on October 16th and reproduced for circulation. It is hoped that final recommendations will be forthcoming by mid-November.

5. It should be pointed out that at one stage or another everyone in the Planning Unit participated. In terms of institutional processes the effort was instructive since each of the following techniques was used at least once: 1) an analytical report from one or two subject matter specialists, 2) deliberations by the full Planning Unit in the staff meeting forum of both general and specific points, 3) written commentary from individuals on draft documents, 4) an intensely interacting technical working group and 5) in-depth individual interviews to solicit input. Before we have finished additional experience will have been gained in processes of soliciting technical and policy input from the Ministry leadership at various levels.

### THE LABOR DIMENSION OF SECTOR ANALYSIS

6. Dr. Ron Wykstra, labor economist at CSU, made a return visit to Lesotho during September to define the scope and details of the labor analyses to be undertaken by LASA. Dr. Wykstra had previously served as a member of the Lesotho Soil Conservation Evaluation Team. During September he interacted with LASA team members and associates at the National University of Lesotho and within the Government to design seven separate but related studies covering manpower and employment in Lesotho. Appendix B presents a synopsis of these proposals with expected completion dates.

7. While in Lesotho, Dr. Wykstra had discussions with USAID about a consulting study to examine the implications of capital vs. labor intensive methods of rural construction. If he is the successful bidder, he will examine several combinations of capital and labor for constructing a) rural roads, b) terraces and c) grass waterways. He has proposed to use for engineering competence Roughton and Partners as well as Scott, Wilson, Kirkpatrick and Partners, the parent firm for the Labor Intensive Unit in Ministry of Works. It is hoped that this study proceeds expeditiously in that the results will carry significant implications for the next five year plan as well as several MOA programs. They will also provide needed input for the "Scenarios" study mentioned in Appendix B.

8. Dr. Wykstra is currently working on several of these studies. He will return to Lesotho in January and February for further field investigations.

### THE LIVESTOCK DIMENSIONS OF SECTOR ANALYSIS

9. A formal analytical effort on the livestock sub-sector has been delayed while we awaited identification of a task force member from the Livestock Division. Mr. Steven Lehloba was appointed October 23, however, due to difficulty in scheduling a formal kick-off meeting, we will launch this effort November 3rd. Preliminary work in recent weeks has focussed on developing suggested outlines and analytical approaches for several related livestock studies.

### CROPS DIMENSIONS OF SECTOR ANALYSIS

10. Work during the period on crops dimension has concentrated on preparing the stratification system for farmer respondents to be included in the forthcoming farm management decision making study. This study will address several issues: a) the distribution of farm work and farm decision making between males and females, b) actual manpower requirements for farming operations, c) linkages within the farm system that constrain its flexibility or serve as security against risk and d) labor: productivity relationships in agriculture. While much is known about farming in Lesotho most of the available information is fairly superficial in that systemic relations are unknown and little is known about the motivations and reasons for agricultural resources being managed as they are today.

11. In order to improve on previous analytical efforts it was felt necessary to identify with some precision differences in productive capacity that exist within the farm population. Accordingly, a paper describing resource

differentials has been prepared and is currently in draft being reviewed. It is felt that differentials in access to productive resources will prove to be one of the principle determinants in farm management behavior. For this reason this paper will serve to provide the basic stratification for the forthcoming survey. Recent discussions with the DPS(T) have also indicated that the paper may contribute toward identifying target groups for agricultural development with more precision than previously. If this occurs this analysis will contribute to the forthcoming five year plan effort as well.

#### FIVE-YEAR PLAN INITIATIVE

12. Having completed the reorganization of the PU and proposed within it a Planning and Project Formulation Section, LASA is ready to turn its attention specifically to planning efforts. If adequate lead time is to be available for a comprehensive five-year planning effort, this work needs to begin immediately. It was therefore decided that the MOA, using the LASA resources, would take the initiative and launch a five-year plan effort with respect to the agricultural sector. Accordingly, discussions began during the latter part of October on the schedule of activities for this effort. While these plans are not yet finalized it appears that the two initial efforts will be as follows:

- a) An articulation of the Ministry's objectives for agricultural development during the forthcoming planning period.
- b) Evaluation of the performance of the last five-year plan with respect to agriculture as well as other development efforts which were significant though not in the current plan document.

#### LESOTHO AGRICULTURAL SURVEY AND STATISTICS (LASS)

13. Work on the programming documents for this project began in earnest following the completion of the reorganization effort. The project is intended to support the development of the newly proposed Research and Statistics Section of the PU, MOA. It will be Mission funded with an approximate budget of \$500,000. Expenditures are expected to begin during the present fiscal year. LASA personnel working with the Agricultural Officer/USAID prepared the Project Identification Document (PID) during October. It is hoped that the PP can be completed during November. The office space component of this project is being coordinated with similar needs of the BASP Project and it is likely that a single combined effort to alleviate the Ministry's critical shortage of offices will result.

14. If this project is successfully implemented, it will constitute the first mission-funded project to result directly from the LASA effort.

#### REE BASELINE STUDY

15. As of this writing (October 24), formal approval from GOL is still awaited. Recent discussions have sought to clarify relationships between the REE study, LASA and the Farming Systems effort. The proposed baseline study is seen as highly compatible with both programs. The MOA proposes that the study be considered as a separately funded augmentation of the LASA effort

since these types of analyses are viewed as being part of LASA's responsibility. However, to permit the work without detracting from other sector analysis dimensions, the augmentation is necessary. In order to strengthen relationships with the Farming Systems Research Team, it has been proposed that the REE team member(s) responsible for the agricultural research component be drawn from Washington State, possibly from prospective Farming Systems team members.

16. Meanwhile, preparatory work continues in Maseru with the three working groups meeting to define the terms of reference for each component. Terms of reference for the research investigation were finished in October. Those for extension and education will be available by November 15th.

#### AGROCLIMATOLOGY AND SECTOR ANALYSIS

17. Several developments occurred in the general field of climatic research and its relationship to agricultural planning.

- A. First, the papers done by the NUL students based on their field survey of Farmer's Perceptions of Environmental Risk were completed, typed and a limited distribution made to associated researchers. All of the interviews in the survey were taken within 10 km. of an established weather station. Weather data from these stations has been collected and is being analyzed to compare with farmer responses. Finally, the survey itself is being tabulated and prepared for more exhaustive analysis.
- B. The above survey was conducted in the Lowlands. Two mountain sites have been selected. Survey work is underway at Semonkong and is expected shortly at Thaba Tseka.
- C. Gene Wilken and Jerry Eckert visited the meteorological office in Pretoria. Among the results was a decision to purchase from them complete computerized sets of rainfall data for a 30-year period for all Lesotho stations. ICL Computers Inc. are now working out the incompatibilities in language and format between the ICL computer in Maseru and the IBM computer in Pretoria. When received this data will support a number of studies planned on the topics of regional planning, probability of moisture stress in cropping, selection of varieties and cropping techniques for Lesotho, etc.
- D. Institutional relationships growing out of these efforts include working relationships with the Hydrometeorology Department of the Ministry of Works, the Conservation Division and Research Station of MOA and the Department of Geography, NUL.

#### LIBRARY

18. Accumulation of Ministry Headquarters holdings began in earnest during September. Several hundred new items have been moved into the Ministry Headquarters Library (formerly the LASA library). These are in the process

of being screened, cataloged and filed with temporary assistance of additional staff from Agricultural Information. Perhaps the most rapidly growing segment of the holdings is the collection of project documents. We are attempting to build as complete a collection as possible since full sets are not now available anywhere.

19. Mrs. Dorte Gaudig completed her work as consultant librarian. Among her recommendations were a cataloging system for project documents now being put into use. She and the librarian, also restructured categories II (Agriculture) and X (General References, etc) to more accurately reflect emerging proportions among holdings.

20. We are actively seeking additional training programs for Mrs. Leballo, our librarian. Mr. Richard Beeler of the CSU Libraries staff has provided a listing of available short courses. We are exploring these and other options within Africa prior to taking a decision.

21. Mrs. Leballo has been working on the first of what could be a series of topical bibliographies by screening the library's existing holdings for all material related to extension in Lesotho. This effort is being undertaken for Mrs. Leathers in support of the development of background materials for the extension component of the REE Baseline Study.

#### COMPUTER DATA BASE AND STATISTICS ISSUES

22. Cooperative efforts continued with John Gay to develop computer access facilities for MOA. USAID is supporting the procurement of three specialized machines for use by the Planning Unit. This equipment is expected to be operational by the end of November, at which time Ministry of Finance projects that all of its present data entry equipment will be fully utilized.

23. In order to increase the computational techniques available in Maseru, LASA has obtained from the Economics Department, CSU, a linear programming package which is currently being converted to a form useable on the ICL computer by the ICL staff in Bloemfontein. Once operational, we expect to utilize this technique to analyze alternative cropping technologies, alternative employment policies and many other questions. In addition, we are currently exploring means of obtaining the newly improved Bio-Medical Program which reputedly is a substantial improvement over the earlier version. We are also considering procurement of the TSP regression package, however, this decision has been delayed pending receipt of additional information on the Bio-Medical package.

24. As each of these programs becomes operational in the computer center, it will be necessary to issue a user's manual. LASA is considering putting together several of these, perhaps using a new series of LASA reports in order to make these techniques widely useable in Maseru. In addition, as each new set of climatic data or survey results is stored on file in the computer center, additional items will be issued giving complete listings of content, commentary on the source of the data and its reliability and other information necessary to potential users.

25. Several LASA members are involved in an agricultural statistics working group together with members of the Bureau of Statistics. Two meetings were held during the period under review. The first dealt with the

adequacy of recurrent statistics emanating from or needed by the Livestock Division. The second meeting dealt with tabulation procedures for the recently completed farm management survey conducted by the Bureau of Statistics. These and similar meetings will continue as the need arises.

26. The several dimensions noted above suggest that data on file in the computer center as well as analytical programs constitute valuable working tools for analysts and policy makers in the MOA, particularly the Planning Unit. It seems probable that a permanent file of useable data will, in the near future, be considered a valid product for surveys and other research work. In order to ensure full use of these materials a training program for users must be developed and will probably take place during the first part of 1979.

#### PLANS TO INCREASE LASA'S VISIBLE MOMENTUM

27. The LASA Program is at present enjoying a relatively high level of confidence within the MOA. Our ability to interact on issues of importance to the Ministry seems, however, to be dependent on fairly close relationships with two or three key Basotho individuals. For long-term success in institutionalizing sector analysis it is considered important that we increase the number of effective working relationships in which the project is involved. It is also considered important, after having been here 14 months, to increase the project's output of analyses and written material that can be used by policy makers and administrators within the MOA. For these two reasons we will be attempting to increase the visibility and momentum of the project during the next six months. Our primary purpose in this is to accelerate the institutionalization of sector analysis through expanding the number of working relationships involved and through frequent products that the Ministry leadership will find of use.

#### MISCELLANEOUS

28. Dr. Wilken and Mrs. Morojele have been appointed as special advisors on regional planning to the chairman of the Thaba-Tseka Coordinating Committee. These appointments reflect the Ministry's emerging interest in regional planning and in exploring innovative mechanisms for village management of the development process.

29. The following represents the status of LASA publications as of the end of October:

- a) Farm Labor in Lesotho: Scarcity or Surplus? LASA Discussion Paper #5 by Ron Wykstra, reproduced and distributed.
- b) Resource Guide for Nutrition Planning in Lesotho. LASA Discussion Paper #6 by Jim Anderson, being reviewed prior to distribution.
- c) Manpower in the Lesotho Economy. LASA Discussion Paper #7, by Ron Wykstra, being reviewed.

- d) The Basotho as Progressive Farmers. LASA Discussion Paper #8 by Gene Wilken, first draft typed for comments.
- e) The Resource Position of the Mosotho Farmer. LASA Discussion Paper #9 by Jerry Eckert, first draft typed for comments.
- f) Lesotho Agriculture: A Review of Existing Information. LASA Research Report #2, final draft being mailed to Ft. Collins for reproduction on 2 November.
- g) "Title unknown", LASA Research Report #3, a synopsis of the LSCE report prepared by Ken Nobe and Dave Seckler, Has been mailed to Maseru for review.

## APPENDIX A

### A Proposed Functional Organization of the Planning Unit, Ministry of Agriculture

developed by  
The Planning Unit

#### PART I - BACKGROUND

##### Introduction

Agricultural development and agricultural administration are becoming increasingly complex in Lesotho. Growth in the sector has not achieved the desired rates in the recent past. New approaches, new strategies, more carefully developed policies and a more coordinated effort seem warranted. Many innovative programs are now being tried; others are being drafted for proposal. In the process, requirements for the services of the Planning Unit are multiplying rapidly. With its current *ad hoc* organization, the Unit is not meeting present needs adequately and its capacity to provide the leadership expected with respect to planning, policy analysis and evaluation in an even more complex future is uncertain.

For several months now, at the request of the Permanent Secretary, the Planning Unit has been engaged in an intensive effort to improve its own effectiveness. This report summarizes the effort to date, presents conclusions reached and recommends a number of structural and functional changes believed necessary for the future viability of the agricultural sector.

##### Objectives

To meet present and future needs more adequately, the Planning Unit has sought, in this exercise, to:

1. Define primary and support functions required of the Planning Unit if a satisfactory rate of agricultural development is to occur.
2. Determine the functional relationships that must exist between various components of the Ministry for effective planning, policy formation and evaluation.

3. Develop a Planning Unit structure to accomplish these functions adequately for the present and the future to the extent future needs can be accurately perceived.

#### Methodology

In developing our proposals, we followed the steps listed below. To date, nearly 400 man hours have been committed to the process.

Step 1 - At the request of the PS, an analysis of present constraints to the performance of the Planning Unit was conducted. The resulting internal working document was based on in-depth interviews with each available member of the Planning Unit, as well as comments from selected Heads of Divisions.

Step 2 - Each member of the Planning Unit reacted to the analysis and recommendations contained in the above internal report. A summary of comments and views was prepared.

Step 3 - Reorganization became the principle agenda item of a recurring series of Planning Unit staff meetings. The first product was an agreed upon set of primary and supporting functions for the Planning Unit.

Step 4 - Again in the staff meeting forum, these functions were translated into specific terms of reference for the Planning Unit.

Step 5 - A working group was formed to propose an organizational structure and staffing consistent with the Planning Unit's objectives as defined in the previous two steps.

Step 6 - The Planning Unit as a whole reviewed these proposals, made modifications where appropriate and approved the current version.

The balance of this report is organized as follows. First, constraints and impediments to Planning Unit efficiency, as identified by Planning Unit members, are summarized. The subsequent section presents in logical sequence: a) the proposed functions of the Planning Unit, b) the proposed terms of reference embodying those functions, c) a proposed functional organization structure complete with staffing requirements by discipline, and d) implications for the other divisions within the Ministry with respect to participation and staffing.

## PART II - THE PROBLEM

In order to define the various factors affecting Planning Unit efficiency, each member of the Planning Unit was interviewed, their responses assembled and written up and then each Planning Unit member had several additional opportunities to refine the conclusions of the first draft. There was widespread concurrence that the situation was critical in that the Ministry's capacity to plan, evaluate and generally guide and manage the direction of agricultural development was significantly impaired. Several of the causes involved administrative procedures and skills. These are being gradually remedied.

Several sources of inefficiency were the direct result of the organizational structure of the Planning Unit and serious deficiencies in the way it performed. Among factors that led to proposing a complete restructuring of the Planning Unit were the following:

1. Formal terms of reference for the Planning Unit are not in existence. Two previous drafts (dating from 1974 and 1976) have never been implemented. Neither draft adequately covers the functions currently found in the Planning Unit and both drafts lack the necessary decisiveness. A clear mandate to engage in specific functions does not exist.

Result: We have developed terms of reference for the Unit and for key positions therein.

2. In the absence of clear terms of reference, relationships between the Planning Unit and other agencies are undefined and therefore the subject of confusion. In particular, working relationships with the technical divisions of the Ministry of Agriculture are ambiguous.

Result: Planning officers with specific responsibility for linkages between Planning Unit and the technical divisions are proposed below.

3. It was felt that the Planning Unit is now performing several functions which should be done in part or in whole by the technical divisions. This situation was felt to have resulted from the absence of economics or evaluation skills in the divisions themselves.

Result: Proposed below is an augmentation of selected divisions to include these specialized skills and to strengthen working relationships with the Planning Unit.

4. Terms of reference for individuals are also non-existent. As a result professionals shift back and forth among various topics, donors and functions, preventing the type of focussed specialization that would allow the development of real competence and effectiveness.

Result: Terms of reference are developed below for the Chief Planning Officer and for the newly proposed Section Chiefs within the Planning Unit. Needed professional disciplines are suggested for each section but we have refrained from drawing up terms of reference for each individual with the thought that the section chiefs need some latitude in assigning their staff. Furthermore, limiting each section to specific functions will go a long way toward permitting specialization by staff members.

5. It was noted that a great deal of time was being expended by qualified professionals in the support function of collecting and tabulating data. In addition, planning officers are from time to time required to spend large amounts of time in the field making special studies related to policy questions. The absence of support on statistics and special studies was cited as a major barrier to efficiency by several individuals.

Result: One of the modifications suggested below is a separate section within the Planning Unit with narrow responsibilities for statistics and special studies to support activities in other sections of the PU.

### PART III. TERMS OF REFERENCE FOR THE PLANNING UNIT

The first step in the process was to isolate and define the functions which the Planning Unit should perform. In making this determination the principle criterion was the needs of the Ministry in furthering agricultural development. Several functions were identified. For some of them the PU is seen as the executing authority, for others its role is coordinative.

#### Primary Responsibilities

Primary responsibilities for which the Planning Unit has the lead role include:

1. Evaluation
2. Policy Analysis
3. Long-Range Planning and Policy Recommendations
4. Project Formulation and Appraisal

#### Supporting Responsibilities

Supporting functions over which the Planning Unit must retain some control if it is to adequately fulfill its primary responsibilities include:

5. Monitoring of Programs and Projects
6. Supply of Agricultural Statistics
7. Special Studies and Data Base Management in Support of the PU

Planning Unit Terms of Reference

After concurrence was reached on the above functions, discussions followed to convert these functions into more specific terms of reference for the Planning Unit as a whole. The results are listed below:

1. The Planning Unit shall conduct regular evaluations of all on-going projects and programs administered by, or responsible to, the Ministry of Agriculture.
2. The Planning Unit shall ensure that post-project evaluations of agricultural programs and projects are completed in sufficient detail and timeliness to meet the Ministry's needs.
3. The Planning Unit shall coordinate and direct the monitoring activities of projects and programs in order to ensure adequate and timely flow of information for evaluation and policy analysis.
4. The Planning Unit shall provide, in support of the policy making process, analyses of the economic, social and technical implications of alternatives under consideration, and shall recommend policy directions where appropriate.
5. The Planning Unit will coordinate long range planning efforts with policy analyses to ensure that policy choices made are consistent, to the extent possible, with the overall objectives of agricultural development and broad national goals.
6. The Planning Unit will provide leadership within MOA in formulation and drafting of agricultural development plans; to include intermediate length plans, long term (perspective) plans, regional plans and other planning efforts deemed appropriate. This leadership role will include:
  - a. Initiating and supporting the processes by which agricultural development goals and objectives are formulated.
  - b. Analyzing the implications of alternative development objectives, strategies and programs.
  - c. Analyzing alternative project initiatives for their potential contributions to agricultural development objectives.
  - d. Coordinating and directing the planning efforts of the various divisions within the Ministry.
  - e. Preparation of plan documents.
  - f. Coordinate planning functions with other Ministries and agencies where programs overlap

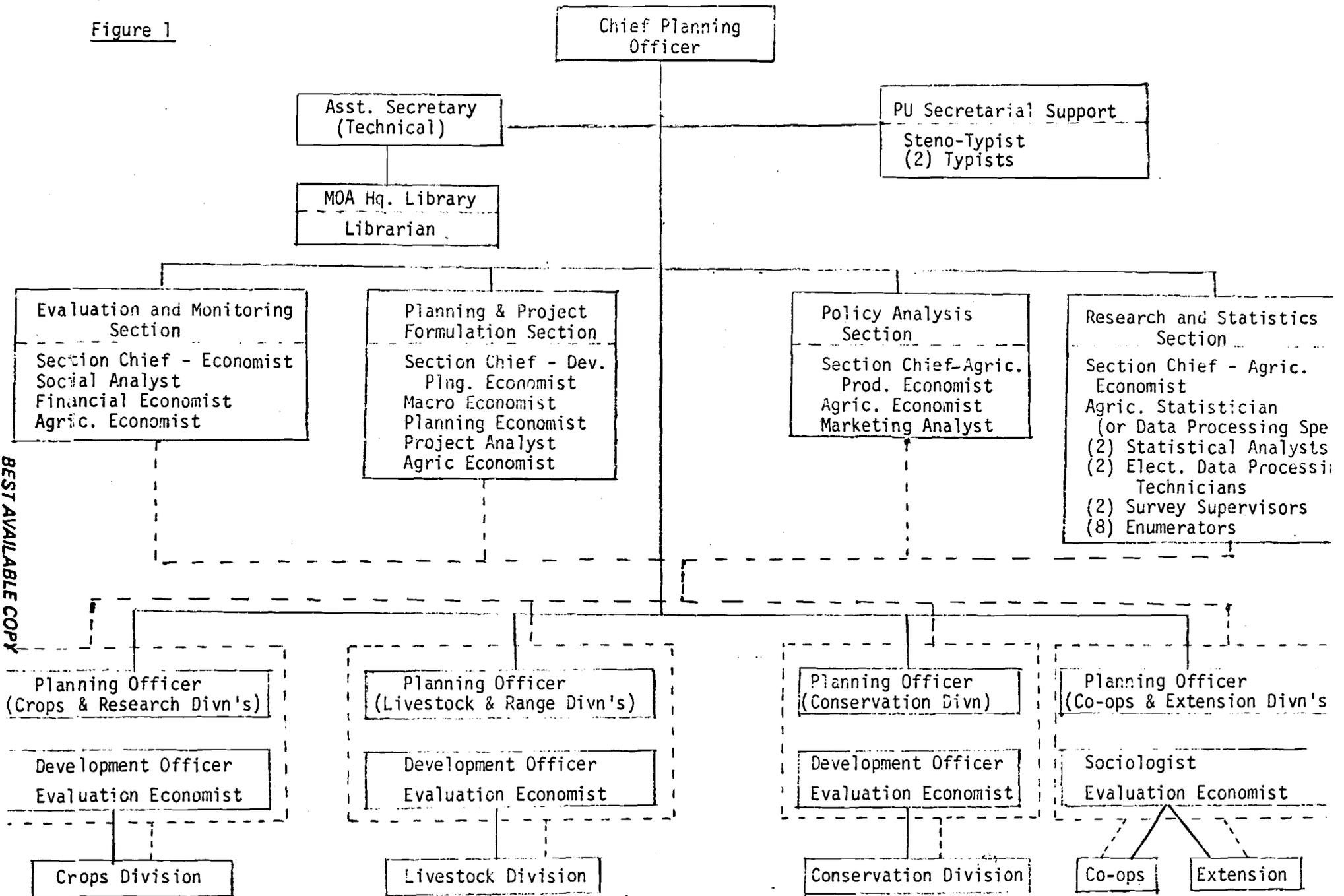
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7. The PU shall receive and coordinate project and program initiatives from the technical divisions of the Ministry. The PU shall then be responsible for the project formulation process, in consultation and cooperation with the technical divisions concerned and with CPDO. Finally the PU will be responsible for the project appraisal, such appraisal to be completed in close cooperation with the concerned technical division(s).
8. The PU shall coordinate the flow of agricultural statistics from the divisions of the Ministry in order to establish and maintain an adequate data base for planning and policy analysis. The PU shall, together with the BOS, make recommendations to the DPS(T) for such changes as may be needed.
9. The PU shall provide such statistical and data processing services and special studies research as needed to support its planning and policy analysis functions when such support is not adequately available elsewhere. The functions include:
  - a. Maintaining a library facility intended to serve the needs of policy makers and program administrators.
  - b. Maintaining a computerized data base of field survey and other data and provide tabulation and analyses as needed in support of other sections of the PU.
  - c. Data processing, statistical tabulation and supporting analyses of other data as requested.
  - d. Field research on specific topics for which special studies are needed prior to policy or planning decisions.

#### PART IV. PROPOSED STRUCTURE AND FUNCTIONS FOR THE PLANNING UNIT

The organogram presented as Figure 1 proposes an organizational structure based on functional specialization. In order to clarify the intended responsibilities of each subunit, terms of reference are presented below for the sections. These are drawn fairly directly from the terms of reference above for the Planning Unit as a whole. Finally to further define relationships, specific terms of reference are given for the Chief Planning Officer, the position of Section Chief and more loosely for the individuals composing the proposed "Divisional Cells".

Figure 1



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( ——— Administrative Responsibility; - - - - - Technical Responsibility)

### Planning and Project Formulation Section

The Planning and Project Formulation Section will:

1. Provide leadership within the Planning Unit and (MOA) in formulation and drafting of agricultural development plans; to include intermediate length plans, long term (perspective) plans, regional plans and other planning efforts deemed appropriate. This leadership role will include:
  - a. Initiating and supporting the processes by which agricultural development goals and objectives are formulated.
  - b. Analyzing the implications of alternative development objectives, strategies and programs.
  - c. Analyzing the potential contributions of alternative project initiatives to achieving agricultural development objectives.
  - d. Coordinating and directing the formulation and drafting of agricultural development plans within the Ministry.
  - e. Preparation of plan documents.
  - f. Coordinate planning functions with other Ministries and agencies where programs overlap.
2. Receive and coordinate project and program initiatives from the technical divisions of the Ministry, and from donors through CPDO.
3. Be responsible for seeing that the project formulation process is carried out in a timely way in consultation and cooperation with the technical divisions concerned and with CPDO.
4. Be responsible for the project appraisal, such appraisal to be completed in close cooperation with the concerned technical division(s).
5. Proposed Staffing:

Section Chief - Development Planning Economist  
Macro Economist  
Agricultural Economist  
Project Analyst  
Planning Officer

### Policy Analysis Section

The Policy Analysis Section will:

1. Periodically review the performance of existing agricultural policies to assess their effectiveness and contribution to the attainment of intended goals and objectives of agricultural development and administration.

2. Ensure, in collaboration with the other sections, that there is consistency between agricultural policy decisions and the overall objectives of agricultural development and broad national goals.
3. Assess, when necessary, the impact on agriculture of policy decisions taken by other Ministries, agencies and donors.
4. Provide, in advance of implementation, analyses of economic, social and technical implications of policy alternatives under consideration.
5. Based on these analyses, recommend policy options where appropriate to the decision makers of the Ministry.
6. Proposed Staffing:
  - Section Chief - Agricultural Production Economist
  - Agricultural Economist
  - Marketing Analyst
  - Support Staff - Data processor located in Research Section  
for Evaluation and Monitoring Section

#### Evaluation and Monitoring Section

The Evaluation and Monitoring Section will:

1. Assemble evaluation data from divisional programs and projects.
2. Evaluation of projects and programs with respect to:
  - a. current progress
  - b. achievement of objectives
  - c. social and economic impact
3. Coordinate and direct monitoring activities of the Ministry's projects and programs.
4. Ensure that post-project evaluation of agricultural programs and projects are completed in sufficient detail and timeliness to meet the Ministry's needs.
5. Dissemination of evaluation results and recommendations where appropriate.
6. Liase with CPDO and Donor agencies with respect to evaluation and monitoring activities.
7. Proposed Staffing:
  - Section Chief - Economist
  - Social Analyst
  - Agricultural Economist
  - Financial Economist
  - Support Staff - Data processor located in Research Section  
for Evaluation and Monitoring Section

Research and Statistics Section

The Research and Statistics Section will:

1. Coordinate the flow of agricultural statistics from the divisions of the Ministry in order to establish and maintain an adequate data base for planning and policy analysis.
2. Maintain a data base from field survey and other data as needed.
3. Provide data processing, statistical tabulation and supporting analysis as requested.
4. Conduct field research on specific topics for which special studies are needed prior to policy or planning decisions.
5. Represent the Planning Unit on agricultural statistics coordination issues in cooperation with the Divisions and Bureau of Statistics.
6. Proposed Staffing:

Section Chief - Agricultural Economist  
Agricultural Statistician/Data Processing Specialist  
(2) Statistical Analysts  
(2) Electronic Data Processing Technicians  
(2) Survey Supervisors (1 for BASP)  
(8) Enumerators (4 for BASP)

Chief Planning Officer's Terms of Reference

The Chief Planning Officer as head of the Planning Unit will:

1. Be directly responsible to the DPS(T).
2. Direct the activities of the Planning Unit to ensure that the functions contained in the terms of reference for the Unit are fully carried out.
3. Retain ultimate supervisory responsibility for personnel within the Planning Unit.
4. Ensure overall coordination between various components of the Planning Unit.
5. Be ultimately responsible for coordination between the Planning Unit and other Ministries or other divisions within the Ministry of Agriculture.
6. Recommend modifications in Planning Unit organization, staffing and staff deployment as needed for the Planning Unit to adequately perform its assigned functions.

7. Be responsible for keeping the Planning Unit staff adequately informed of policies and program directions emanating from higher government levels.
8. Recommend staff development and training programs for Planning Unit members.

### Section Chief's Terms of Reference

Section Chiefs will:

1. Be administratively responsible to the Chief Planning Officer.
2. Direct the activities of the section to ensure that the functions contained in the terms of reference for the section are fully carried out.
3. Participate professionally in the substantive work of the section.
4. Provide, through the Chief Planning Officer, to the PS and DPS(T) such formal and informal reports as may be required.
5. Develop in consultation with the Chief Planning Officer, the scope of work for the section and the staff therein, and shall make adjustments as necessary to reflect Ministry needs.
6. Under the direction of the Chief Planning Officer, supervise the staff of the section.
7. Identify problems and constraints affecting the work of the section and make recommendations to the CPO for remedial action.
8. Cooperate closely with other section chiefs in the Planning Unit to ensure that consistency and a joint effort is maintained throughout.
9. Liaise with the technical divisions and other Ministries to ensure that close cooperation is maintained with respect to the activities of the section.

### PART V. DIVISIONAL RELATIONSHIPS

To strengthen communications and interaction between the Planning Unit and the Technical Divisions, a limited number of Planning and Evaluation Cells are proposed below and in Figure 1 to be staffed jointly by the PU and the technical divisions concerned. These cells will simultaneously assist with the work of each agency while forming a technical and communicative bridge at the practical level. It is proposed that the cells be staffed as follows:

1. Planning Officer - PU's Establishment
2. Development Officer - Division's Establishment
3. Evaluation Economist - Division's Establishment

Four cells are proposed to deal with the following technical areas:

1) Conservation Division, 2) Livestock and Range Divisions, 3) Crops and Research Divisions and 4) Cooperatives and Extension Divisions. In the case of the latter Cell, the Development Officer might be replaced by a Rural Sociologist.

It is proposed that the three professionals within each Cell should work together on most of their work. Each would support the other. The Cell then would support both the Planning Unit (through the Planning Officer) as well as the Technical Divisions (through the divisional staff). The Planning Unit could then draw inputs from three specialists in the affairs of the division concerned while the division would have available the services of three specialists in economics, planning, evaluation and project development. To clarify lines of responsibility, the following are proposed:

The Planning Officer with responsibility for the affairs of a particular division will:

1. Be administratively responsible to the Chief Planning Officer.
2. Provide technical support to each section of the Planning Unit as needed on issues related to the division(s) for which he is responsible.
3. Cooperate fully with the staff of the Technical Division(s) on all matters of mutual interest.

The Development Officer (or Rural Sociologist) and the Evaluation Economist to be assigned by the Division to the Cell will:

1. Be administratively responsible to the Head of Division or his designee.
2. Provide economic and social analyses and evaluations where required in support of the needs of the Technical Divisions.
3. Provide technical support to the Planning Unit by working cooperatively with the Planning Officer on all matters of mutual interest.

## PART VI. IMPLICATIONS FOR THE TECHNICAL DIVISIONS

The proposals above, if implemented, would put a sound base of officially designated responsibility under many of the existent working and administrative relationships. It would also mean some changes in current procedures. And it would establish functional relationships in some cases where none now exist.

This section summarizes these implications in order to permit full discussion of these proposals. In what follows it should be emphasized that the Planning Unit is viewed as an advisory and support organization whose role is to assist in several ways the activities of all components of the Ministry. The ultimate recipient of these efforts are the Basotho people. This entire set of proposals is intended to assist the Ministry in serving their constituency better.

### Evaluation and Monitoring

Evaluation and monitoring are two functions that are not currently being done effectively. Two levels of evaluation can be defined. First is evaluation with respect to program implementation and management. This is assumed to be primarily of interest to the Technical Divisions and results in the proposal of an evaluation economist on the Divisional establishment within each Cell. Second is evaluation for developmental and overall policy implications. This is seen as of interest to all parties but the primary responsibility of the Planning Unit.

To support evaluation at both levels routine flows of monitoring information are necessary. The collection of this information is the logical responsibility of the projects and programs themselves where the staff are closest to the events being monitored. In order to insure that monitoring activities adequately support the evaluation process, the roles of coordination and direction of monitoring are proposed for the Planning Unit.

This implies that the PU will be responsible for developing the scope, format and frequency of monitoring activities drawing on the expressed needs of the Heads of Divisions, policy making authorities and the evaluations planned at Divisional and Planning Unit level. Since the work of monitoring is to be done by Divisional staff, support will be necessary from the Heads of Divisions in implementing the monitoring program.

Finally, when a post-project evaluation is necessary it will be the Planning Unit's responsibility to see that it is done. This particular wording was chosen to allow the latitude of doing it themselves or arranging that it be done by other appropriate agencies such as an independent contractor.

#### Formal Development Planning

The wording of this portion of the Planning and Project Formulation Section's responsibilities (item 1 therein) is intended to identify several specific functions which are not now being done so they become the explicit responsibility of a group of Planning Unit staff. Considerable cooperation with the Technical Divisions is assumed in this process since a great deal of technical information is needed and since Divisional staff should have a strong deterministic voice in development priorities and strategies.

#### Project Development

While the Planning Unit may from time to time suggest a needed project, it is expected that the project identification function will rest overwhelmingly with the Technical Divisions and the public. In fact with the supporting analytical capacity in the Planning Unit and the Divisional Cells, it is hoped that the balance can be shifted from the donors to the MOA.

## APPENDIX B

### CONTENTS\*

#### I. The General Economic Setting

(Basic data on the economy, resource base and development theory and obstacles in Lesotho). (Status: discussion draft complete)

#### II. The Manpower Dilema: Surplus-Scarcity

(Analysis and quantification of functional demand for labor in crop farming relative to effective labor supplies and surplus-shortage estimates of labor). (Status: discussion paper complete, data research underway).

#### III. Development Path Scenarios

(Application of sensitivity analysis to variations in migrant labor demand, population-labor force growth, employment growth in modernized sectors, and employment absorption capacity in crop agriculture). (Status: Expected draft completion as discussion paper in January 1979).

#### IV. Human Capital Exports: Values and Impacts

(An analysis and evaluation of trade internationally in human capital, its impacts and costs, and the policy alternatives open to GOL). (Status: Expected completion of draft by January 1979).

#### V. Bargaining Tactics and Compensation for Human Capital Exports

(Summary of bargaining theory and strategies in practice, the role of RSA and cartels, the "game" theory of such exchange and Lesotho's options and proposed actions). (Status: Expected completion of draft by March 1979).

#### VI. Labor Absorption and Public Policies in 2000

(Essential features of an employment-income policy in relation to agricultural development and infrastructure needs and labor contingency plan). (Status: Expected completion of draft by July 1979).

#### VII. Agricultural Employment and Incomes Policies

(Examination of public policies and development options designed to cope with job and income needs in 2000). (Status: Expected completion of draft by October 1979).

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\*Completion dates and content orientation is dependent upon possible grant assistance (e.g., USAID study on conservation equipment needs) and time availability.



APPENDIX II

Lesotho Agricultural  
Sector Analysis Project  
Department of Economics

Colorado State University  
Fort Collins, Colorado  
80523

April 20, 1979

MEMORANDUM

TO: Morton Darvin, CM/COD/AID, Agreement Officer

THROUGH: Kenneth C. Nobe, Director *K.C. Nobe*  
Lesotho Agricultural Sector Analysis Project

FROM: John d. Gold, Project Coordinator *J. Gold*

SUBJECT: LASA Project--Quarterly Progress Report January/March 1979

Enclosed is the subject quarterly report. Activities reported on therein were carried out primarily by the field staff in Maseru.

/kb

cc: Distribution list for LASA Quarterly Report.

LASA QUARTERLY PROGRESS REPORT  
January-March, 1979

Reorganization of the Planning Unit

One of the more important determinants of the effectiveness of the Planning Unit is its organization and officially assigned responsibilities. Efforts led by LASA during 1978 resulted in a formal proposal for a structure built around key functions as reported in previous progress reports. During the first quarter of 1979 the proposal was transmitted to Cabinet (Personnel) with an official request for the necessary posts. Due to funding and other constraints the total request could not be accommodated. However, in partial implementation two new posts of Senior Planning Officer were established and two daily-paid data processing clerks were converted to regular positions.

Furthermore, some progress has been made in allocating manpower to the functions specified in the reorganization. The principal vehicle thus far has been the assignment of tasks for the Third Five Year Plan exercise in which the rudiments of functional specialization are beginning to appear.

Now that the organization and functions of the Planning Unit have been essentially agreed upon, staffing emerges as the next significant issue. Three Planning Unit members remain abroad for academic study. Several vacant posts have yet to be filled. However, 1979 should see a reversal of this situation as students return from the U.S. and as active recruitment from the forthcoming graduating class at NUL fills vacant slots. If all goes well it is possible that the P.U. could have a relatively new character by January 1, 1980 with the majority of its staff being Basotho for the first time in years.

Third Five Year Plan Efforts

Ms. Moshoeshoe, the Chief Planning Officer, as part of her thesis effort designed a strategy for preparing the agricultural portions of the Third Plan. Her approach seeks to make a substantial improvement on procedures used in 1974/75 by engaging policy makers, farmers and planners in a vigorous dialogue on goals, objectives and implementation methods. During the quarter under review, the following steps toward this end occurred:

1. The principal effort which fully occupied the Basotho members of the Planning Unit for most of January and February was a national agricultural conference in which farmer representatives from each district aired their views on agricultural needs and programs. By all accounts the conference was a resounding success. Farmers spoke freely, incisively and often eloquently about their problems with previous development efforts and the specific needs of their areas. Significantly, the most important general conclusion was the farmer's demand for full participation in all phases of agricultural development, from problem definition right through to post-evaluations. Basotho farmers are insisting on a shift in initiative, away from the center and to local areas and local institutions. Farmer expressions in this regard form the principal justification for the decentralization of planning effort discussed below.

2. A second major effort toward restructuring agricultural development is presently underway by the Permanent Secretary. At the direction of Cabinet, he is preparing an exhaustive set of recommendations for program changes and policy redirections, using inputs from the P.U. staff and the LASA Library.

3. David Mosebo and Ken Leathers completed an initial review of the policy framework of the Second Five Year Plan, developing an analysis of internal consistency between objectives, relationships between objectives and policy norms and pointing out a number of dimensions which need attention during the next plan.

4. Finally, the Planning Unit has organized itself into two task forces for preparing the Plan. One, under the leadership of David Mosebo and Jerry Eckert, is to develop the policy issues around which a dialogue will then focus prior to establishing the policy framework for the next plan. The second group, led by Phamoli Fanana, Ken Leathers and Tesfa Guma, will evaluate ongoing projects and programs both to establish an assessment of recent development efforts as well as to provide needed information for improving on Plan structure and implementation methods during the coming five years.

5. A series of meetings between the Planning Unit and the Agricultural Section, Central Planning have brought the two organizations measurably closer in approach and methodology for this plan. At the close of the quarter, both were participating actively in the two task forces listed above.

#### Geographic Components of Sector Analysis

Geographic analysis of the agricultural sector of Lesotho rests upon a three dimensional approach consisting of physical, cultural, and spatial or regional analysis. These aspects originally were outlined in May 1977 and subsequently have been elaborated and refined in various quarterly, annual, and progress reports, and in a Plan of Work submitted in January

1979. With few exceptions activities are proceeding on schedule, under the leadership of Mrs. Morojele and Gene Wilken.

#### A. Physical

General physical components of importance to agricultural planning, including soils, water, climate, and conservation, are reviewed in LASA Research Report No. 2. Of the major physical elements climate remains perhaps the most important and the least analyzed despite its critical role in Lesotho agriculture. The last major block of climatic data now is being converted to computer format. This will include daily maximum and minimum temperatures, precipitation, wet and dry bulb temperatures for 0800 and 1400, and cloud cover (by eights) for 12 to 15 major stations. In addition, evaporation, sunshine (total hours) wind run, and soil temperatures to four depths will be entered for those stations recording these data.

This information will be used to calculate major temperature event probabilities (including frost), crop-related moisture stress periods, and other critical dates and events, and should be valuable not only to ongoing planning and project evaluation but also to any area-based or crop development (e.g., Farming Systems) project.

Unfortunately, available data will not permit calculation of hail probabilities and risk. It is proposed that the hail study initiated in the Ministry of Agriculture three years ago be reactivated, except now using the facilities of the joint Basic Agricultural Services Program (BASP) and FAO Fertilizer Program lock-up store/field trial study to develop an extensive and dependable network of hail-reporting stations. It is further proposed that concurrently an investigation be started on a comprehensive hail-insurance program.

#### B. Cultural

The cultural section rests upon two efforts: a background study of Basotho farmer characteristics, including a review of progressive farmer schemes in Lesotho, and an analysis of village-based resource management and development possibilities. The first, in the form of a discussion paper, is in final draft and will be ready for the appropriateness review in early April. The study of village-based resource management has surfaced as a major policy recommendation from the National Agricultural Conference. However, investigation of village institutions and decision-making procedures will be necessary before any action can be taken. A tentative outline has been developed that suggests some of the topics that must be covered. It is proposed that a modest study be undertaken to establish the basis for a village-based resource management program.

#### C. Spatial/Regional

The third dimension is a comprehensive effort under the general title of "decentralization" or what appears in the outline as spatial/regional

analysis and planning. The following steps have been taken:

- i. A preliminary review of available regional or district data was made in conjunction with the National Agricultural Conference.
- ii. Mrs. Morojele and Dr. Wilken have been asked to formally address the Thaba Tseka District Coordinating Committee in the near future on the topic of procedures for formulating ministerial objectives and tasks at the regional level.
- iii. The proposed workshop-seminar on regional analysis, delayed by the NAC, is now again in development.
- iv. The relationship between MOA-PU and the National University (NUL) program in Urban and Regional Planning Program (URPP) has been strengthened. A recent proposal for the URPP research program reveals that most field and intern work will be focused on agricultural regional planning.

The three legs of geographic analysis have been discussed as separate activities. However, they are parts of the larger effort of sector analysis. The individual efforts of data acquisition, and analytical outline, and model formulation are falling together: by July the general sector analysis analytical structure should be in place. Staff shortages in MOA-PU continue to hamper development and training. It is hoped that some accommodation can be made in the near future so that PU staff participation can be increased.

#### Employment Dimension of Sector Analysis

Dr. Ron Wykstra visited Lesotho during January (his third consulting visit) specifically to evaluate capital versus labor intensive technologies for conservation works and road construction. His consultancy, funded by USAID, was supported by engineering assistance from REDSO and active participation from the Thaba Bosiu staff, Conservation Division and the Labor Construction Unit, Ministry of Works. The resulting report was air expressed back to Maseru in draft form and was an important input to the writing of the Accelerated Land and Water Conservation PID prepared in February. As a result of this effort USAID is preparing to employ up to 1,500 Basotho laborers annually in the first significant attempt at labor intensive construction of conservation measures in recent decades. His report and recommendations, while not yet approved for release, have been distributed to Central Planning for use at this important time by employment specialists preparing the Third Plan.

A second major effort has been the preparation of a research report on alternative scenarios of labor supply and utilization. The report,

presently nearing completion in first draft, estimates the growth of labor force, the probable future of migration to the Republic of South Africa and potentials for absorption of labor in various sectors of the domestic economy. Methods and assumptions have been tested in seminars at the National University and at Central Planning. It is possible that this report will elevate employment to the position of primary objective for planning for the next 20 years, since the picture developed by the analysis is serious indeed.

Work has been underway during the past several months to collect and evaluate all available data on labor input to agriculture. Under Dr. Leathers' direction, Ms. Mosilisi, a NUL student on daily hire, has prepared crop- and operation-specific estimates based on the Senqu and Khomokhoana baseline data. These data will support forthcoming analyses of absorptive possibilities in agriculture. They also indicate the need for further, tightly controlled field research which is prepared as described below.

To initiate research at the village level on the labor absorptive capacity of agriculture, Mr. Romie Tribble arrived in Maseru April 5. Tribble is a Ph.D. candidate at CSU working under Wykstra. His field research will be supervised by Eckert and will focus on separating and quantifying the roles of men and women, both as agricultural workers and as decision makers with respect to agricultural resource management. Both sets of data are currently among the unknowns in Lesotho and their absence seriously impedes the planning and implementation of agricultural development. His study will be timed to coincide with the next agricultural crop season.

A special case study has been initiated in cooperation with Thaba Tseka on the labor intensity of their plant which manufactures concrete building blocks. The construction industry in Lesotho is one with seemingly great potential for utilizing labor. However, at present a very high proportion of building materials are imported from the Republic of South Africa. The Thaba Tseka method is simple, uses largely local materials and lots of labor and seems worth replicating elsewhere. It is anticipated that the results of this study will be of interest to both Agriculture and the Ministry of Works.

#### Additional Sector Analysis Program Activities

With respect to the livestock-range management study, participation by the technical divisions has been seriously limited as a result of day-to-day priority. Consequently, the LASA team has decided to take the lead in producing a discussion draft of the major policy issues which affect present and future planning. The purpose of this effort will be to solicit substantive input from the technical divisions of the MOA in establishing policy guidelines for TYP III. The draft is scheduled for completion in June, and will be coauthored by P. Fanana and K. Leathers.

Detailed initial budgets for dryland crop production (including alternative levels of input use and technologies) are presently in preparation. These data, in conjunction with labor absorption scenarios and mechanization options, will provide the empirical basis for selected analysis of important policy issues which are presently under consideration by the MOA. Such data is now recognized as fundamental to future national policy directions in providing the foundation logic for implementation strategies in WRT national and regional land use planning as envisioned in the pre-plan development framework. This work, an essential component of the micro phase of the ASA, is being carried out by Eckert, Leathers and Fanana in close cooperation with the Agricultural Research Division, MOA.

Work has been proceeding reasonably well on the macro portion of the ASA although the day-to-day work load of the PU has been an inhibiting factor to the more intensive effort envisioned in the closing months of 1978. Nonetheless, the macro dimensions of agricultural policy loom large in the coming five years, and collaboration between the PU and CPDO should yield some fruitful outputs in this regard. Mosebo and Leathers have produced a draft of FYP II agricultural policy, presenting a structural analysis of goals, objectives and policy instruments. Specific FYP II programs, projects and policy are currently under evaluation in cooperation with the CPDO. This exercise should yield a fairly comprehensive review of agricultural policy initiatives since Independence, and contribute substantially to future policy directions in agriculture. Drafts of the agricultural policy framework with some specific proposals in the major problem areas should be available for review by interested persons some time in June or July. A formal review by Donors is tentatively scheduled for October.

#### LASS Amendment to LASA and Related LASA Program Modifications

As part of the program to support the reorganization of the P.U., it had been earlier proposed that USAID support the new Statistics and Research Section for a three year period. The resulting project proposal was called the Lesotho Agricultural Statistics and Surveys (LASS) Project. Based on a PID written in 1978 the project was approved by AID/W in principle in January 1979 but they have suggested that it become an addition to LASA rather than a separate project. Government of Lesotho has approved the modification.

Simultaneously, since the addition of the LASS effort would extend LASA two years beyond its present termination date, discussions were begun with GOL and USAID on the possibility of a two year extension of several LASA elements as well as the LASS component. While a final decision has not yet been reached, it appears that we are moving toward an agreement that would:

- i. Add LASS to LASA.
- ii. Extend the sector analysis effort beyond August 1980.

- iii. Increase our efforts in decentralization.
- iv. Convert from central (DS) funding to regional (AFR) funding.

The latter item is important in that it is believed LASA will become the first centrally funded Cooperative Agreement to make such a conversion, possibly requiring an imaginative exploration of programming options to ensure smooth continuity.

### Staffing

In addition to Mr. Tribble's assignment mentioned above, the following staffing actions were taken during the quarter.

1. Pursuant to agreement reached in the December 1978 project administrator's meeting in Colorado, the position of full time Research Associate was established as part of the field team. The position will focus on contributing to sector analysis and training in the areas of macro-economics, Extension and education and women's roles in agricultural production and resource management. The position was advertised in accordance with Affirmative Action guidelines and the successful candidate was Roxanne Leathers. Her appointment was approved by GOL and began April 1, 1979.

2. A position for a "Fourth Team Member" (actually No. 5 after Mrs. Leathers) was established per the request from MOA. Advertisement and screening proceeded, but due to the delays associated with Affirmative Action procedures, the principal candidate (an excellent man for the job) accepted another position. Ironically he will also be in the Planning Unit in Maseru, employed by German aid and assigned to RASP. A second candidate was interviewed on campus and was tentatively offered the position, subject to GOL and AID concurrence. The candidate declined the offer in order to accept a Chief of Party position with Washington State University's Western Sudan Project. The job description will now be revised and readvertised.

### Extension Analyses

Principal written output during the period was a Special Bibliography No. 1 entitled "Extension in Lesotho: Bibliography of Materials Available in Maseru." This item is more fully described in the discussion of library activities below.

During January and February the Agricultural Conference provided significant guidance for determining the future direction of Extension in Lesotho. Recommendations from the Conference plus the P.S.'s reorganization framework and policy suggestions will be an important input to the proposed REE Baseline Study.

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January-March, 1979

Trips to visit and interview District Agricultural Coordinators in December and January yielded some written material unavailable in Maseru on the Extension process. Collection of annual and quarterly reports from Farmer Training Centers and Young Farmer's Clubs is proceeding slowly. A draft of an REE background paper on Extension has been submitted to the Extension Section for review and will be rewritten in April to reflect recent events.

Training

1. In Maseru: Tutoring continued for Ms. Marathane on subjects related to her position as a marketing specialist. Data collection and analysis focused on egg marketing problems. In March an expatriate marketing specialist transferred from the Khomokhoana project to the P.U. and supervision of Ms. Marathane's training shifted from Mrs. Leathers to him. Before handing over, however, Roxy prepared a recommended long term training program for Ms. Marathane for consideration within the MOA/PU overall training program.

Mrs. Mapetla from CPDO has been identified as the next LASA student. She was unable to gain admission to Purdue due to a full quota for foreign students but admission is being sought for September 1979 in either CSU or Ball State University. In preparation for her departure she has been receiving intensive tutoring from Mrs. Leathers since January.

2. In Fort Collins: Mrs. Liako Moahloli's undergraduate program in agricultural marketing is scheduled for completion in August of this year. This current semester her formal coursework includes degree requirements and in addition graduate level work in price analysis, agricultural marketing and agricultural policy. Liako has expressed her intent to return to Lesotho and the Ministry this summer (June 13). Therefore, to complete the necessary credits for a degree in Agricultural Economics, LASA and Liako's advisor, Dr. Forrest Walters, have agreed upon an independent study program upon her return to Lesotho. Drs. Jerry Eckert and Ken Leathers will supervise this remaining element of her degree program.

With the completion of this semester Mamaria Motsamai, Tom Tuoane and Mampiti Nchapi will have completed the majority of the preparatory and theory coursework. Theses topics have already been prepared during the specially arranged Methodology of Economics class (EC670). Our current best estimates of when these students will complete their CSU on-campus programs are as follows: Tom Tuoane, August 1979; Mampiti Nchapi, December 1979; and Mamaria Motsamai, June 1980. An up-to-date report on Marabe Phoofole's progress in the Master's degree program at Michigan State University is not available at this time.

The U.S. Master's candidate funded under the LASA project, John Gold, will be completing his degree program at the end of this semester. His thesis will investigate the contribution and use of evaluation research in the project planning process.

#### Ministry Headquarters (formerly LASA) Library

The library facility has come into its own as a major support facility for sector analysis, routine work of the Planning Unit and other MOA Divisions, and special analyses. It has also become a principal source of information for visiting teams of agricultural consultants from several donor agencies. Specific developments during this quarter include:

1. The Library has been designated the official "focal point" in Lesotho for the FAO computerized information system, AGRIS. With this designation comes responsibility for seeing that agricultural research information generated from Lesotho is included in the FAO system. In addition, all FAO outputs will be received by the library for accession or dissemination to other holdings or users in the country. Dr. Geisting, the FAO country representative, has provided several years' back copies of AGRIS and other FAO indices of agricultural material. It is envisioned that in the near future this system will generate a close relationship with the agricultural research library to be developed under the USAID sponsored Farming Systems Research Project; and that subsequently working relationships will emerge with the agricultural faculty when this is established at the National University. Development of the necessary internal information acquisition and dissemination links is underway.

2. The Permanent Secretary, under a directive from Cabinet to "revolutionize agriculture," has taken up an office in the LASA complex to be near the Library. He has drawn on literally hundreds of items in the collection in the process of preparing a major national policy statement for agricultural development.

3. The collection and integration of holdings from offices throughout the Ministry are nearly complete. The effort has been facilitated by the deputation of a second assistant librarian from Agricultural Information Division. The Library's present holdings of project documents now exceeds that of any other source except CPDO, forming an invaluable and time-saving resource for any project study or evaluation.

4. The African Bibliographic Center, Washington, D.C., in connection with the Southern African Development Assistance Program (SADAP) study reviewed the LASA Library in November 1978. In their report to the U.S. Congress, which appeared during the quarter under review, they recommended replication of the LASA model in other countries of Southern Africa.

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January-March, 1979

5. In a new effort, the first specialized LASA bibliography was prepared. Entitled "Extension in Lesotho: Bibliography of Materials Available in Maseru," it was jointly compiled by Roxy Leathers and our librarian, Julia Leballo, as an input to the BIFAD/AID REE Baseline Study expected to be launched in 1979. It is expected that further Special Bibliographies will be issued as research tools as and when the need arises.

6. The LASA Library at CSU continues to receive periodic requests for materials. The major requests during this quarter came from The Library, Institute of Development Studies at the University of Sussex, England, the Land Tenure Center at the University of Wisconsin, and the Office of the Director, Lesotho Farming Systems Project at Washington State University.

With the expansion of holdings and activities, space in the LASA office at Maseru has become a critical problem. Provisions for additional space are being explored at the present time in order to prevent impairment of operations.



APPENDIX III

Colorado State University  
Fort Collins, Colorado  
80523

Lesotho Agricultural  
Sector Analysis Project  
Department of Economics

August 17, 1979

MEMORANDUM

TO: Morton Darvin, CM/COD/AID, Agreement Officer

FROM: Kenneth C. Nobe, Director  
Lesotho Agricultural Sector Analysis Project *K.C. Nobe*

SUBJECT: LASA Project--Quarterly Progress Report, April/May/June, 1979

Enclosed is the subject quarterly report. The report for the third quarter was deliberately delayed so that it could be completed on campus while Dr. Eckert was here on his recent home leave.

KCN/ko

cc: Distribution list for LASA Quarterly Report.

LASA QUARTERLY PROGRESS REPORT  
April-May-June 1979

LASA/Maseru

1. OVERVIEW

During the period under review, project personnel from both MOA and CSU undertook a significant reappraisal of LASA with the intent of orienting project outputs more directly to serve GOL needs. Methods of operation, overall trends and directions, personnel relationships and progress to date all came under intense scrutiny. Ministry leadership concerned with LASA once again reaffirmed their commitment through very substantial contributions of staff time and deep thought. As a result of this process, the Ministry has very carefully articulated the desired role for LASA within the Planning Unit and Ministry operations and the new quarter began with a reorientation of efforts to comply.

After careful analysis of the last two years' experience it was mutually agreed that a formal sector analysis effort is not a realistic teaching tool within the context of Lesotho. Given the very scarce manpower situation relative to the amount of work necessary to keep government functioning, Ministry personnel have little choice but to devote their full energies to the daily flow of operational problems and policy decisions. At the same time the Ministry is determined that these recurrent decisions must be made with the fullest possible use of analytical skills and analysis. Consequently CSU personnel have been asked to become fully involved in the Planning Unit's daily operational issues and to develop an effective methodology from within this context to train Planning Unit staff in analytical skills and their use in a highly applied environment. It is a challenge to which we look forward with anticipation.

2. PROPOSED LASA PROJECT EXTENSION

One result of the introspective analysis discussed above has been a request by the Ministry of Agriculture to extend LASA for two years beyond its current expiration date of August, 1980. Part of the rationale for such an extension is that institutional development is a long term process and the job is not yet complete. In addition, the expected return of students from abroad plus the recent hiring of four graduates from the National University of Lesotho offer the opportunity to further develop the reorganization planned for the Planning Unit. With the additional strength, a viable organizational structure and enhanced skills at applied analysis and program management, it would seem possible that a highly effective Planning Unit could emerge during the period of the extension.

One cannot underestimate the amount of effort and deep thought that went into the above process. The contributions of many persons involved

must be recognized for without the dedication and serious interest shown the result could have been much less satisfactory.

### 3. FIVE YEAR PLAN INPUTS

In fact the project became much more deeply involved in on-going work of the Planning Unit during the quarter through intensive efforts to contribute to the forthcoming Third Five Year Plan. Because of the presence of a larger Planning Unit and the LASA Project, Central Planning entrusted the preparation of the agricultural chapter to the Ministry of Agriculture for the first time. Under Ms. Moshoeshoe's leadership the effort was divided into two major thrusts which proceeded simultaneously. M'atsia Morojele, Puli Mosebo and Jerry Eckert composed the task force to develop policy guidelines for the plan. Taking as a foundation the recommendations of the National Farmer's Conference in January plus the series of strategy papers written by Dr. Phororo, then Permanent Secretary, the Planning Unit synthesized a cohesive set of policy guidelines achieving wide consensus on their structure at the level of Division Heads and Ministry staff. The result, entitled "Agricultural Policy Guidelines for the Third Five Year Plan" then becomes the basic structure around which the development programs of the coming plan period will be organized.

In the collateral effort, Phamoli Fanana and Ken Leathers led a project evaluation team composed of staff from the Planning Unit and from the Agricultural Section of Central Planning. A thorough evaluation followed of all major development projects of the Second Plan period, and, less formally, of Ministry programs not falling into the project format. The document, entitled "Agricultural Project Planning and Implementation in Lesotho: An Evaluation of the Second Plan Experience with Suggestions for Improvement," examines objectives, strategies and accomplishments with an analytical focus on constraints encountered. It will be very useful as future guidance for the formulation and implementation of development projects.

This effort, which involved several people continuously over several weeks was perhaps the most intensive interaction between C.P.D.O. and P.U. in recent history. Significant improvement was notable in the effective working together of the two organizations as a result.

### 4. ENVIRONMENTAL ANALYSES FOR REGIONAL PLANNING

Computerization of climatic data to support Planning Unit research on hazards and risk in Lesotho agriculture has been accelerated by cooperation from the Conservation Division. It was discovered that much of the data can be used to estimate erosion losses, a main research thrust of Conservation. In the interests of making the data more quickly available Conservation has allotted resources in the form of electronic data processing operators.

A study of "Environmental Hazards and Crop Failures in Lesotho: A Preliminary Evaluation" was undertaken to support work on climate, yields, and planning. Although data on crop failures are scanty, it appears that Lesotho annually loses a significant percentage of its total crop to environmental hazards such as drought and frost, and to climate-related pests such as worms.

## 5. DECENTRALIZATION

Progress on decentralization accelerated with the addition of a student-intern from NUL and by the assignment of another student-intern to the program by the Thaba Tseka (Mountain) Rural Development Project. Although the program's objective is to develop models for general decentralization to the district level, the new Thaba Tseka District will receive first attention. Initial plans are to develop a data base to support development planning in the district, and to this end two students have been assigned the task of disaggregating census and other data, presently available only at the national or zone level, then recombining them back to district and sub-district levels. In addition, three other students from the Urban and Regional Planning Program (URPP) of NUL are working in the LASA/MOA-HQ Library on an analysis of past regional planning and development efforts in Lesotho.

A small data inventory and collection project was launched in May to support planning in the new Thaba Tseka District in particular, and at district and village levels in general. National University of Lesotho (NUL) students on the long, mid-winter holidays were employed at Thaba Tseka and Maseru to check data availability. Most of the basic information collected in Lesotho is aggregated at the national or regional level, and in no case does it cover the new tenth District (Thaba Tseka). Thus the problem is to reaggregate data from the small unit (e.g., village, enumeration area) level to the desired district or other planning unit. A preliminary survey (enclosed) was presented to the July meeting of the Thaba Tseka Coordinating Committee by Gene Wilken (LASA Project) and Enoch Moyo (Thaba Tseka Development Project). Although aimed specifically at data needs of the new tenth District, the format and much of the information in this data survey will be supportive of the general decentralization program.

6. TRAVEL (Official travel has not been previously reported since it involved primarily in-country TDY. Henceforth, where significant, a travel section may occur in quarterly reports.)

a. In late April M. Morojele (Planning Unit, Ministry of Agriculture) and G. Wilken, LASA Project, visited a number of government offices and the University in Gaborone, Botswana, to review progress there on decentralization and local management of development. Botswana civil servants and advisors were hospitable and the meetings were extremely helpful in gaining perspective on the decentralization process. In

addition, a great amount of published material on decentralization and district-level planning was acquired for the LASA/MOA-HQ Library. Copies of the trip report are available from LASA offices.

b. During June Mr. Ntsane and Mr. Eckert traveled to CIMMYT in Mexico to open up a formal relationship between CIMMYT and the Government of Lesotho for training and assistance in maize, wheat and sorghum improvement. Dr. Butler, Farming Systems Research Project team leader joined the visit to begin active cooperation between LASA and FSR in the task of assisting the GOL in agricultural research programs and related matters. The formal results of the visit include (a) an awareness and interest on the part of CIMMYT staff in the conditions and needs of Lesotho, (b) a restructuring of Lesotho's participation in international variety testing programs, and (c) tentative concurrence on the structure of a training program discussed below. The training program will hopefully be the beginning of a wide range of activities in which CIMMYT will be able to assist Lesotho.

Mr. Ntsane's trip was combined with a visit to Fort Collins in which he convened a meeting of MOA employees now in the United States as students.

Mr. Eckert's trip was timed to permit one week of overlap with Dr. Wykstra in Mexico in order to put the finishing touches on several reports emanating from their combined analysis of employment problems affecting Lesotho.

## 7 TRAINING

In May, Mrs. Nomonde Mapetla departed for post-graduate training in the United States. She has been admitted to Ball State University, Muncie, Indiana in a program that will combine economics and regional planning. It is hoped to arrange one or more term(s) at Purdue for exposure to selected courses in agricultural economics.

Mrs. Mapetla is LASA's eighth overseas degree candidate, the third from outside the Ministry of Agriculture (she is with CPDO) and the second to enroll at a university outside CSU. Prior to departure she had completed one CSU course in agricultural production economics (taught in Maseru), an introductory course in calculus and a review of statistics (both tutored by Mrs. Leathers in Maseru). To complete her preparation for graduate work she has been enrolled for both summer sessions at the Economics Institute, Boulder, Colorado.

Mrs. Liako Moahloli returned in June from CSU after a 12 month stay during which she essentially completed two years of undergraduate work. Upon her return she lacked eight credit hours which she was able to complete under Ken Leather's guidance on applied marketing problems of Lesotho. She will be awarded the B.A. in agricultural economics with a concentration in marketing on August 1, 1979.

Finally, as mentioned above, a special training program has been developed with CIMMYT which will be shepherded cooperatively by LASA and Farming Systems. Initially, one trainee each will attend the four month CIMMYT training programs in dryland wheat, maize production agronomy, and experiment station management. Subsequently, a trainee may be sent to work with cold tolerant sorghums. Finally, Mr. Winston Ntsekhe, who has been designated as Director of Research, will visit CIMMYT for four months, obtaining exposure to each of the crops programs plus the operations of research station management and program direction.

#### 8. LABOR USE IN AGRICULTURE

Mr. Romie Tribble, a graduate student at CSU, arrived in Lesotho for dissertation research on the subject of labor use in agriculture. This effort is a direct derivative of work by Ron Wykstra which identified potential labor constraints to agricultural production, and that by Roxy Leathers suggesting that extension and agricultural programs probably do not adequately recognize the principal decision maker on Lesotho's farms: the woman household head. Mr. Tribble's work will be guided in the field by Jerry Eckert, performed (we hope) as part of a combined study with Farming Systems. Roxy Leathers will associate with the study to assist with analyzing the contribution of women as farm decision makers and resource managers. Toward this end she has begun an examination of computer-stored survey data from major area based agricultural projects in the recent past.

#### 9. LIBRARY

The volume of library holdings plus the number of users (which is steadily expanding) mandated larger quarters for the MOA-HQ/LASA Library. Consequently, partitions and other modifications were made to the LASA office complex to shift the library into larger quarters.

Several items have been reported in previous progress reports detailing the development of this facility. It is now coming to be recognized as the best resource of its kind in Lesotho, possibly anywhere. Its role has expanded as has its utilization. At present the Library fills the following needs in Maseru:

- supports LASA Project research and training
- provides easy and relatively complete documentation for other MOA projects, consultants, and contractor activities
- supports MOA-HQ and other division background work and research
- serves as the FAO-AGRIS (computerized information exchange system) "Focal Point" or coordinating center for Lesotho

- provides a research facility for advanced NUL students, during regular academic sessions and also for senior research problems during vacations
- publishes topical bibliographies to support work in special subject areas (e.g., extension; agricultural education)
- acts as main repository for MOA documents and project reports

These activities exceed the original concept of the LASA Library. Fortunately, the Ministry of Agriculture has continued to support the Library with the equivalent of one to one and one-half staff librarians which has permitted the accelerated level of activities and at the same time a continued active program of acquisition of local materials.

#### LASA/Fort Collins

##### 1. TRAINING AND ASSESSMENT OF TRAINING NEEDS

a. The major LASA activity on campus during this quarter was in the area of supervising and assisting in the training of Basotho on-campus degree candidates. During Spring Semester, Mamaria Motsamai and Mampiti Nchapi were enrolled in EC 670, Research Methodology, team taught by Professors Blood and Nobe. Both of the students developed and successfully defended research proposals for their technical papers required for the Master's degree. Marabe Phoofolo arrived on campus in June and enrolled in the summer program International Agricultural Marketing School co-directed by Professors Forrest Walters and William Spencer. Nine out of the 13 students enrolled were government employees of African nations so the focus of this year's program was specifically designed for their needs. Mr. Phoofolo was able to take this course as part of his degree program at Michigan State University, with the approval of his major professor, in lieu of a U.S. oriented marketing course at MSU which otherwise would have been required for his degree.

b. Two Basotho undergraduate students completed their on-campus degree work during Spring Semester. Yolisa Zeka, who was not funded on the LASA Project but who has been closely associated with our LASA personnel and who was unofficially advised by Professor Nobe, completed her B.S. degree in Rural Sociology in May. Liako Moahloli, working under the close supervision of Professor Walters, completed all her on-campus course work this semester and returned to Maseru where she still had eight credits of supervised course work to complete. (Upon successful completion of this work she received the B.S. degree in Agricultural Economics in August.) Tom Tuoane, working under the supervision of Professor Walters has successfully completed all his formal course work and is in the final writing stage of his thesis. He anticipated finishing that final degree requirement in September. Likewise John

Gold, who completed his assignment as LASA Project Coordinator in May, is now in the final thesis writing stage, with completion of degree requirements expected in early fall.

c. During June, Professor Nobe was an invited participant in an Agricultural Development Council RTN Workshop held at Michigan State University to review the results on an AAEA sponsored, AID financed study of graduate training for international development work and to formulate conclusions and recommendations for future training and related professional development activities. Of particular interest to the group was the emerging but largely unmet need in most U.S. university degree training programs for foreign students returning to government service for more training in project evaluation, sector planning, policy analysis and public administration. Professor Nobe participated in a sub-group dealing with the needs of African students where training in such largely non-traditional areas was particularly evident; e.g., in Lesotho. While at MSU, Professor Nobe also met with Mr. Phoofole's major advisor and some of his other professors to assess his rate of progress there in the Master's program. He is doing well in his course work and his degree committee has decided that he will write a technical paper as part of his formal degree requirements.

d. During May, Professor Nobe, Mamaria Motsamai and Mampiti Nchapi were invited participants in the Washington State University orientation sessions for team members going to Lesotho for the Farming Systems Project. Topics covered included a briefing on the LASA Project, cultural and MOA organizational aspects in Lesotho, and unique training needs of Basotho degree candidates.

## 2. MEETINGS WITH CHAKA NTSANE, ACTING PERMANENT SECRETARY OF AGRICULTURE, MOA

Mr. Ntsane visited the campus during June and conducted an orientation meeting for Basotho students enrolled in various U.S. universities. Due to time conflicts, particularly for students studying under the quarter system, the turnout was much lower than had been hoped for--only a total of eight students attended. In addition, Mr. Ntsane met with Professor Nobe and various LASA faculty participants, along with Professor Butler from Washington State University who will be the team leader for the Farming Systems Project. In particular, much of the discussion centered on Mr. Ntsane's stated interest in developing an extension of the LASA Project beyond its currently scheduled ending date of August 31, 1980. The following course of action was agreed upon. Mr. Ntsane and his Basotho colleagues will specify in writing the specific elements of LASA activities that they would like to have CSU undertake. These elements in turn will be discussed with the AID Mission Director in Maseru with the understanding that any activities to be undertaken by CSU would have to be under Mission and/or Africa Bureau support and funding. Finally, CSU would respond to the adjusted

request in terms of what proposed activities it could undertake and at what level of effort. Tentatively it was decided that a final planning session for a proposed LASA extension would be held in Maseru in January 1980, with the objective being to develop an extension within the collaborative agreement framework of Title XII.