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**INTERIM EVALUATION
OF THE
HUMAN RESOURCES DEVELOPMENT ASSISTANCE
PROJECT (698-0463)**

FINAL REPORT

**Prepared for the
United States Agency For International Development**

by

The Academy for Educational Development, Inc.

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ACRONYMS

ALE	Association of Lesotho Exporters
BEDCO	Basotho Enterprise Development Corporation
BEO	Business Extension Officer
BTC	Business Training Center
CAWL	Construction Allied Workers of Lesotho
CCCD	Control of Childhood Communicable Diseases
CDSS	Country Development Strategy Statement
ESAMI	Eastern and Southern African Management Institute
EEC	European Economic Community
GOL	Government of Lesotho
HRDA	Human Resources Development Assistance Project
IDM	Institute of Development Management
IEMS	Institute for Extra Mural Studies
LB/LADB	Lesotho Bank/ Lesotho Agricultural Development Bank
LIAS	Lesotho Institute of Accounting Studies
LMA	Lesotho Manufacturers Association
LNCW	Lesotho National Council of Women
LNDC	Lesotho National Development Corporation
LOP	Life-of-Project
NMDS	National Manpower Development Secretariat
NUL	National University of Lesotho

P.S.	Permanent Secretary
PTA	Preferential Trade Area
RSA	Republic of South Africa
SACU	South African Customs Union
SME	Small to Medium-Scale Enterprise
TOT	Training of Trainers
TPU	Trade Promotion Unit
USAID	United States Agency for International Development
WIB	Women in Business

EXECUTIVE SUMMARY
HUMAN RESOURCES DEVELOPMENT ASSISTANCE PROJECT (698-0463)

A. Project Purpose and Objectives

The Regional Human Resources Development Assistance (HRDA) Project is intended to provide non-project training in support of the USAID Mission's development strategies and in conformity with two specific objectives set by AID/Washington for the HRDA project: at least 50 percent of training will support private sector development and at least 35 percent of all project trainees will be women.

The five year Country Training Strategy for USAID/Lesotho that was developed in March 1988 provided baseline country specific data. This exercise focused primarily on local training needs in the private sector. Based on study findings and with full cognizance of the high degree of participation of women in the local economy, the Mission set its private sector training target at 80 percent, and established a 50 percent participation target for women in HRDA training activities. On July 22, 1988 a grant agreement was signed with the Government of Lesotho (GOL) authorizing a multi-year HRDA project. Hence, a mechanism was created for the accomplishment of human resources development goals, and to focus on areas not adequately addressed by USAID Lesotho's existing bilateral project portfolio.

The HRDA project training activities were designed to concentrate on the following Mission development objectives for Lesotho: increasing the GOL capacity to manage scarce resources, and increasing private sector employment capacity to reduce unemployment and dependency on migrant labor. These objectives are consistent with CDSS development priorities and complement national policy goals as promulgated in the GOL's Fourth Five Year Plan, particularly as they relate to matters of employment, trade and industry.

B. Evaluation Purpose and Methodology

The overall purpose of the interim evaluation is to review the progress to date of the HRDA project and to make recommendations to improve the training system. The project's completion date is September 30, 1992. The evaluation was carried out in Lesotho from November 16 - December 14, 1990. The Evaluation Team conducted interviews with USAID/Lesotho staff, grantee representatives, key GOL officials, targeted institutions, former participants, and local training providers. Documentation reviewed and analyzed includes USAID and grantees' files and documents, GOL reports, and output data generated by project beneficiaries.

C. Project Management

The HRDA project is located in the office of the General Development Officer (GDO) of USAID/Lesotho. The project management team is composed of the Mission and two local implementing agencies: The Government of Lesotho and the Lesotho Chamber of Commerce and Industry (LCCI). Both grantees are charged with programmatic development of activities along sectoral lines and coordination of training plans and the facilitation of requests for training assistance from targeted organizations. The Supervisory GDO has oversight responsibility for project implementation. Day-to-day management duties at the Mission have been delegated to a HRDA Project Coordinator.

D. Target Audience

Training to increase GOL management capacity targets those Ministries that play major roles in achieving economic development and in ensuring adequate labor analysis and planning. Training to increase private sector employment capacity targets institutions in the private, public, and parastatal sectors that are involved in or contribute to the development of investment promotion and export marketing, expansion of Basotho-owned small to medium-scale enterprises, and development of rural productive activities.

E. Findings and Conclusions

The project has strengthened the human resources base in Lesotho by providing training to key management and operational personnel in strategically located institutions throughout the economic spectrum. Training activities have succeeded in upgrading targeted organizational staff capabilities, and increasing knowledge and skills in critical public sector management areas. The relevance of HRDA is attested to by employers, entrepreneurs, participants, business service organizations and the GOL. The greatest impact thus far, in terms of numbers of persons trained, has been in the project's outreach to small and medium sized business owners in rural areas countrywide.

HRDA is well on its way to reaching its 80 percent target for private sector development training. The project has already substantially exceeded its 50 percent goal for the participation of women in training activities. Overall the project has supported training for more than 350 Basotho. In-country training accounts for more than 90 percent of project activities. A concerted effort has been made to utilize local training resources and third country African training institutions to the maximum extent possible.

The outstanding project shortcomings relate to the slow pace at which activities have been initiated and the absence of requests from several targeted institutions. The underlying factors are multifaceted but some of the issues that impinge negatively on the HRDA implementation process are systemic grantee management and organizational constraints and

lack of clarity about project objectives and the types of activities that may be supported.

F. Recommendations

It is recommended:

1. that two workshops, one each for public and private sector target audiences, be organized to further clarify HRDA objectives, training activities eligible for support, guidelines for participation, and training requests procedures;
2. that a request be made of the Business Training Center (NUL) to formulate a comprehensive student internship program and implementation plan, and that HRDA funds be allocated to support said activity; and
3. that the financial management procedure requiring payment on a cost reimbursement basis be reviewed and that optional disbursement arrangements be applied to individual organizations in support of specific training activities as deemed appropriate.

I. BACKGROUND

This document is the report of an interim evaluation of the Human Resources Development Assistance (HRDA) Project (698-0463) of the USAID Mission in Lesotho. The project, authorized on July 22, 1988, has a project completion date of September 30, 1992. The firm contracted to carry out the evaluation is the Academy for Educational Development (AED).

A. Political-Economic Characteristics

Lesotho became an independent nation in 1966. From the inception of sovereignty to the present the country's development has been and continues to be shaped largely by its geopolitical position as an enclave within the borders of the Republic of South Africa (RSA). Throughout the colonial period, Lesotho served as a labor resource for the mines of RSA. The infrastructure was originally designed to support the neighboring economy. Education, provided mainly by missionaries, had limited literacy requirements. As a result of its particular historical circumstances, the task of transforming the economy into one of self-sufficiency and responsiveness to citizenry needs present Lesotho with a unique set of challenges.

Today nearly 85 percent of the population reside in rural areas, most of whom practice subsistence agriculture. With only 13 percent arable land available, pressure on the land is enormous. For the past decade agricultural output has been declining while erosion is on the increase. The population currently stands at 1.6 million and is growing at an annual rate of 2.6 percent. The domestic economy, which is experiencing minimal growth, can only absorb a small fraction of the yearly increase of new entrants into the labor force. Mine employment for the Basotho in RSA fell by four thousand positions in 1978 to an annual average of approximately 120,000, where it currently stands. The revenue derived from migrant labor accounts for 50 percent of Lesotho's GNP. The economic, political and social vulnerability inherent in such dependency are self-evident.

Efforts, underway for sometime, are being intensified to expand the private sector. Central to this strategy is the role of manufacturing. The manufacturing sector has grown from 7 percent to a 15 percent share of GNP since 1980 and contributes two-thirds of the nation's export earnings. The growth in manufacturing is primarily from foreign investment in food processing, textiles, leather and footwear. The benefits one would normally expect to accrue from these activities are not realized because industrial exports make little use of local raw materials. Basotho-owned private firms, mostly small trading and service companies, hold potential for the future, but presently play a small role in the economy.

Lesotho offers a positive policy environment for investment, a competitively priced manpower base, adequate infrastructure, preferential access to foreign markets, and significant tax incentives. The market shortcomings on the other hand, include a lack of skilled managers, a local entrepreneurial class and raw materials. Distances to external

markets are great and bureaucratic procedures are slow and cumbersome. Competition with industrialized South African companies and highly favorable tax and investment incentives of the homelands place local firms at an inordinate disadvantage. Furthermore, migration and the dependence on the cash economy stimulate consumption by migrants rather than real investment inside the country other than in cattle.

Chronic dependence on migrant labor, a perpetual trade deficit, a restricted resource base, rural stagnation, mounting unemployment, a decrease in South African Customs Union receipts, and heightened political uncertainties in RSA constitute a compelling set of factors that make substantially strengthening the domestic economy a necessity.

B. Mission Priority Development Areas

The latest USAID/Lesotho CDSS identifies the educational, agricultural, and health sectors, and the promotion of economic policy reform to support private sector initiatives as the priority areas for its development assistance in Lesotho.

The six key constraints to national development targeted by the Mission are:

- lack of planning and decision making skills within key Government of Lesotho (GOL) Ministries;
- inefficient land use and agricultural practice;
- weak marketing and private sector infrastructure;
- high levels of unemployment and dependency upon migrant labor to the Republic of South Africa;
- an educational system inadequate to provide relevant education and training; and
- rapidly expanding population.

During the past five years several projects were initiated to respond to various aspects of the problems cited. In 1985, the Basic and Non-formal Education System Project (BANFES), was designed to meet basic education needs and provide for practical skills training through local educational institutions. The following year the Lesotho Agricultural Project (LAPIS) was introduced to increase high-value horticulture and expand domestic and export markets.

In the health sector, the CCCD and Family Health Service Project focus on primary health care for childhood survival and in limiting population growth.

C. Project Targets and Purpose

The Regional Human Resources Development Assistance (HRDA) Project is intended to provide non-project training in support of USAID Mission's development strategies and in conformity with two specific objectives set by AID/Washington for the HRDA project: at least 50 percent of training will support private sector development and at least 35 percent of all project trainees will be women.

Consistent with CDSS priorities and regional training goals, a five year country training strategy for USAID/Lesotho was developed in March 1988 based on an assessment of training needs primarily in the private sector. Study findings led the Mission to set its private sector training target at 80 percent, and to establish a 50 percent participation target for women in HRDA training activities.

In order to create a mechanism for the accomplishment of goals and to focus on areas not adequately addressed by the Mission's existing bilateral project portfolio, a grant agreement was signed by the Ministry of Planning on behalf of the GOL on July 22, 1988 authorizing a multi-year HRDA project. Subject to the availability of funds, \$1.2 million was established as the project budget. It was stipulated that funds would be allocated on an incremental basis.

1. Project Purpose

The purpose of the project as set forth in the Project Agreement is:

- to strengthen the GOL's ability to implement its economic plan and development programs; and
- to strengthen the private sector's capacity to contribute to economic growth.

The primary means adopted by HRDA to achieve project purpose and targets is training. A discussion of training activities implemented and proposed to expand the human resource skills base in Lesotho is presented in subsequent chapters.

D. Purpose of Evaluation

The overall purpose of the evaluation is to review the progress to date of the HRDA project and to make recommendations to improve the training system.

The scope of work for the evaluation specifies that the Evaluation Team:

1. review the HRDA Country Training Strategy and the needs of targeted

organizations;

2. assess progress to date and determine whether training objectives continue to be relevant to the country's development needs;
3. analyze participant training data by gender;
4. interview selected participants to ascertain utility and relevance of training;
5. identify problem areas or constraints which may inhibit attainment of project objectives;
6. make recommendations on how the HRDA project can be more responsive to both public and private sector training needs and determine current validity of the original plan;
7. devise recommendations to overcome constraints and problems identified in the course of the evaluation;
8. develop sectoral training plans for 1991/92 that adhere to evaluation findings.

The complete Scope of Work for the Evaluation Team is located in Appendix 1.

E. Team Composition and Methodology

The interim Evaluation Team for the HRDA Project was comprised of two consultants: a Human Resources Development Specialist from the United States who also served as Team Leader, and an Evaluation Specialist from the Institute of Extra Mural Studies (IEMS), National University of Lesotho.

The evaluation of the project was conducted in Lesotho, November 16 - December 14, 1990. In the pursuit of the acquisition of resource information essential to the assessment of project performance, the Team utilized numerous strategies and data collection techniques. These methodologies include, but are not limited to the following: the conduct of interviews with USAID/Lesotho Mission staff, key Government of Lesotho officials, representatives of targeted institutions in the public and private sectors, parastatals, non governmental/community organizations, and training institutions.

During the course of the evaluation, critical data was obtained and insights gleaned from interviews with training providers, returned participants, former local trainees, and members of an in-progress in-country course. This latter activity afforded the Team an opportunity to examine training within its local context, to make first-hand observations of an on-going business management training activity, and to interview course participants. Additionally,

site visits were made to training centers in Mohale's Hoek and the Maseru area.

The Evaluation Team reviewed and analyzed an extensive amalgam of USAID project files and documents, as well as correspondence and reports generated by GOL agencies and other beneficiary institutions.

II. PROJECT MANAGEMENT

The Human Resources Development Assistance (HRDA) Project is located in the office of the General Development Officer (GDO) of USAID/Lesotho. The project management team is composed of the Mission and two local implementing agencies: The Government of Lesotho, and the Lesotho Chamber of Commerce and Industry (LCCI). The GOL and LCCI are charged with programmatic development of activities along sectoral lines and with the coordination of training requests from targeted organizations. A discussion of project implementation is presented below.

A. United States Agency for International Development (USAID)

The Supervisory GDO has oversight responsibility for project implementation. This office monitors activities for adherence to HRDA objectives and conformity to U.S. Government regulations. Two of the GDO's most important functions are the review of sectoral training plans and granting approval for the funding of discrete training activities.

Daily operational responsibilities have been delegated to a part-time HRDA Project Coordinator. His duties include routine administrative tasks; the provision of logistical support for training events and consultants, and liaising with GOL organizations, LCCI, USAID Economic and Program Officers and others involved with human resources and private sector development in Lesotho.

The present Coordinator has gained the respect of interested parties in the community. He has consistently been described by grantee representatives and program recipients as professional and responsive. His counsel is regularly sought and he appears to perform effectively within the parameters established for his post. The Coordinator processes requests submitted by implementing agencies on behalf of individual institutions.

B. The Government of Lesotho (GOL)

The designated implementing agency, for the GOL and related GOL organizations, is the National Manpower Development Secretariat. This office has the mandate to coordinate matters pertinent to national manpower development needs. Its official functions include accumulating and disseminating data on human resources development priorities, external training opportunities, domestic institutional training resources and the availability of donor assistance.

Under the HRDA project, the Secretariat has been given responsibility for securing training plans from targeted Ministries, notifying organizations about training programs, screening applications for participant training, and fulfilling reporting and other administrative requirements of the project. Representatives of the Secretariat coordinate with the HRDA

Coordinator.

The assessment of the office is that, considering staffing constraints, it functions reasonably well. In the early stages of project implementation, the usual start-up problems were encountered related to delays in response times, unrealistic expectations for processing applications, missed training opportunities, etc. With experience and acquired clarity of HRDA objectives and requisite action lead time, operations have shown signs of improvement.

The Team concludes that The Secretariat is the appropriate public sector decision center. In order to facilitate project implementation and address outstanding problems that the Office continues to experience with some Ministries in the area of timely submissions, and others from whom training plans have not been received, it is recommended that a series of workshops and follow-up activities be organized for the Secretariat and Ministry training officers to review HRDA training opportunities. The project is encouraged to organize a meeting with relevant senior staff and decision makers responsible for human resources planning and development in key Ministries. Such activities may prove to be invaluable even beyond the project in lending assistance to manpower specialists and GOL managers who must implement development programs in the absence of a national manpower policy and plan.

C. The Lesotho Chamber of Commerce and Industry (LCCI)

The Lesotho Chamber of Commerce and Industry has been granted authority by USAID to receive funds under HRDA to finance activities that promote private sector development and foster economic growth. The Grant Agreement specifies that HRDA is:

- 1) to provide support to strengthen the managerial and organizational capacity of LCCI; and
- 2) to provide assistance through LCCI, as an intermediary, to other private sector organizations, such as the Association of Lesotho Exporters (ALE), and Women in Business (WIB).

LCCI is responsible for all funds including funds sub-obligated to ALE and others. It is further stipulated that regular financial and technical reports on training activities and participants are to be submitted to USAID.

Initial implementation of the private sector component was fraught with major shortcomings. Many administrative deficiencies emanated directly from internal management and organizational problems that the Chamber was experiencing at the time. In this calendar year, subsequent to personnel and procedural changes within LCCI, including the hiring of the current Executive Director and the return of the long serving General Secretary, some

of the project related management difficulties are gradually being addressed.

Despite the multiplicity of organizational problems, LCCI has been successful in facilitating a student internship program and various business management training activities for several private sector entities. Precluding any major unanticipated adverse developments one should expect LCCI's performance to continue to improve. HRDA, committed to underwriting the salary of the Executive Director for the life-of-project, may need to consider entertaining proposals for on-going direct technical assistance to further strengthen management and LCCI's service delivery capacity.

D. Financial Management Procedures

The project agreement states that payment for the activities under the project shall be made for grantees on a cost reimbursement basis. Except for a few instances in which direct disbursements have been authorized, participating institutions, through the two designated grantees, are required to submit vouchers to USAID to claim reimbursement for funds expended on project activities.

The Team was made aware numerous times that many eligible organizations have limited financial resources with which to operate. The cost reimbursement procedure may in a given instance act as a constraint to the development of project activities. Especially disadvantaged are private sector and GOL related entities that HRDA targets for assistance. The Manpower Secretariat and individual Ministries are also affected by the fact that USAID payments, under present arrangements, flow directly to the treasury and cannot be reclaimed by the GOL organizational units that have expended funds on the HRDA activities. It is conceivable that some desired activities may not be initiated because meager budgets preclude underwriting their costs, or impose operational hardships on some of those who may wish to proceed.

It is recommended that the cost reimbursement requirement be periodically reviewed and direct disbursement or other funding arrangements for the support of training activities be considered when deemed appropriate and/or feasible.

III. HRDA COUNTRY TRAINING STRATEGY

A. Programmatic Validity: A Status Report

The USAID/Lesotho Country Training Strategy is equally pertinent to the nation's development needs today as it was when devised in 1988. The assessment of Lesotho's public administration and business development requirements have not changed substantially in the intervening years. In point of fact, some of the more prominent economic and social problems previously identified have become more entrenched. Any such listing would include mounting population pressure, perpetual dependence on migrant labor, intractable trade deficits, and the increasing political uncertainty immediately beyond the nation's borders. These factors, among others, are proving as tenacious as the lack of availability of adequate managerial expertise across sectors.

The programmatic thrust of the project focuses on specific public sectoral management deficiencies and larger environmental concerns. The guidelines established at the outset of HRDA were cast in such a manner as to provide a framework for the development of project activities that are relevant with the passage of time. The public and private sector organizations targeted for HRDA assistance are essential for social and economic problem resolution, and thus national development. To its credit, the project has designed, and implemented training activities that effectively address human resource critical skills shortage areas.

B. Public Sector Human Resources Requirements

HRDA charts a course that focuses on the enhancement of GOL management capacity and human resource requirements for achieving national objectives. The HRDA Country Strategy, a recent IBRD report, as well as other donor studies, confirm that a constant variable affecting the development of Lesotho is the scarcity of qualified candidates available for upper and middle level management positions. An expansion of this professional cadre is a prerequisite for economic growth.

Other critical problems identified in above citations that urgently need to be addressed are:

- Management difficulties in setting clear objectives and in delegating responsibility and decision making;
- Lack of effectiveness in central planning function, particularly as it concerns long range economic and labor forecasting;
- Inadequate management of the work process, i.e., definition of objectives, monitoring and controlling of outputs; and

- Poor communication and coordination among GOL ministries.

C. Private Sector Development Needs

According to the 1986 census, of the more than 920,00 persons in the active population, only 650,000 are employed. Migrant workers account for 133,500 persons. No more than 65,000 persons are employed in the domestic formal sector (10% of the total labor force). Government jobs, including education and security, represent almost 50% of total formal sector employment. Each year an additional 20,000 persons join the employment market while the formal sector is only able to provide about 6,000 jobs per year. It is increasingly important for the local private sector to expand its current state of operations and for new enterprises to develop.

While the general policy environment in Lesotho in which small to medium-scale enterprises (SME's) operate is relatively positive, most firms or potential entrepreneurs suffer from inadequate management skills. Among the other obstacles to be overcome on the path to a stronger and expanded private sector are inadequate leadership qualities and initiative taking; the lack of access to credit, hands-on marketing experience and entrepreneurial traditions; and the saturation of "imitation" businesses.

D. HRDA Training Plan: An Overview

The operational modality of achieving HRDA objectives is training. The emphasis under the project is on in-country training programs of short duration. The choice made is notably the most cost-effective. It enables the project to reach the largest number of persons. HRDA also encourages the utilization of third country African institutions to the maximum extent possible.

It is permissible under the terms of reference to support U.S. based training. This option, exercised less frequently than others, may in selected cases be the most appropriate for short-term technical training and specialized export market oriented study tours. Long and short-term academic training while permitted on a very limited basis in the early stages of the project, will have less applicability in the remaining phases of HRDA.

Training activities over the course of project implementation have been supported in the public sector for the Ministries of Finance, Planning, Employment and Commerce and Industry and GOL related organizations: LNDC and BEDCO. In the private sector LCCI, WIB, NUL students and CAWL have been recipients of HRDA assistance.

The Team finds that the training activities funded have been beneficial and within the priority areas delineated for HRDA. The outstanding weakness in project implementation

has been the slow pace of initiation of activities, and the lack of participation of certain targeted organizations. Sector profiles are presented in Chapters V and VI.

E. Gender Participation Patterns

The HRDA Project has succeeded in substantially surpassing its established goal of 50% for women participation in training activities. From the inception of the project in 1988 through the third quarter of 1990, a rate of 68% has been achieved. As reflected in the table below, women constitute the largest group of beneficiaries in each category of training under the project.

Participant Training 1988 - September 1990				
Type of Training	Total No. Participants	Male Participants	Female Participants	Female % of Total
In-Country	334	106	228	68
Third Country	18	5	13	72
U.S.A. (Short-term)	8	3	5	62
TOTAL	360	114	246	68

Women play a major role in the Lesotho economy due to the absence of 60% of the male population in the 20-44 age group who are employed in RSA mines. Only 40% of the households in Lesotho are headed by males. In the other 60%, women are responsible for running the household, raising children, tending the fields and livestock. Women also dominate petty trading in urban centers.

Because of the relatively high level of female participation in the local economy and in the private sector, the probability of meeting gender related goals throughout the life-of-project is great. This projection assumes a respect for the integrity of the project and no major programmatic changes. Further analysis of data on training reveal an interesting trend. The higher the target group is located on the public sector management hierarchy, the greater the likelihood is that female representation will decrease. This phenomenon is graphically illustrated in the statistics on HRDA training in the table below. Thus far, 60 persons have participated in HRDA public sector funded activities. Of this number, thirty-one (52%) have been women, and twenty-nine (48%) men.

GOL Participant Training Activities

Type of Course	Participation		Total
	Male	Female	
Mid-Senior level management training (third-country)	5 (71%)	2 (29%)	7
Small Scale Business Management and Marketing (Commercial Officers) ^a	8 (89%)	1 (11%)	9
Marketing and Sales Management (BEO's)	5 (56%)	4 (44%)	9
Small Scale Accounting and Financial Management (BEO's) ^b	2 (25%)	6 (75%)	8
Basic Law and Intro to Bookkeeping and Accounts (BEO's)	2 (18%)	9 (82%)	11
Labor Communication Skills ^c	7 (44%)	9 (56%)	16
Total	29 (48%)	31 (52%)	60 (100%)

^a Commercial officers are supervisory level personnel.

^b BEO's: Business Extension Officers are entry/junior level personnel.

^c Participants were drawn from management, technical and operations public personnel.

IV. PUBLIC SECTOR TRAINING

A. 1990 Training Plan

HRDA project assistance to the GOL and GOL related organizations was designed to strengthen governmental management capacity to manage scarce resources; to implement development programs; and to promote private sector development and increase employment creation. The training activities undertaken in the past year assisted the public sector in professional level staff development, and in skills upgrading of selected junior level public servants. Targeted organizations are central to the nation's development and the attainment of project objectives. No changes are recommended in the public sector training program.

HRDA gives high priority for training to the Ministries of Planning, Finance and Employment. This group of three play key roles in achieving economic development, and in ensuring adequate labor analysis and economic planning. During the current training plan year, selected middle and senior strata personnel from Ministries cited participated in specialized short term management and technical training programs in-country and in regional Africa training institutions. All courses have been in topical areas pertinent to human resources development, financial management, statistics, and labor and economic planning. Without exception, participants expressed the view that training has expanded their sphere of technical competencies, contributed to improved job performance, and enhanced their self confidence.

B. GOL Private Sector Outreach

As the GOL attempts to grapple with mounting economic and social pressures, the significance of the responsibilities of the Ministry of Trade and Industry are substantially heightened. In particular is the goal of an expanded private sector. Accordingly, a cadre of officers are mandated to promote business development, and to render direct services to entrepreneurs around the nation.

Guided by project objectives, HRDA has provided critically needed training for two groups of Ministry personnel with major field responsibilities, i.e., Commercial Officers (CO's), and Business Extension Officers (BEO's). They are charged with assisting SME's especially in rural areas and high density urban centers. The project organized several courses in-country for this target group in small scale business management marketing, accounting and finance. The return on this investment in human resources development cannot be exaggerated because of the skills gap addressed by these training activities. Most of the Ministry's field extension support staff assigned to assist private firms, have no formal commercial training or practical business experience. Many have only Cambridge level certificates. For a segment of the field operations group, the HRDA business management and skills courses

served as an introduction to vitally needed business training.

Now that the commercial learning process has begun, on-going training assistance is essential for the support of this critical mass of business service personnel. Focusing on field officers takes advantage of an inherent multiplier-effect. Particular training needs are being met and benefits are extended far beyond the number of participants because of their large client pool. The targeted cadre has the potential for becoming, with additional training, an effective link in the service network for small farmers, rural producers and SME's country-wide.

C. GOL Related Organizations

Several parastatal entities and other organizations receiving some Government of Lesotho funds are counted among those eligible to receive training under the project. Assistance to the Lesotho National Development Corporation (LNDC) was in the form of focused support. A senior staff member attended an investment promotion seminar in New York. Course content was relevant with direct application to LNDC's interest in establishing an investment promotion unit. In operation since 1967, LNDC offers an array of services to investors, including rental of industrial sites and concessional loans. The organization's job creation potential is great; HRDA may want to explore additional areas of training assistance.

Basotho Enterprise Development Corporation (BEDCO) Project Counsellors were recipients of a three month "project cycle" course. The training was undoubtedly utilitarian, but BEDCO's service delivery capabilities to promote small-scale Basotho-owned businesses are severely hampered presently by internal management uncertainties and inadequate financial resources.

The development of a workshop is in progress on rural financial marketing for the Lesotho Agricultural Development Bank.

D. Implementation of Public Sector Training Activities

As stated previously in the report section on project management, the National Manpower Development Secretariat, a Department within the Ministry of Economic Affairs and Manpower Development is responsible for coordinating public sector HRDA training activities. NMDS relates directly to Training Officers who in turn have responsibility for submitting training requests for project assistance.

The system has not worked as well as it might. Some Ministries are consistently more forthcoming than others, but across the board submissions fall short of project expectations. The rate of implementation of training activities has been relatively slow, resulting in less

than maximum use of HRDA funds. For example, personnel from the Ministry of Information and the Department of Youth and Women's Affairs have not received any training under the project. In contrast, Trade and Industry has been the most active. In the case of the latter Ministry, there has been direct contact with the Permanent Secretary concerning training activities. This has perhaps helped to expedite matters. It may not be possible to identify all the precise variables impinging on the implementation process but what is known is that the extent of individual knowledge and skills pertinent to human resources training and development requirements, proposal preparation and motivation varies substantially.

In order to increase GOL participation in the HRDA project, it is proposed that several activities be initiated to improve communication and programmatic coordination between key GOL Ministries and NMDS. A two tier format design is suggested. A workshop and follow-up activities are recommended for Training Officers, NDMS representatives and the HRDA coordinator. The agenda should include a review of project objectives, training activity support areas, and specific information on how to access project assistance. It may be valuable to incorporate discussions of broader human resources training issues, national development needs and employee motivation. An important component in the HRDA advocacy process might be a seminar or an abbreviated meeting with P.S.'s and/or senior personnel who make decisions relative to these matters, and who are responsible for GOL management, in general, and for providing leadership in manpower development, in particular.

V. PRIVATE SECTOR DEVELOPMENT

A. 1990 Training Plan

The activities proposed in the 1990 Private Sector Development Training Plan fall into three general categories. One set of activities comprise an institution support program for the LCCI. Another category consists of activities geared to private sector business service organizations. The final component is the National University of Lesotho Student Internship Program. The activities in each element target a particular segment of the private business community. Together they constitute a training package that endeavors to increase the private sectors' capacity to contribute to national development and economic growth. Specifically they are designed to promote:

- 1) the development of investment promotion and export marketing to attract more productive investment in Lesotho and to increase the export potential of existing products;
- 2) the expansion of existing Basotho-owned small to medium-scale enterprises (SME's) to generate new jobs;
- 3) the development of rural productive activities; and
- 4) an increase in private sector employment capacity.

HRDA extends eligibility for training for private sector development to: owners and employees of privately held, for profit firms, potential entrepreneurs, key staff of rural cooperative and rural credit unions; staff of private and semi-private associations which support the private sector; trainees and educators working directly with the private sector; loan officers lending to the private sector; and public sector officials directly responsible for policy affecting growth of the private sector.

The private sector in Lesotho is at a critical stage of development. Presently, there are no business organizations strong enough or sufficiently broad based: to adequately represent its views and needs to government; to assist private businesses to increase their output, revenue and employment capacity; and to promote its products and services domestically and abroad. HRDA targets those organizations that are strategically placed and that hold promise for impacting these factors positively over time.

B. The Lesotho Chamber of Commerce and Industry (LCCI)

The LCCI is a registered non-governmental organization. Established in 1976, it is the largest private sector service institution with a membership of 1800 small-scale Basotho

owned firms and about twelve larger associate members. The LCCI historically has operated from a weak financial and human resource base. The nominal membership fees charged have not provided enough income to cover staff and other operational costs. Nor has the LCCI ever previously benefitted directly from any sustained donor support.

The HRDA project has procured computer hardware and software for LCCI, provided monies to train staff in the use of the equipment, and is funding the Executive Director's position for life-of-project. The Team's assessment is that LCCI is an appropriate private sector organization for HRDA assistance. Given its role as HRDA implementing agency, the composition of the economy and its natural constituency, LCCI is perhaps the most logical business entity for institution strengthening and should continue to receive project support. LCCI has enormous potential, but development will of necessity be lengthy and not uncomplicated.

LCCI is run by an Executive Management Committee elected by the membership. The post of Executive Director, initiated under HRDA sponsorship, seems to have the support of the organization. Adjustments, however are still under way to incorporate his role in the day-to-day management of LCCI affairs. The new administrative position creates deviations from how business had been conducted for more than fourteen years. All parties seem to be working toward accommodation but obstacles remain that can only be resolved with time and greater focused efforts.

The program agenda articulated by LCCI management is extensive. High on the list of priorities enumerated by the General Secretary, the organization's traditional spokesman, and the Executive Director are: restructuring the organization; developing membership services and a benefits package; expanding the membership to include other service firms; strengthening District Committees; enhancing the information department; increasing its advocacy capacity; and developing income generating activities to attain self-sufficiency.

The achievement of such an ambitious program is essential if LCCI is to play its self-mandated role in the economy. The process of building a viable organization however is moving along extremely slowly. More timely and thoughtful follow through on the part of management is needed. Additional support in the areas of training and technical assistance may be required to help LCCI realize its goals.

C. Women in Business-Lesotho (WIB)

Women in Business was registered as a non-profit making service organization in August 1989. It was developed by several professional women to address the formidable problems facing Basotho women business owners and aspiring entrepreneurs.

The stated objectives of WIB is to assist business women to operate successful ventures and to assist women intending to go into business to successfully set up and operate their

businesses, especially in rural areas. The organization, currently has more than 40 paid members. Most are located in Maseru and nearby towns but outreach has been made to women entrepreneurs in Leribe, Teyateyaneng (T.Y.) and Mafeteng districts.

To date the organization has benefitted from HRDA principally through conference participation sponsorship of WIB officers. The organization, still in its start-up phase, could utilize assistance in articulating its organizational development requirements and in formulating proposals to address business development needs of its membership. It is recommended that HRDA provide an external resource person to aid WIB solidify its organizational structure as stated herein, and to design and conduct management and marketing workshops for its members. (Refer to Training Plans in Chapter VII.)

D. The Association of Lesotho Exporters (ALE)

ALE is an association of over 50 export companies. Member firms represent hundreds of jobs in the local economy, and they contribute meaningfully to the generation of revenue for the nation. Training assistance to buttress their organizational strength would have a multiplier effect. Currently, the association is dependent upon individual initiative. ALE does not have a permanent office location, nor does it have a systematic way of communicating with its members. Like WIB, it could benefit from expert advice on how to organize a self-sustaining business service organization.

The original proposal for HRDA support for an export marketing development program maintains validity. ALE would like to explore market opportunities outside the immediate Rand market area and the EEC, including the export markets through the PTA in Eastern and Southern Africa and in North America. Furthermore, key officers and the membership-at-large could benefit from in-country training in international marketing techniques.

To date no project activities have been implemented for ALE. The constraints have been twofold: initially there was a misunderstanding about the types of assistance available under HRDA. Secondly, the funds disbursement arrangement through LCCI was not acceptable. It is noteworthy that ALE officials, during the course of the evaluation, explicitly expressed a willingness to begin working with LCCI for the sake of participation in the project, and for the accomplishment of broader organizational and sectoral economic goals.

E. National University of Lesotho Student Internship Program

Since the commencement of the project, HRDA has sponsored the placement of two groups of NUL students for a total of 37. The consensus within the community is that the internship program has merit. The university students gain practical experience and host companies express satisfaction with the services rendered. Three recent University graduates have been hired on a permanent basis by firms in which they had interned.

Study findings support continuation of a private sector oriented internship program, but changes are needed in the structure and administration of the program to increase the chances of realizing original objectives and in precipitating greater benefits to participants, the University and the business community.

The magnitude of the problems encountered in the administration of the internship program are well documented elsewhere and do not need to be recounted herein. The conclusion is that many of the underlying causes of past complications emanate from the fact that no formal structure or implementation plan have ever been devised. Students have consistently been placed with firms without adequate guidelines or supervision. All placements have been with large trading companies. The original objective of stimulating interest in entrepreneurship to encourage employment creation has been lost and the initial placement target group of small and medium sized Basotho firms completely overlooked.

It is proposed that Business Training Center/IEMS be requested to formulate a comprehensive student internship program and implementation plan, and that adequate HRDA funds are allocated to fully support the program. BTC had initial input in the development of the concept, and they demonstrate a grasp of what constitutes a coherent student internship program.

Minimum elements to be incorporated in the terms of reference for effective programmatic development of the student internship program are requirements: to clarify program objectives; to identify targeted private businesses; to establish criteria for student selection; to assess the appropriateness of including NUL and IEMS students; to develop written placement guidelines for participants and employers; to devise monitoring and reporting systems; to make provisions for supervisors and intern travel to job sites; to explore the feasibility of interns receiving academic credit; to build in a payment mechanism for program administrator; to develop an implementation plan and examine feasibility for participating companies to make financial contributions toward the development of a self-sustaining program after completion of HRDA project.

F. Lesotho Institute of Accounting Studies (LIAS)

The country has a dire need for professional accountants. At the present rate of production the demand can not be met anytime in the foreseeable future. The importance to business management and development in the nation is fundamental. It is recommended that tuition grants continue to be awarded to selected Lesotho Institute of Accounting Studies students. The outlay is minimum, and the potential impact great.

G. Business Management Skills Training Activities

One of the most successful aspects of the project and that which substantially propels

HRDA toward the achievement of its private sector goals is the provision of business management and skills training for entrepreneurs by BTC. These courses stand as a model in human resources development. The target audience has been effectively serviced, the use of project resources maximized and a local institution performed the role of primary training resource.

Nearly 300 owners of small to medium-scale enterprises have benefitted from the HRDA sponsored private sector training activities. About 75 percent of the participants are female, and most reside in rural areas. Courses have been held in each of the country's ten Districts. The Team's assessment that the series of business training activities for SME's are a major accomplishment is based on a review of course materials, a site visit to one of the classes in session, interviews with course enrollees and former participants, and responses to BTC distributed questionnaires.

"New" entrepreneurial knowledge was imparted to persons with limited formal training and no commercial education. The business owners, most for the very first time, were systematically exposed to practical aspects of business management, such as, problem-solving and decision-making for a business environment, bookkeeping, inventory maintenance, business planning, marketing, the function of credit and open accounts, etc. Participants were unanimous in their opinion that they were able to run their enterprises more professionally and efficiently because of project sponsored training activities. Many viewed the opportunity to dialogue with other business owners as being as valuable as the course content itself.

The District business training program should most definitely continue for the life-of-project. Numerous new entrepreneurs need to be reached, and former participants have on-going skills and management development requirements. Future training activities could be further strengthened if greater practical business applications and experimental methodologies are employed; and follow-up between courses introduced.

BTC, the local training resource institution, was created in 1974 to provide management training to Basotho SME's throughout Lesotho. The Center is managed by a Board composed of the Ministry of Trade and Industry, LCCI and IEMS/NUL. Day-to-day supervision is rendered by IEMS. BTC is well situated to service HRDA target groups and it has no equal locally in the area of business management educational experience or demonstrated commitment. The Center makes creative use of its scarce resources. Their effectiveness could be enhanced and the relevance of instructional technologies updated through training-of-trainers workshops for BTC staff in priority areas.

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Project Management

HRDA has successfully sponsored training activities for hundreds of persons within the public and private sector target audiences. Strides are being made toward the achievement of project objectives, including strengthening GOL management capacity by upgrading staff skills in key organizations, and enhancing business acumen among SME's throughout Lesotho. There is general agreement of all interested parties that an increase in the pace of the development of training activities for the remainder of the project is desirable. In order to accommodate this goal and broaden HRDA's potential outreach,

It is recommended:

- that two workshops, one each for public and private sector target audiences, be organized to further clarify HRDA objectives, training activities eligible for support, guidelines for participation and training requests procedures; and
- that the financial management procedure requiring payment on a cost reimbursement basis be periodically reviewed and that optional disbursement arrangements be applied to individual organizations in support of specific training activities as deemed appropriate.

B. Program Development

Throughout recent decades of experiential training, student internship programs have proven their value in a variety of diverse settings worldwide. In Lesotho where there are no strong entrepreneurial traditions and quite limited opportunities for hands-on business experience, the utility quotient for practical student placements rises dramatically. The first two cycles of NUL internships under HRDA have demonstrated merit. A formalization of the program should produce even greater benefit for the nation.

It is recommended:

- that BTC/IEMS be contracted to formulate a comprehensive student internship program and implementation plan, and that HRDA funds are committed to full support of the program.

VII. 1991/1992 TRAINING PLANS

A. Training Activities Brought Forward from PILs no. 6 & 7, 1990 Training Plans to be incorporated in 1991 Training Plan

Activities	Number of Participants	Length of Training	Organizers/ Venue	(US \$) Costs
1. GOL				
a. Min. of Planning Financial Control & Management Course	2	2-4 weeks	ESAMI	6,000
b. Min. of Finance Financial Control & Management Course	2	2-4 weeks	ESAMI	6,000
c. Min. of Trade & Industry				
i. Teaching/Extension Skills Course for BEO's	20	5 weeks	IEMS/ In-country	15,000
ii. Course for Commercial Officers to apply their urban skills in a peri- urban setting	10	2-weeks	In-country	7,000
d. Dept. of Youth and Women's Affairs. 10 District workshops on Women in Development Issues	300	3 days each	In-country	26,000
2. GOL related Organizations				
a. BEDCO - In country workshop on Training of Trainers for Entrepreneurial development; Customer Relations; and Advanced Issues in Financial Management	15	3-weeks	In-country	12,000
b. BTC - Women's Small Business Training in 10 Districts	200	1-week each	BTC In-country	15,000

3.	Private Sector Training			
a.	LCCI-Institutional Strengthening Salary/Executive Director	1		15,000
b.	ALE- under LCCI will conduct workshops on ¹ Export Marketing and ² Marketing Research	30 ¹ 30 ²	2-weeks ¹ 2-weeks ²	In-country ¹ In-country ² 20,000 ¹ 20,000 ²
c.	WIB to be included with ALE in the new training activities, i.e., export, management and marketing courses			
d.	National University of Lesotho Student Internship Program (BTC to be contracted to develop the internship program and to supervise students)	20+	3-months	BTC In-country 20,000

B. 1991 Training Plan

Activities	Number of Participants	Length of training	Organizers/ Venue	(US \$) Costs
1. GOL				
a. A one day seminar for decision-makers to review HRDA project aims and objectives, and participation criteria, etc. (This should include the 5 Ministries and GOL related organizations)	16	One day	NMDS & HRDA Coordinator	1,500
b. A series of one day workshops for Training Officers to help them produce training plans for their Ministries and organizations	10		NMDS & HRDA Coordinator	2,000

c.	Min. of Planning, Economic Affairs				
i.	Managing the Training Functions Program	2	2-4 weeks	ESAMI	8,000
ii.	Computer Utilization Studies	2	2-4 weeks	Quadrant In-country	1,200
d.	Min. of Employment				
i.	Labor Relations-Employers	20	2-weeks	In-country	10,000
ii.	Statistics-Manpower Projections and Analysis for Planning Development	20	2-weeks	In-country	10,000
iii.	Labor Relations-Workers	20	2-weeks	N.U.M Leribe	12,500
e.	Min. of Information				
i.	Training in Lay-out and Design	5	3-days	Media Unit IEMS	2,000
ii.	Seminar on Journalism	5	2-weeks	In-country	10,000
f.	Min. of Trade and Industry				
i.	Modern Techniques of Managing Committee Work/Meetings	1	2-4 weeks	ESAMI	4,500
ii.	Follow-up Course on "Small Scale Accounting and Financial Management" for BEO's	10	1-week	IDM/BTC In-country	10,000
iii.	Course on "Small Scale Business Development, marketing and sales management for Trade Counselors & Commercial Officers"	20	1-week	IDM, Walakira In-country	10,000
iv.	Course on Export Marketing and Promotion for TPU staff, ALE, WIB and LMA	10-20	1-week	BTC In-country	10,000

g.	Dept. of Youth and Women's Affairs				
	i. Management Program for Women Entrepreneurs	1	2-4 weeks	ESAMI	4,500
2.	GOL related Organizations				
a.	LNDC-Effective Management and Leadership Skills	20	2-3 days	In-house	3,000
b.	BEDCO - Management Program for Women Entrepreneurs	1	2-4 weeks	ESAMI	4,500
c.	LB/LADB/Central Bank, T.& I., Finance, etc., Workshop on Credit Analysis and Monitoring of Projects	20	2-weeks	In-country	20,000
d.	BTC				
	i. Follow-up workshops for former entrepreneur participants in 10 Districts	300	1-week each	In-country	20,000
	ii. Courses for new business owners in 10 districts; development and printing of training materials	300	1-week each district	BTC	50,000
	iii. Workshop for Exporters and Importers, teaching materials	25	3-days	BTC	15,000
	iv. TOT to increase training capacity of BTC	15		External Consultant IDM/OED In-country	25,000
3.	Private Sector through LCCI				
a.	LIAS/CAS - Tuition grants for worthy students	10		In-country	10,000

<p>b. A resource person from the U.S. to assist ALE, WIB, LMA in organizational development. Duties will include:</p> <p>i. -Membership Training Needs Assessment</p> <p>-Develop a "Benefits Service Package" for each organization</p> <p>-Suggest how to sustain a service organization</p> <p>ii. Workshops for members of ALE, WIB, LMA in:</p> <p>-Marketing/Distribution</p> <p>-Staff Supervision</p> <p>-Customer Relations</p> <p>-Financial Management</p> <p>-Access to Credit</p>	30	3-6 weeks	External Consultant	60,000
		2-weeks	IDM/BTC In-country	25,000

C. 1992 Training Plan

Activities	Number of Participants	Length of Training	Organizers/Venue	(US \$) Costs
<p>1. GOL</p> <p>a. Min. of Planning and Economic Affairs. Selected Issues in Managing Development for Government Planners.</p>	2	2-4 weeks	ESAMI	8,000

<p>b. Min. of Finance</p> <p>i. Financial Planning Control</p> <p>ii. Issues in Management of Government Budgeting</p> <p>iii. Financial Restructuring</p>	<p>1</p> <p>1</p> <p>1</p>	<p>2-4 weeks</p> <p>2-4 weeks</p> <p>2-4 weeks</p>	<p>ESAMI</p> <p>ESAMI</p> <p>Arthur D. Little MEI</p>	<p>4,500</p> <p>4,500</p> <p>3,000</p>
<p>c. Min. of Trade and Industry</p> <p>i. Executive Development for Women Managers</p> <p>ii. TOT in Small Scale Enterprises for BEOs</p> <p>iii. Training and follow-up Methodologies for Trade Counsellors</p> <p>iv. Seminar on Counselling, Inspection and Report Preparation for Trade Counsellors</p>	<p>1</p> <p>10</p> <p>10</p> <p>10</p>	<p>2-4 weeks</p> <p>1-week</p> <p>1-week</p> <p>1-week</p>	<p>ESAMI</p> <p>IDM/R. Pfau In-country</p> <p>IDM/R. Pfau In-country</p> <p>IDM In-country</p>	<p>4,500</p> <p>10,000</p> <p>10,000</p> <p>10,000</p>
<p>d. Dept. of Youth and Women's Affairs</p> <p>i. Project Planning and Management for Women Project Managers</p> <p>ii. Executive Skills Development for Women Managers</p>	<p>1</p> <p>2</p>	<p>2-4 weeks</p> <p>2-4 weeks</p>	<p>ESAMI</p> <p>ESAMI</p>	<p>4,500</p> <p>8,000</p>
<p>2. GOL related Organizations:</p> <p>a. BEDCO - Loan officers to be trained in credit appraisal for small scale enterprises</p>	<p>5</p>	<p>3-weeks</p>	<p>In-country</p>	<p>5,000</p>

b. BTC i. Training Workshops for Income-generating projects and Women Entrepreneurs for LNCW and other Women's groups in 10 Districts ii. Training of BTC staff in Consulting and Advisory Service, Designing Instructional Materials and Promotion of Small Scale Enterprise	200 3	1-week 1-3 weeks	BTC In-country In-country or regional	10,000 17,000
3. Private Sector through LCCI a. LCCI - Institutional Strengthening. Salary/Executive Director	1		In-country	15,000
TOTAL (LOP)				631,700

APPENDIX 1

SCOPE OF WORK FOR THE EVALUATION TEAMI) BACKGROUND:

The regional Human Resources Development Assistance (HRDA) Project is intended to provide non-project training in support of USAID missions' development strategies and in conformity with two specific objectives set by AID/W for the HRDA Project: at least 50% of training will support private sector development and at least 35% of all project trainees will be women.

A five-year country training strategy for USAID Lesotho was developed in March 1988 based on an assessment of local training needs, primarily within the private sector. USAID Lesotho's country training strategy provides for approximately 80% of project training for private sector development. Due to the high degree of participation of women in the local economy, the mission will target 50% involvement of women participants in the HRDA training for Lesotho.

USAID LESOTHO'S DEVELOPMENT PRIORITIES:

USAID Lesotho's CDSS addresses six key constraints to Lesotho's economic and social development:

1. lack of planning and decision making skills within key GOL ministries;
2. inefficient land use and agricultural practices;
3. weak marketing and private sector infrastructure;
4. high levels of unemployment and dependency upon migrant labor to RSA;
5. inadequate educational system to provide relevant education and training; and
6. rapidly expanding population.

The HRDA Project training activities concentrate on two key areas which support the mission's development objectives but are not adequately addressed by current bilateral projects:

1. increasing the GOL capacity to manage scarce resources; and
2. increasing private sector employment capacity to reduce unemployment and dependency on migrant labor.

TYPES OF TRAINING TO DATE:

In-country: total number of FEMALES: 228
total number of MALES: 106

Third Country: total number of FEMALES: 13
total number of MALES: 5

U.S.A. (short-term):

total number of FEMALES: 5
total number of MALES: 3

II) EVALUATION OBJECTIVES:

A. General: Together with a local evaluation specialist hired by USAID/Lesotho, review progress to date and make recommendations to improve the training system.

B: Specific:

1. Review the HRDA country training strategy and the needs of the organizations for which training is aimed; assess progress to date and determine whether the training objectives continue to be relevant to the country's development needs.

2. Analyze data by gender on returned participants and interview a sample of these to determine the usefulness and relevance of training. Review distribution of training to men and women.

3. Identify problem areas or constraints which may inhibit attainment of project objectives and relevance of proposed and implemented training. Measure progress toward planned targets; determine why the project is or is not achieving its planned targets.

4. Make recommendations on how the HRDA Project can be more responsive to both public and private sector training needs and determine if the original plan is still valid. If not, indicate why not. If it is, indicate how well we are progressing in obtaining our goals.

5. Make recommendations to overcome constraints and problems which have been identified by the evaluation team.

6. Develop training plans for 1991/92 for the public and private sectors which will more closely adhere to the new findings.

III) SCHEDULE OF WORK:

The two person team shall work from 0800 hours to 1700 hours, from Monday to Friday, for a period of twenty (20) working days, over a four-week period.

WEEKS 1 AND 2:

- Review HRDA documentation - original plan and training to date (PIO/T's, PIO/C's and MACS reports).
- Conduct interviews with a sample number of former participants to find out the effectiveness and relevance of training received.
- Conduct interviews with training officers in the five Ministries concerned with the HRDA Project.
- Conduct interviews with the two implementing agents, LCCI and NMDS, to find out their thoughts on the implementation of the project, and any suggestions they have for improvement, and for future training in 1991 and 1992.

WEEKS 3 AND 4:

- Continue data gathering and preparation of reports.

Reports:

The team shall submit to the S/GDO and the HRDA Coordinator their first draft at the end of the third week of their consultancy. The final report should be submitted to USAID at the end of the consultancy.

IV. TYPE OF SPECIALIST:

The candidate must have experience in:

- evaluation techniques,
- in-country and third country training programs for development of both private and public sectors, and preferably, experience in,
- HRDA projects, and,
- training of women.

APPENDIX 2

List of Persons Interviewed

GOL and related organizations

Lebajoa, M.G.(Ms.)	-	BEO, Ministry of Trade and Industry
Lebusa, J. (Mr.)	-	Head, Business Training Center, IEMS, National University of Lesotho
Lejakane, L. (Mr.)	-	Director, Lesotho News Agency Min. of Information
Mahanetsa, M.T. (Mr.)	-	Managing Director, BEDCO
Makhalanyane, L. (Ms.)	-	Chief Staff Development Officer, NMDS
Maleke, M. (Dr.)	-	Lecturer, Business Admin., Faculty of Social Sciences, NUL
Maleke, S. (Mr.)	-	Trade Counselor, Ministry of Trade and Industry
Maseela, F.R. (Mr.)	-	Asst. Personnel & Admin. Manager, BEDCO
Matela, M. (Ms.)	-	Training Officer, LNDC
Mohlomi, L. (Mr.)	-	Staff Development Officer, LNDC
Mophethe, M. L. (Dr.)	-	Deputy Principal Secretary, Ministry of Employment, Social Welfare and Pensions
Motlohelo, M. (Ms.)	-	Training Officer, Ministry of Trade and Industry
Ntsonyane, R.M. (Ms.)	-	Commissioner, Dept. of Youth & Women's Affairs
Petlane, E. (Mr.)	-	Deputy Director for Planning, Promotion & Research, LNDC
Pitso, M. (Ms.)	-	Director, NMDS
Taoana, M. (Ms.)	-	Personnel Officer, Ministry of Finance

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Private Sector

- Everet, E. (Ms.) - Manager, Moteng Weavers
- Human, A.W. (Mr.) - Finance/Admin. Manager, Maseru Clothing Manufacturers
- Leketa, M. (Ms.) - Manager, Trading Store
- Maisa, L. (Ms.) - Manager, Trading Store
- Mapheleba, M. (Ms.) - Manager, Trading Store
- Matji, R. (Mr.) - Secretary General, LCCI
- McCole, B. (Mr.) - Director, Center for Accounting Studies
- Mohlotsane, N. (Mr.) - Manager, Trading Store
- Moteane, M. (Ms.) - Manager, M.A. Moteane & Co. President, WIB
- Phafane, M. (Ms.) - Manager, Trading Store
- Tsoanamatsie, M. (Mr.) - Managing Director, LCCI

USAID Staff

Buzzard, Catherine (Ms.)	-	Women In Development Officer
Les Ormeaux, Pierre (Mr.)	-	HRDA Coordinator
DuRette, Jean (Ms.)	-	Supervisory/Program Development Officer
Khan, Zak (Mr.)	-	Assistant Controller
Malahleha, Celestine (Ms.)	-	Training Officer
Meadowcroft, Jean (Dr.)	-	Supervisory/General Development Officer
Reibel, Jaime (Mr.)	-	Private Sector Officer
Zelaya, R. (Mr.)	-	Controller