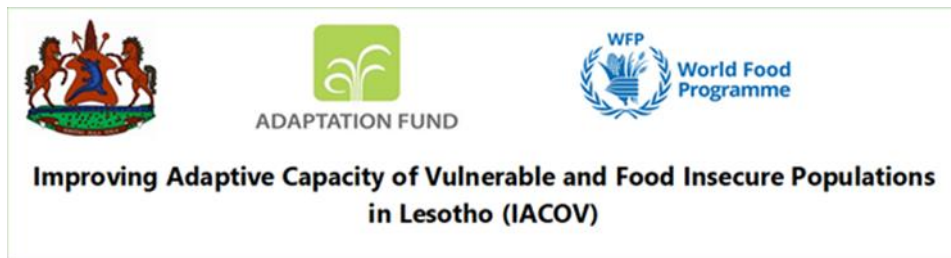


# **The Mid-Term Review of Improving the adaptive capacity of vulnerable and food-insecure populations in Lesotho Project**

## **MTR Report**

**31 May 2023**

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# Acronyms

Acronym	Definition
AF	Adaptation Fund
CSO	Civil Society Organization
DA	District Administrator
DAO	District Agriculture Office/r
DC	District Coordinator
ED	Electoral Division
ESMP	Environmental and Social Management Plan
FFS	Farmer Field School
FRSC	Ministry of Forestry, Range and Soil Conservation
IACOV	Improving Adaptive Capacity of Vulnerable and Food Insecure Populations in Lesotho
ICA	Integrated Context Analysis
IRI	International Research Institute
IWM	Integrated Watershed Management for Improved Agro-Pastoral Livelihoods in the Seapala sub-catchment
KAP	Knowledge Attitudes and Practices
LDC	Least Developed Countries
LMS	Lesotho Meteorological Services
LRP	Land Rehabilitation Programme of Lesotho
LVAC	Lesotho Vulnerability Assessment Committee
M&E	Monitoring and Evaluation
MAFSN	Ministry of Agriculture Food Security and Nutrition
MTR	Midterm Review
NAPA	National Adaptation Programme of Action
NCCARCS	National Climate Change Awareness Raising and Communication Strategy
NDC	Nationally Determined Contributions
NUL	National University of Lesotho
OECD DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
PDM	Post Distribution Monitoring
PMU	Project Management Unit
PS	Principal Secretary
PSC	Project Steering Committee
ROLL	Restoration of Landscapes and Livelihoods project
ToR	Terms of Reference
UNFCC	United Nations Framework Convention on Climate Change
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
WFP	World Food Programme

# 1. Executive Summary

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In response to a request of the Government of Lesotho and with support of the World Food Programme (WFP) as the Multilateral Implementing Entity, the Adaptation Fund (AF) approved a grant of USD9,999,894 project titled “Improving Adaptive Capacity<sup>1</sup> of Vulnerable and Food Insecure Populations in Lesotho” in 2020. The project will end in October 2024. The overall objective of the project is to improve the adaptive capacity of vulnerable people by addressing some of the barriers imposed by climate change on livelihoods in Lesotho. The project achieves this by; Strengthening government capacities to generate climate information and promote its use to forecast risks of climate shocks, mobilise early action, and co-develop tailored and locally relevant climate services for communities; Raising awareness of communities, women, youth, people living with HIV, and other vulnerable groups on the impacts of climate change, the importance of adaptation, and the use of climate information for seasonal planning and climate risk management; Empowering communities to undertake community-based planning processes that facilitate implementation of appropriate resilience building and adaptation. The project strategy involved implementing the strengthening capacity and awareness creation components countrywide, while the empowerment of communities component is restricted to the three southern districts of Mafeteng, Mohale’s Hoek and Quthing. Component three focused on public works and cash transfer during the lean season and creation of household assets to improve livelihoods.

It is executed by Government of Lesotho, through the Lesotho Meteorological Services (LMS) in collaboration with the Departments of Forestry, Range and Soil Conservation (FRSC) in the Ministry of Defence, National Security and Environment and partnering with the United Nations World Food Programme. The project is headed by the project Coordinator and supported by the technical staff to lead different activities of the project. The project implementation began in October 2020 with the inception workshop chaired by LMS and co-chaired by the Departments of Forestry, Range and Soil Conservation.

In March to May 2023, the implementing entity (WFP) in consultation with the executing entities commissioned a Midterm Review of the project to assess the physical progress and quality of the project implementation, identifying reasons for the success and to make recommendations to overcome issues in terms of the remaining project duration and available financial resources. An assessment was carried out in the three project implementation districts and areas in Mafeteng, Mohale’s Hoek and Quthing districts (Annex 6.4). Data collection methods included review of project documents, field visits and observations, key informant interviews, focus group discussions and validation with the key project partners.

Overall, the project has a moderately satisfactory level of progress. As of October 2022, project expenditure was at 68% (actual expenditure is 52%) against the total project budget. The physical progress is just above 50% of the planned activities and given the remaining time some activities are unlikely to be completed in the scheduled time. Over 40,000 households under component 1, category A have benefited (90% achievement) so far from the cash transfer and assets creation during the lean season period. Under category D of beneficiaries, they are already receiving localized forecasts. Based on the capacity

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<sup>1</sup> Adaptive capacity is the potential or ability of a system, region, or community to adapt to the effects or impacts of climate change variability.

strengthening provided by the project, the actual numbers benefiting from awareness creation and the assets are yet to be determined. However, the review found that there were some areas of improvement in the project execution including the following: coordination between the two executing entities as well as among divisional level implementing partners, complementarity in implementing the three components, inadequate technical oversight to the project interventions, delays in approval procedures related to procurement of inputs and services, inconsistent monitoring of activities and transfers of extension staff at the district level. Inconsistent monitoring of activities at the field level by relevant line ministries resulted in community assets structures that are not well constructed and executed in some project sites. The performance of Executing Entities (EE) being Lesotho Meteorological Services (LMS) and Forestry Range Management and Soil Conservation were considered excellent and good respectively. The performance of the Project Steering Committee (PSC) is excellent while that of the Project Technical Committee (PTC) is considered good.

In terms of accountability, the project relies on WFP funding mechanisms and backstopping to reinforce accountability. The project also has structures such as Project Management Unit (PMU) and PSC to facilitate implementation and to ensure accountability. Project staff members are governed by rules and regulations administered by WFP country office. The project participates in WFP Annual Performance Plans (APP) to report and update WFP as an MIE on project progress and performance of activities. It is at this forum where the project annual plans are also presented and discussed.

Accountability to the communities is also ensured by having the community reporting mechanism where beneficiaries report synonymously. During the field visits, the communities confirmed having toll free numbers for reporting their complains and grievances. The National University of Lesotho (NUL) has the responsibility of handling this task and operates toll free numbers to receive complains and grievances from the communities. NUL compiles and communicates the information with WFP on a weekly basis, and the information is forwarded to the relevant department including IACOV. Issues that are more urgent and requiring immediate action are communicated with WFP promptly for immediate response to be taken.

The project has taken environmental considerations seriously from the onset. It was screened for its potential environmental and social impacts as indicated in the project document and was categorised as of medium risk. The risk screening and assessment carried out followed the 15 social and environmental principles of the AF. The WFP screening tool was modified to meet the requirements of the AF. Activities under Components 1 and 2 had no environmental impact. They included studies, institutional capacity development, co-development of tailored climate information for communities and awareness raising strategy. Component 3 has potential to affect the environment and hence the screening of community adaptation plans and activities was carried out before their approval to assess the actual risk category, taking into consideration the location and the social and environmental context.

Sustainability was taken into consideration from project inception phase. All three components have elements of sustainability in them. Component one on forecasting is the mandate of LMS and will continue with that activity even beyond the project life. The information generated will be shared with DMA for generation of useful early warning messages for dissemination to the end users, thus feeding into component 2. Information sharing is also the responsibility of DMA with regards to hazards while the wide dissemination of the National Climate Change Awareness Raising and Communication Strategy (NACCARCS) is the responsibility of LMS and will be on their custody beyond project life. Component 3

activities are led by communities with technical support from the Ministry of Agriculture Food Security and Nutrition (MAFSN) and FRSC. The different livelihood strategies promoted are mainly agriculture orientated and remains the mandate of MAFSN to ensure their sustainability beyond the project life.

The project provided a lot of capacity building interventions for the government officers and the project beneficiaries. That capacity will go a long way in ensuring that the activities are sustainable beyond the project life. That would be possible if the knowledge acquired is put into use and there is political will and ownership by the relevant government departments and the project beneficiaries. At the community level, there were signs of sustainability observed. It is estimated that 20 to 30% of the households are showing signs of resilience. There is still room for improvement by the communities.

In conclusion, the project team has a big task ahead in terms of completing the planned activities of the project within the defined remaining time frame. The presence of a full project team, availability of drafted community project proposals, concept notes from stakeholders, and enthusiasm of all key partners to deliver results together with the availability of funds are the key strengths and opportunities to drive towards the overall goal. However, it may not be realistic to achieve all the objectives that were set within the remaining period in consideration of the implementation delays due to factors external to the project. Examples of such factors includes delays in implementation due to COVID 19 protocols that prohibited gathering of people in large groups during project introduction, delayed procurement of specialised equipment for Lesotho Meteorological Services due to delays by suppliers to deliver the equipment. In order to complete the capacity building process, information dissemination sessions, and to sustain the interventions already in place it will require a minimum of 6 months no cost extension period beyond October 2024. With this context in hand, the implementing entity, WFP in consultation with the PSC, should consider requesting the donor, Adaptation Fund, for a no-cost extension for a six months period in order to complete the project activities.

To expedite project delivery for the remaining project life, it is recommended that the project revisits the results framework and assesses what can reasonably be done within the remaining period and the budget. The project is lacking behind implementation of output 3.1.3 on value chains and market activities, study on local knowledge and beliefs on climate change and acceptability of climate services (output 1.2.1), as well as the purchase of 500 metric tons of beans and fortification of 2 500 tons of maize and sorghum meal (output 3.1.3). To improve monitoring of activities, the field-based officers have been encouraged to participate in the Monthly monitoring visits in a consistent manner. Going forward, the field-based officers will carry out the monitoring exercise with minimal support of the PMU. In addition, based on the findings and recommendations of the MTR, a meeting with all relevant key stakeholders is held to discuss the challenges encountered during the roll out of project activities and to map the way forward for smoother implementation. These challenges pose a risk to the sustainability of the project. It is also suggested that a participatory well-formulated action plan should be developed for the remaining project implementation period. The project should also develop an exit or transition strategy within the next 12 months to sustain the inputs already delivered to the beneficiaries and to add a strong capacity building programme together with a close M&E mechanism. Awareness raising of the project should be treated as a continuous process to ensure that the beneficiaries understand the importance of adaptation strategies promoted by the project. Active involvement of youths as owners and not caretakers on behalf of their elderly should also be considered.

## 2. Introduction

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### 2.1. Purpose of the MTR and objectives

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The purpose of this assignment is to conduct the midterm review (MTR) of IACOV project in order to inform project management decision making process and taking the necessary adjustments on implementation for the remaining implementation period. As indicated in the Terms of Reference (ToR), the MTR aims to assess:

- Assess progress towards the achievement of the project objectives and outcomes as specified in the project document;
- Assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve intended results;
- Assess accountability measures undertaken by the project; and
- Review the project strategy and its risks to sustainability.

### 2.2. Scope and methodology

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#### 2.2.1. Scope

This MTR assesses the performance of the project for the two years of implementation starting in October 2020 up to October 2022. The MTR assesses progress with regards to:

Project strategy: project design, results framework;

Progress towards results (outcomes);

Project implementation and adaptive management: management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation (M&E) systems, stakeholder engagement, reporting, communication; and

Sustainability: financial, socio-economic, environmental, institutional framework and governance risks to sustainability.

It provides conclusions and recommendations derived from the findings.

#### 2.2.2. Methodology

This MTR has been implemented following a structured process that integrates data collection and data analysis, in order to assess the relevance, effectiveness, efficiency, and sustainability of results of the ongoing project, proposing recommendations for the remainder of the implementation. The review has been conducted considering Organization for Economic Co-operation and Development (OECD)'s



Development Assistance Committee (DAC) criteria and following ToRs and the Guidelines for adaptation fund project/programme final evaluations. The review will also be carried out in accordance with United Nations Evaluation Group (UNEG)'s Code of Conduct for Midterm Review Consultants. In this context, the review adopted a collaborative and participatory approach ensuring close engagement with key stakeholders and provided information that is credible, reliable, useful, and based on evidence.

#### 2.2.2.1. Data collection

Both primary and secondary data have been collected. Secondary data has been collected from project management staff and partners as well as through desk review of project documents, policy documents and others – a list of consulted documents is provided in Annex 6.3. Primary data has been collected mostly through interviews and direct observation, during the field visits to the three southern districts of Mafeteng, Mohale's Hoek and Quthing. Annex 6.4 indicates the consulted stakeholders, while Annex 6.5 provides the detailed MTR plan.

#### 2.2.2.2. Data analysis

The reviewer has compiled and analyzed all collected data on progress towards meeting the project targets, intermediate results achieved, and gaps reported, if any. In order to ensure that the information was collected and cross-checked by a variety of informants, data triangulation has been a key tool for the verification and confirmation of the information collected. Findings are related to pertinent information through interpretative analysis. This systematic approach ensures all the findings, conclusions and recommendations are substantiated by evidence.

#### 2.2.2.3. Analytical framework

The following elements have been used as the analytical framework for this MTR:

**Evaluation matrix:** Based on an initial documentation review and AF Evaluation Guidance document, an evaluation matrix was elaborated and is included in Annex 0. The MTR matrix is a key tool for data collection and analysis. It includes the review questions as set in the ToRs and details the most relevant qualitative and quantitative indicators that inform on the evaluative questions, information sources and data collection methods.

**Triangulation** of information ensures the validity and accuracy of findings.

**Participatory and gender-sensitive approach:** to ensure that the perspectives of most vulnerable populations are considered in the review.

#### 2.2.2.4. Process

This MTR has been structured around three phases. It started with documentation review. This allowed the reviewer to clarify the context around the project and identify the main challenges of the review and information gaps to be completed. The analytical framework and related evaluation matrix were developed based on this preliminary document review. An Inception Report was then developed to clarify the review process. Once the Inception Report was approved, the reviewer undertook data collection as

described in Section 2.2.2.1 **Error! Reference source not found.**, including a fifteen-days field visits to the three districts. At the end of the MTR field visits, initial findings were supposed to be presented to project stakeholders, but that did not happen because the interviews with key stakeholders in Maseru were yet to be completed. Once all relevant information was acquired, the reviewer proceeded to data triangulation, and careful analysis of all collected data, in order to establish evidence-based findings and draw well-informed conclusions and recommendations for the remainder of the project life. The draft MTR report has been prepared.

This draft MTR report is being submitted to WFP and the IACOV PMU, and will be disseminated to all relevant stakeholders as deemed appropriate, allowing the participation of a broader range of stakeholders than those interviewed during the data collection. Comments received were taken into account for the finalization of the MTR report. A comment response matrix will be provided in order to track the comments and the response given.

#### 2.2.2.5. Limitations

The field visits focused mainly on beneficiaries that benefited from the cash transfers and currently working on the community assets. The secondary beneficiaries could not be located with ease and hence were excluded from becoming the primary sources of information. The project does not have their data base.

## 2.3. Structure of the MTR report

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This draft MTR report is organized as follows. Section 1 provides an executive summary. Section 2 explains the purpose, scope and methodology of the review, and presents the structure of the report. Section 3 provides a brief description of the project and its background. Section 4 presents the findings of the review, focusing on particular on project strategy, progress towards results, project implementation and adaptive management, and sustainability. Section 5 presents the conclusions and recommendations. Finally, section 6 provides the annexes, which include the evaluation matrix the list of consulted documents, the list of consulted stakeholders, the MTR plan, the interview protocols and the ToRs.

## 3. Project description and background context

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Lesotho is a two million people, 30,255 km<sup>2</sup> landlocked country in Southern Africa, enclaved within South Africa. Its territory is composed of four agro-ecological zones, namely: the Lowlands (17% of the land), the Foothills (15%), the Mountains (59%), and the Senqu River Valley (9%). Its topography is mountainous, with the lowest point being at 1,400 m above sea level and its highest point at 3,482m above sea level. While 86% of the population relies on agriculture for subsistence, only 14% of the country's land is arable. Lesotho is on the list of Least Developed Countries (LDCs), and the proportion of the population living below the national poverty line decreased from 56.6 percent in 2002 to 49.7 percent in 2017. Urban areas

experienced a 13 percent point reduction in poverty from 41.5 percent to 28.5 percent, while poverty stagnated in rural areas, decreasing marginally from 61.3 percent to 60.7 percent. As a result, the gap between rural and urban poverty further widened. Its population is highly dependent on agriculture, and food security is a recurrent issue. Climate change poses important threats to the country’s population and economy. As temperatures are projected to increase, so are climate extremes (both hot and cold days). Rainfall patterns are also projected to change and become more erratic, with seasonal changes and an increase in the intensity and frequency of floods and droughts. This is expected to combine with existing factors that include soil erosion, loss of arable land, migration to the lowlands, high poverty levels, and competition of crops and livestock to exacerbate socioeconomic issues in the country.

To address these challenges, Adaptation Fund made resources available for implementation of a climate change adaptation project. The project “Improving Adaptive Capacity of Vulnerable and Food Insecure Populations in Lesotho” (IACOV) is executed by Government of Lesotho, through the Lesotho Meteorological Services (LMS) in collaboration with the Departments of Forestry, Range and Soil Conservation (FRSC) in the Ministry of Defence, National Security and Environment and partnering with the United Nations World Food Programme (WFP) to address the effects of climate change in Lesotho through a multiyear project funded by the Adaptation Fund (AF). The objective of the project is “to improve the adaptive capacity of vulnerable people by addressing some of the barriers imposed by climate change on livelihoods in Lesotho.” This is delivered through three components:

Component 1 – Strengthening government capacities to generate climate information and promote its use to forecast risks of climate shocks, mobilise early action, and co-develop tailored and locally relevant climate services for communities.

Component 2 – Raising awareness of communities, women, youth, people living with HIV, and other vulnerable groups on the impacts of climate change, the importance of adaptation, and the use of climate information for seasonal planning and climate risk management.

Component 3 – Empowering communities to undertake community-based planning processes that facilitate implementation of appropriate resilience building and adaptation.

Components 1 and 2 have a nationwide reach while component 3 is implemented in selected project sites in the three districts. The project is implemented in the three vulnerable districts of Mafeteng, Mohale’s Hoek and Quthing. These districts are in the southern lowlands of Lesotho. The targeted project area and beneficiaries were identified using two complementary and mutually reinforcing frameworks, namely the 2007 National Adaptation Programme of Action (NAPA) and the 2015 Integrated Context Analysis (ICA).

There are four different types of project beneficiaries, as indicated in Table 1.

Table 1: Summary table of project beneficiaries

Category	Receiving benefits from:	No. of people	Total beneficiaries
A	Cash transfers, inputs, tools and technical assistance (the most vulnerable)	42,840	Total number direct beneficiaries in 3 districts = 86,000
B	Inputs, tools and technical assistance (food insecure but less vulnerable people)	43,160	

C	Community assets, climate services and awareness raising	215,000	Total number direct beneficiaries in 3 districts = 215,000
D	National-level awareness raising strategy	800,000	Total number indirect beneficiaries nationally = 800,000

The project targets 60% female and 40% male beneficiaries for categories A and B. Category C beneficiaries represent the total population of the three southern districts of 215,000, of which 52 percent are women/girls, and 48 percent are men/boys. Of the total of 215,000 people, 24 percent or 51,600 are youth.

In the three southern districts, direct benefit from the asset building activities under Component 3, through the cash-based transfer (CBT) mechanism, are implemented at 21 project sites and for 3 out of the 4 years of the project’s duration. The transfer will be provided to assist vulnerable food insecure people to cover their food gap during the lean season, so that they are able to participate in asset creation activities to build their resilience and to adapt their livelihoods for longer-term climate change.

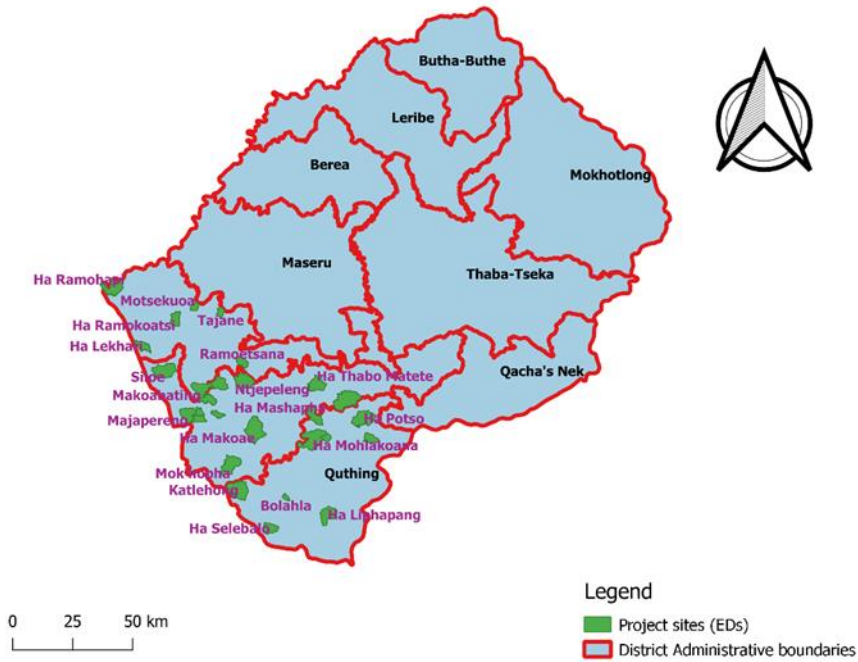


Figure 1: Project implementation sites

The project objectives are in line with the major goals of the government of Lesotho's 2019 National Strategic Development Plan II as well as the WFP’s Country Strategic Plan (2019-2024) outcomes. The project was launched on October 8th 2020 and is expected to end in October 2024. The mid-term review covers the two years beginning with the day of the launch to 30 October 2022.

## 3.1. Objective and Scope of the Mid-term Review

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As indicated in the Terms of Reference (ToR), this mid-term review (MTR) aims to:

- Assess progress towards the achievement of the project objectives and outcomes as specified in the project document;
- Assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve intended results;
- Assess accountability measures undertaken by the project; and
- Review the project strategy and its risks to sustainability.

To address the above objectives, the following key review questions were addressed:

- Project strategy: project design, results framework/logframe;  
Is the project design relevant to the needs identified as well as the underlying assumptions?
  - Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Progress towards results (outcomes);
  - What is the current progress compared to the baseline data and the current Progress Performance Report?
- Project implementation and adaptive management: management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation (M&E) systems, stakeholder engagement, reporting and communication;
  - Are there any changes in the project management as outlined in the Project Document? Are work-planning processes results-based and guided by the project's results framework?
  - Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
  - Are the existing monitoring tools participatory, useful, efficient and cost effective?
  - Has the project developed and leveraged the necessary and appropriate partnerships with direct and indirect stakeholders?
  - Is communication and reporting regular and effective with relevant stakeholders?

Sustainability: financial, socio-economic, environmental, institutional framework and governance risks to sustainability.

- Are all risks to sustainability taken into consideration during planning, implementation and reporting?

It provides conclusions and recommendations derived from the findings and according to the template provided.

## 4. Findings

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### 4.1. Project strategy

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#### 4.1.1. Project design

##### 4.1.1.1 Importance of the problem addressed by the project at the national, district, council and community levels

The project seeks to reduce the vulnerability to climate shocks of ecosystems and livelihoods at the national level in Lesotho and in some rural communities of the country, particularly in the Foothills, Southern Lowlands and the Lower Senqu River Basin, and more specifically in the three southern districts and selected Electoral Divisions (EDs) within the Community Councils of those districts.

Desk review and interviews demonstrate that the problem addressed by the project is very relevant at the national level. Lesotho is mostly a rural country and the majority of the rural population subsists on natural resources-based livelihoods such as subsistence agriculture. The type of agriculture practiced is predominantly rainfed and therefore susceptible to climate change. Poverty is particularly prevalent among farmers. Ecosystems are highly degraded, in part due to inappropriate natural resources management practices (e.g. overstocking, overgrazing and harvesting trees for fuel wood), reducing agricultural and livestock productivity, and thus further exacerbating rural poverty. Over the past 20 years Lesotho has experienced an unprecedented number and frequency of droughts, as well as an increase in the frequency of rainstorms in winter. This has increased soil erosion – significant fertile topsoil has been washed away - and has hampered severely agriculture and livestock production. Projections from several global circulation models predict: i) increased temperatures; ii) decreased precipitation in the spring and summer seasons; iii) increased precipitation in winter and autumn; and iv) increased severity and frequency of extreme events such as floods, droughts and snowfall. These changes could further affect rural livelihoods and ecosystems. Before the project, the country had limited institutional and technical capacity to plan and implement climate-smart interventions at the national and local levels, including mainstreaming climate change adaptation into land rehabilitation efforts<sup>2</sup>. Communities also had limited awareness of the importance of implementing and knowledge on how to implement climate-smart natural resources management practices- they would rehabilitate land for cash rather than for its importance to increase resilience. The project addresses these problems, and is therefore relevant.

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<sup>2</sup> Since 2007 the Government of Lesotho, through the MFRSC implements the Land Rehabilitation Programme of Lesotho (LRP) or Integrated Watershed Management Programme. With a budget of around 10-12 USD, it operates on a cash-for-work basis, and often does not put forward an integrated catchment approach.

It is worth noting that the project document provides a detailed analysis of the specific problems in the selected community councils and villages. The project document assesses the problems at the national level, and explains the criteria used to select the districts, community councils and EDs. The three districts were selected based on their vulnerability, overlapping the delineations of the Lesotho Vulnerability Assessment Committee (LVAC) – a report is produced annually- and the National Adaptation Plan of Action (NAPA) of 2007; the Integrated Context Analysis (ICA) report, and their diversity, as they comprise all four main agroecological zones of the country, which favours scaling up lessons afterwards. The review of documents and interviews and focus groups conducted for this review confirm that the problems in the targeted areas are similar to the ones mentioned in the project document.

#### **4.1.1.2 Effectiveness of the selected strategy to achieve the intended**

The project strategy addresses the climate change impacts and the barriers for adaptation identified in the problem analysis to a great extent. Basically, the project planned to i) Strengthening government capacities to generate climate information and promote its use to forecast risks of climate shocks, mobilise early action, and co-develop tailored and locally relevant climate services for communities.

ii) Raise awareness of communities, women, youth, people living with HIV, and other vulnerable groups on the impacts of climate change, the importance of adaptation, and the use of climate information for seasonal planning and climate risk management. iii) Empower communities to undertake community-based planning processes that facilitate the implementation of appropriate resilience building and adaptation (the results framework is analyzed in section 4.1.2). It is worth stressing that the strategy of the project is based on changing the mind-set of communities so that they change the way they have been earning their living for a more sustainable one. The project varies slightly from other land rehabilitation programmes and other projects in Lesotho as it incorporates food security indicators in addition to natural resource management indicators. It is designed with an overall intended impact to improve dietary diversity at the household level complemented by improving climate resilience. In addition, the project provides cash to category A beneficiaries (those experiencing food insecurity challenges) during the lean season period for six months to address their immediate food needs. This approach is in line with 2019 public works guideline of the Ministry of Forestry that allows the provision of cash for shock-responsive purposes mainly to address food insecurity needs in public works programme and employ horizontal and vertical expansion during emergencies. The provision of cash also encouraged the beneficiaries to work voluntarily in the remaining six months. This proved difficult during implementation because most beneficiaries, in some project sites, do not attend to community works when there is no cash offered. To encourage communities to work on this, and to increase resilience, the project is employing social behavioural change strategies, enhancing market access opportunities for livelihood options at household and community levels in addition to public works. Other Income Generating Activities (IGAs) would be promoted in the remaining period of project implementation.

Desk review and interviews suggest that collaboration with the Food and Agriculture Organization of the United Nations (FAO), which implemented a similar project in three districts of Mafeteng, Quthing, and Thaba Tseka, using a Farmer Field Schools (FFS) approach, needs to be strengthened. Moreover, as discussed in section 4.2.2 below, the project must reconsider some livelihood options and IGAs that are

promoted in the few remote villages with limited access to basic developmental infrastructure. Available evidence suggests that in the hard-to-reach villages, the project may be reacting to community requests without necessarily assessing technical feasibility and medium and long-term resilience of the activities. The project has successfully lobbied participants at the project sites to make their own savings for the cycle they participate in. When the cycle has ended, they plan together on their own, to agree on any livelihood activity that they could do to continue or support their food and nutrition needs. Mostly they buy Koekoek chicks, piglets, seed and fertilizer. The project procured the piglets and their feeds and distributed them to the groups that were aspiring with the aim of producing more pigs and passing on of the piglets to the next beneficiaries. However, it was observed that livelihood options such as piggery require very specific inputs and resource poor farmers in the remote areas may not have the means maintain them in good health in the long run. While the project has employed the community based participatory planning processes and will conduct a cost-benefit analysis of specific adaptation interventions, the decision on the number of villages in hard-to-reach areas, their selection and the selection of some IGAs activities may have not considered cost-effectiveness.

The project has taken into account the lessons from past similar projects. For example, it has introduced several new interventions to address the challenges (such as gender and protection, politicization) faced by the past and ongoing projects i.e. RVCC-GEF funded project, and the Early Warning Phase II-GEF funded project. These include a) revised work norms in the environmental management activities for community members to work four hours in the community assets addressing land degradation and another four hours in the household assets to improve their livelihoods, b) depoliticization of project activities by not engaging political appointees in the governance structure of the project rather engaging Directors of different departments and allowing the communities to select the interventions that appropriately address their underlying challenges of development, c) participants enrolled for a period of three months unlike in the ordinary government public works where participants are engaged for one-month d) supporting existing government coordination structures instead of developing parallel structures for the project. e) there is a complaint and feedback mechanism where beneficiaries can report any injustices on targeting and any other operational bottlenecks that may be experienced during implementation processes. Some synergies includes collaborations with IFAD-funded projects in Mafeteng for upscaling cottage industries, upscaling the RVCC climate-smart agriculture activities, and information dissemination materials on permaculture in schools at Mohale's Hoek district.

The project document planned to establish a system for monitoring and evaluating the effectiveness of various approaches to climate change adaptation to learn lessons and use them in this and future projects. There are governance structures that the project uses. The project governance structures play an important role in sharing lessons learned with key stakeholders, including government bodies and development partners, such as FAO and United Nations Development Programme (UNDP). The systematization and exchange of lessons learned during project implementation is analyzed in more detail in section 4.3.6.



#### **4.1.1.3 Relevance of the project to the national and sub-national priorities and context**

The project is aligned with Lesotho's key development policies, such as Vision 2020 and the NSDPI 2012/13-2016/17 and 2017/18 – 2022/23. The project is also in tune with the country's climate change plans and international communications, such as the NAPA of 2007; the first and second national communications to the United Nations Framework Convention on Climate Change (UNFCCC), submitted in 2000 and 2013, respectively; the Nationally Determined Contribution (NDC) of 2015; and the Climate Change Policy 2017-2027. The project is also in harmony with Lesotho's commitment under the Hyogo Framework of Action and the Paris Agreement. In addition, the project is congruous with the National Environment Policy, the National Forest Policy and the National Biodiversity Strategy and Action Plan. Furthermore, the project is consistent with the country's Land Act, the Gender and Development Policy, and policies related to rural development. In addition, the project is in line with the district and community council development plans for 2018-2023. It is also aligned with WFP's Country Strategic Plan, especially activity 5 of the Strategic Result 4 focusing on sustainable food systems. The activity supports the design and implementation of assets that are relevant to improve and diversify the livelihoods of vulnerable communities and households affected by climate change and land degradation. The project governance structures at national and sub-national level, with management committees that are composed of representatives from different government sectors and levels, allow regular interaction and continuous alignment. As noted below, the project is also working with communities to identify activities.

#### **4.1.1.4 Extent of consultations during project design**

Available evidence shows that extensive stakeholder consultation informed project design. The project document reports a number of consultations being held with different government departments, district authorities and potential beneficiaries in 2018. These comprised an inception workshop in Maseru with key ministries; meetings at the district level with district authorities, NGOs; and consultations with communities in the three districts. Site selection also included a workshop with key national ministries and consultation with the targeted community councils and communities. Interviews at the national, district, council and community levels confirmed that the design process was highly participatory. The project document includes a stakeholder engagement plan. Interaction with key stakeholders corroborates that project implementation has been consultative – for instance, all interviewed communities indicated that they participated actively in the selection of the project activities in their villages. In most of the cases, communities were already working and had a sense of what they wanted to do. In some areas, WFP already had activities going in those areas before the project took over.

#### **4.1.1.5 Inclusion of gender issues during project design**

The project document includes sections on gender. It assesses gender-related aspects and proposes three measures to ensure that the project will contribute to gender equality, namely targeting gender- and youth-differentiated vulnerabilities into project interventions, using gender-disaggregated indicators and targets in the results framework. The project is also supported by the WFP Gender team by providing additional guidance in terms of practical tools to be used to achieve greater participation of women in

integrated watershed management, climate resilient agriculture and the related activities. The results framework and the PPRs also reports on gender issues. For example, for activities such as strengthening capacities through development of standard operating procedures in response to climate change related drought shocks has indicators reported by gender. 5 men and 1 women from LMS were trained in this regard. There seem to be more men than women in LMS hence why the observed differences in terms of people trained.

Interviews reveal that the project involves both women and men in all activities, including land rehabilitation; it promotes activities that interest women; and in some cases it is trying to actively promote gender equality. For instance, the project provides seeds to both women and men when usually men manage seeds. Training on gender equality has also been provided. Moreover, female led organizations are consulted. For example, cottage production is led by women and in some cases, women have formed cottage associations or cooperatives to promote this livelihood strategy. This is more so because cottage production can complement household income and agriculture-based livelihoods that are predominant in the project area. Indeed, available data suggests that overall at community level project activities engage more women than men (Annex 6.3). There seems to be a gender distribution on training. Women tend to participate more in general trainings and those related to agriculture, given that in Lesotho culturally men are supposed to provide money and the activities carried out by the project are voluntary, and many activities take place in the centre of the village when men take care of livestock. The project is in fact trying to engage more men in these activities. To avoid sidelining women during the implementation of the public works program, the project initiated the engagement of caregivers to look after children of nursing mothers where those mothers need to participate in the program. This initiative gives the lactating mother a chance to participate in the program while ensuring that the wellbeing of their children is taken care of.

## **4.1.2. Results framework**

### **4.1.2.1 How clear, practical and feasible are project's objectives, components, outcomes and outputs?**

The main goal of the project is 'to enhance the adaptive capacity and build the resilience of vulnerable and food insecure households and communities to the impacts of climate change on food security'. The project components, outcomes, outputs and activities are aligned with this objective. The project is organized around three components, four outcomes, 11 outputs and 60 activities. The components complement each other well and the stakeholders were able to narrate them and their linkages with ease. It's worth noting that not all activities have been performed at the time of the MTR. The rest of the activities would be done during the remaining project life.

### **4.1.2.2 Effectiveness of the logframe's indicators, baselines, targets and means of verification to measure effects from the project**

The indicators, baselines, targets for the Mid term and end term, and means of verification in the logframe are effective to measure and monitor the effects of the project. However, the way some indicators were

measured still leaves a room for improvement. For instance, the proposed indicators for the overall project goal are the Vegetation index and the Household dietary diversity score. The target indicates 10% improvement in vegetation index in low lying project areas, as measured by the LDSF for the mid-term and the endline but does not specify how much improvement by the mid-term and endline. There was an attempt to carry out a baseline for this indicator, but the results of that exercise did not produce the expected outputs mainly due to the methodology used and probably limited technical knowhow. Therefore, there is no baseline figure for that indicator. Use of NDVI methodology using remote sensing and having some few observation plots in the project sites would be ideal to measure this indicator on the ground as a verification of the satellite images.

Finally, as noted in section 4.1.1.5, some output level indicators and targets are fully gender-disaggregated. The involvement of youth and other marginalized people were mentioned on several occasions as a valuable benefit from the project, and there are targets and indicators to this effect.

## 4.2. Progress towards results

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### 4.2.1. Project achievements

This is a 48 months (4 years) project. It started in October 2020 and finalized in October 2024. The project was launched in October 2020. In October 2022, the project had spent 24 months or 50 per cent of the implementation time. The achievements reported are up to that period.

**Overall goal:** Enhanced resilience to climate shocks and reduced food and nutrition insecurity due to resilience building and adaptation measures.

**Indicators**

Vegetation index in low-lying southern districts (as a proxy for enhanced ecosystem resilience to climate change).

Household dietary diversity score.

**End of project targets**

10% improvement in vegetation index in low lying project areas, as measured by the LDSF.

Increased household dietary diversity to 6 items.

The deficits of the result framework reporting on vegetation index don't allow robustly assessing the achievement of the expected objective and goal indicators at this time. The household dietary diversity score is an end of project indicator. However, at mid term there are indications that it more households

(34%) had high food diversity during the March 2022 PDM compared to baseline. The percentage of the households with high food diversity decreased during the October 2022 PDM.

**Outcome 1.1:** Increased knowledge and technical capacity at national and district levels to forecast, plan and anticipate responses to climate change impacts.

**Indicator**

Capacity to produce sub seasonal to seasonal forecasts, issue sector specific EW, develop drought preparedness protocols and respond accordingly.

**Mid-term target**

LMS has enhanced tools and capacity to downscale forecast and provide accurate drought EW SOPs based on drought EW are developed at national level and in pilot districts.

The project supported LMS to disseminate seasonal outlook for the period October to December 2021 and the January- March 2022 rainfall season. This enhanced the capacity of climate information users including project beneficiaries on seasonal forecasting and the use of seasonal forecasting in alignment with the objectives of the project. The information would be helpful to farmers and communities in terms of timely planning and preparedness. International Research Institute (IRI) was engaged to lead the Forecast based Financing initiatives with LMS and DMA. LMS with support from the project is working on improving their forecasting system and downscaling their forecast to produce more accurate ones. The drought SOPs are yet to be produced.

There was a training for LMS staff on the latest version of IRI’s Climate Data Tool (CDT), particularly on quality control of station data and combining station observations with satellite and reanalysis proxies. IRI provided support to LMS to generate that historical climate data. There was further capacity for LMS on PyCPT which ingested the generated data to develop seasonal outlook of winter 2022 season and Lesotho cropping season for the period October 2022 to March 2023. Achievement of this outcome is work in progress and goes beyond the first two years of project implementation.

**Output 1.1.1:** Strengthened sub-seasonal to seasonal (S2S) precipitation and temperature forecasting to feed into National Early Warning System (to trigger early action through government safety net programs)

**Indicators**

# of Staff trained to maintain and integrate new observational data into database (gender disaggregated)

# web-based map rooms installed in LMS to share observations, develop EW thresholds and triggers, and process S2S forecasts S2S forecasting system to cover national and subnational levels, with 6-month horizon

S2S forecasting system to cover national and subnational levels, with 6- month horizon

**Mid-term targets**

12 people trained

2 Web-based map rooms

Specialised S2S forecasting system operational

To date 6 people have been trained from LMS comprising of 5 men and 1 woman. This observed gender imbalance is due to the prevailing staffing complement of the LMS. The 2 Web-based map rooms have been installed and the Specialised S2S forecasting system was not operational at the end of the two years in October. Delayed procurement of the high-performance computing system affected the successful completion of this task. The performance of this activity is considered partially satisfactory.

**Output 1.1.2:** Capacities strengthened through development of standard operating procedures in response to climate change related drought shocks.

**Indicators**

Thresholds validated and triggers and actions developed for national SOPs on drought

# district-level SOPs for drought that define field level actions developed and applied

Number of government staff sensitized and trained at national and district level on drought SOPs, disaggregated by sex

**Mid-term targets**

Thresholds, triggers and actions for national SOPs on drought in place

3 district-level SOPs for drought developed

MT: 100 officials at national level trained (50% women)

Output 1.1.2: Capacities strengthened through development of standard operating procedures in response to climate change related drought shocks is work in progress. IRI supported validation of one thresholds and triggers. The standard operation procedures for drought have not been developed as yet.

**Outcome 1.2:** Strengthened access to tailored climate services by vulnerable communities to improve decision making for food security and livelihoods

**Indicator**

% of households using seasonal forecast in resilient decision making on agricultural / livelihood strategy

**End of project target**

10% of targeted villagers

Outcome 1.2 on strengthened access to tailored seasonal forecasts is planned for full implementation in year three. The percentage of households using seasonal forecasts to make decisions will be determined then.

**Output 1.2.1:** Enhanced understanding of local knowledge and beliefs on climate change and acceptability of climate services

**Indicators**

# of studies on local knowledge and beliefs on climate change and acceptability of climate services

1 study on local knowledge and beliefs on climate change and acceptability of climate services

**Mid-term target**

1 report

The output is behind schedule and is now planned for full implementation in year three. The rolling out of the results of this study would therefore have limited time before the project ends. This study is long overdue especially because it was supposed to provide information on local knowledge and beliefs on climate change and that would form the building blocks for climate change adaptation. Ideally, the study should have been done in year one according to the plan. This is more so, because the perceptions study was supposed to be carried out together with the community level needs assessment in the three focus districts. The results of the study was meant to also inform the awareness raising strategy.

**Output 1.2.2:** Strengthened access to tailored seasonal forecasts that meet the needs of vulnerable communities

**Indicators**

# partners capacitated on using seasonal forecasts to develop culturally appropriate CIS % of targeted people understand the information

% of targeted people understand the information

**Mid-term targets**

10 partners

50% of the people having access to climate information can understand and interpret it

Output 1.2.2 is planned for full implementation in year three. The output is closely linked with outcome 1.1 on seasonal to sub seasonal forecasts.

**Outcome 2.1:** Strengthened awareness of climate change impact on food security amongst vulnerable communities and youth and knowledge of adaptation actions

**Indicators**

% of targeted community members (M/F/MY/FY) receiving key messages on climate change adaptation, food security and nutrition

% of people having knowledge/awareness, attitude and practice on climate adaptation initiatives

**End of project targets**

At least 90% of community members (50% male and 50% female) in target villages are sensitized (of whom 20% are youth

At least 70% of community members have knowledge & practice adaptation actions

Targeted community members (M/F/MY/FY) received key messages on climate change adaptation (67%), food security (55%) and nutrition (55%). The proportion of people having knowledge/awareness, attitude and practice climate adaptation initiatives could not be established during the MTR because it will be determined by Knowledge Attitudes and Practices (KAP) survey and has baseline and evaluation targets, as per the project document.

**Output 2.1.1:** Coherent and institutionalized multi-level programme on awareness raising on climate change designed and operationalized

**Indicators**

Presence of National Climate Change Awareness Raising and Communication Strategy (NACCARCS)

# Gender-transformative awareness raising materials on climate change/ food security/ nutrition links for govt, youth, children, herders, etc developed

**Mid-term targets**

NACCARCS developed and operational

4 Gender-transformative awareness raising materials on climate change/ food security/ nutrition links for govt., youth, children, herders, etc developed

The National Climate Change Awareness Raising and Communication Strategy was finalised and dissemination to the end users has begun. A total of 5 districts namely Mafeteng, Mohale's Hoek, Quthing two mountainous districts of Mokhotlong and Thaba Tseka were reached. The Districts action plans and the related budget were established to enable the required operationalisation of the NCCCS. This activity is an ongoing process. Different stakeholders that include herders, school children, local authorities, government officers, and community members received climate change transformative messages. Public

gatherings and sms messages were employed as platforms to deliver the messages. Year three will be critical to disseminate the strategy and to make sure that it is widely distributed and used by all stakeholders in the other districts. The strategy has key messages in different contexts and languages that are relevant to climate change adaptation and resilience. This output is continuous in nature and is not kind of a once off intervention.

**Output 2.1.2:** Enhanced capacity of media houses and reporters to effectively write and publish climate change stories

**Indicators**

# journalists trained on climate change reporting # climate change impacts and adaptation stories published

# climate change impacts and adaptation stories published

**Mid-term targets**

10 journalists from TV/radio/ print End: 20 journalists from TV/ radio/ print

At least 2 climate change stories covered per quarter per media type (TV, radio, TV, print)

Up to 53 journalists have been trained on climate change reporting, and 36 climate change impacts and adaptation stories have been published as a result of those trainings. The training is useful in helping media houses to report climate change adaptation issues appropriately and accurately.

**Output 2.1.3:** Communities understand and use climate information and are aware of climate change threats and impacts on food security

**Indicators**

# District CC AR Strategies and Action Plans, to interface with existing activities and ongoing projects in each of 3 districts

# district and community level CC AR activities implemented

# people reached through inter-personal SBCC approaches (sex and age-disaggregated)

**Mid-term targets**

2 district CC AR Strategies and Action Plans

2 district and community level CC AR activities implemented

21,420 (50% of total)



This output has been achieved in full in some aspects while underperformed in others. Three district CC AR Strategies and Action Plans instead of 2 have been produced. To date a total of 6 district and community level CC AR activities have been implemented. By October 2022, a total of 414 females and 200 males have been reached with interpersonal SBCC approaches. This figure is much lower than the target of 21 420.

**Output 2.1.4:** Raised awareness of children through integration of climate change into school curricula and training of teachers on climate change impacts

**Indicators**

# of teachers trained on using updated climate change toolkits in schools

# of schools implementing CSA activities (via upscaled RVCC CSA manuals)

**Mid-term targets**

300 teachers

100 schools

Project reports indicates that 130 teachers have been trained against the target of 300 at this time of implementation. It was indicated that financial constraints affected training of 300 teachers. A total of 86 schools are already implementing CSA activities following the training. Monitoring of schools could not be carried out accordingly due to budgetary constraints on the site of the government.

**Outcome 3.1:** Increased adaptive capacity of communities and households to respond to droughts and water related hazard

**Indicators**

% targeted communities where there is evidence of improved capacity to manage climate shocks and risks

Coping Strategy Index

**End of project targets**

At least 80% of community councils should have the capacity to manage climate shocks and risks Less than 20% of households using stress, crisis and emergency coping strategies even during drought periods

Less than 20% of households using stress, crisis and emergency coping strategies even during drought periods

This is an end of project indicator and there is some progress towards achievement of the outcome indicator. For example, the Coping Strategy Index was low during the March follow-up (8.4%) and higher

during the October follow-up (11.4%). This means that households were experiencing higher stress levels related to food shortages in October Post Distribution Monitoring (PDM) than in March.

**Output 3.1.1:** Community-based resilience and adaptation plans developed through community-based participatory approaches

**Indicator**

# of community-based resilience and adaptation plans in targeted areas

**Mid-term target**

At least half of targeted villages have local adaptation plans

21 villages have developed their CBPP following participatory approaches. During the CBPP process, each project site selected a committee of not more than 25 participants. 15 of these committee members were women and youth, these women were empowered through the process to select those activities that would assist communities to adapt to effects of climate change, more especially women, disabled persons and youth as climate change affects these groups of society more than the other.

**Output 3.1.2:** Community nutrition - sensitive productive assets and other livelihood resources developed to support climate risk reduction and adaptation measures

**Indicators**

# community productive assets created through the project

# of target HHs (M/F headed) with natural and physical livelihood assets created and improved

# fuel-efficient stoves provided, with training on their use

# women supported through HH gardening to increase their income levels

**Mid-term targets**

50 community assets established

11,500 households (50%)

100 (100% women)

2,150 women

The year 1 PPR reports that 40% men and 60% women were trained as Foremen and Secretaries to oversee the execution of asset creation activities in the different project sites. The PDM results showed among others that provision of cash transfers during lean season, allocation of non-food items for asset creation, adequately reached men and women, youth who had good knowledge of the objectives of the

project as a result of the CBPP. 100 community productive assets have been created through the project at this as opposed to a target of 50 at this time or the review.

A total of 50 fuel-efficient stoves have been procured and distributed to the women beneficiaries. The activity will continue in the third year of implementation. Fuel efficiency is critical in building resilience against climate change. However, more awareness and training may be required regarding the fuel saving stoves because experience from this project and elsewhere indicates that the beneficiaries do not use the stove to save fuel, but rather use it for other purposes such as charging phones and lighting at night from the solar panel that comes with it. Part of the created assets included woodlots aimed to reduce distance which women travel to access firewood and reduce their expose to gender-based violence which is rife in the country. Focus group discussions conducted during monthly onsite monitoring affirm that both men and women carry out the same roles in the project sites.

Both men and women created assets such as piggery, poultry, vegetable production which resulted in improved consumption score and overall improvement in the consumption of protein, iron and vitamin A rich foods. 1685 against a target of 2150 women have been supported through household gardening to increase their income levels.

**Output 3.1.3:** Established market linkages for sustained income generation activities

**Indicators**

# smallholder farmers supported/trained on reducing post-harvest losses

Value chain analysis studies for district-relevant drought-resistant crops

# women supported to diversify livelihoods through cottage industries that produce handicrafts, and sewing groups

**Mid-term targets**

1500 farmers supported or trained in reducing post-harvest losses.

2 value chain analysis studies completed

150 women supported to diversify livelihoods through cottage industries

This output is closely linked to increased production and productivity. At the time of the review, very few direct project beneficiaries with enough produce to warrant being linked to the markets were observed hence why the output seem to be lacking behind. The Post harvest study loss was completed and has been communicated with the Ministry of Agriculture for the implementation of the recommendations. However, given the budgetary constraints faced by the government, the project may have to intervene with financial support for the results of the study to be operationalised for the benefit of the farming communities. A total of 1685 farmers have been trained on reducing post-harvest losses. No value chain analysis studies have been commissioned yet by end of year 2, but both studies will be carried out in year three. Diversification of livelihoods in cottage industries has not taken place as expected. However, there

were reports of some women groups being involved in production of cosmetics in Quthing districts. However, inclusion of cottage industry as part of livelihoods strategies is important especially in areas where agriculture is not performing well or where the beneficiaries are less interested in agriculture as it has been observed with some groups especially on Mafeteng district.

Overall, the project achievements are on track for most of the outputs and for realisation of the project objectives. The project is on track in meeting the end of the project targets of the three components. However, there are some outputs that are still lacking behind. For the remaining half, there will be a need to put more effort on these outputs. Moreover, the project doesn't report on all indicators, it would be ideal to report on all indicators so that progress can be assessed with certainty.

That been said, the project seems to be having some positive results. At institutional level, the project has created important structures at national and district levels and has trained government staff at national and sub-national levels on a number of relevant topics. The project has also contributed to mainstream climate change into national, sectoral and local planning. In addition, the project has trained communities on a number of relevant topics, promoted climate-smart measures, including water harvesting, and implemented land rehabilitation, as well as supported a number of IGAs, with training and inputs, such as vegetable seeds (cabbage, beetroot, spinach, beans, carrots, onion and butternut), fruit trees (apple, peach) for communal gardens and individual households. During the three months of cash transfers, the beneficiaries were encouraged to save M300, that they used to contribute to the purchase of field crops inputs such as fertilizer, or small livestock such as chickens and pigs. Most of the beneficiaries opted for the chickens. While training may result in increased awareness, it does not necessarily mean capacity and guidelines for mainstreaming would result in actual mainstreaming unless action is taken by training participants. On the other hand, interviews and focus group discussions suggest that interventions on the ground are improving the lives and livelihoods of targeted communities. For instance, some rangelands are starting to recover, reducing erosion and increasing the health of livestock. Gardens are also more productive and resilient. Communities also have improved access to water and more access to resilient livelihoods, such as protected gardens and improved chickens for egg and meat production that contributes to diversified food.

#### **4.2.2. Main barriers to address to achieve expected results and the main opportunities to leverage**

The achievement of expected results has been beset by a number of external barriers. Most of these barriers if not addressed pose a risk to project sustainability. First, there were challenges related to prohibition of gatherings as part of COVID 19 prevention and control protocols. That affected the initial activities related to project implementation that involved public gatherings. In addition, the restrictions affected the smooth flow of goods and services. The conflict between Russia and Ukraine also affected the project in that it contributed to general increases in prices which affected local purchases and the performance of some activities. For instance, adjustments had to be made with regards to some workshops and the specifications of the High-Performance Computer had to be modified due to increased

prices. Procurement of inputs for the category B beneficiaries was delayed forcing them to behave like category A beneficiaries.

Second, the project is implemented through the Executing Agencies, in particular by the LMS and Forestry, Range and Soil Conservation (FRSC). While this certainly has many advantages in the medium term and some positive effects in the short term, some implementation challenges experienced. To start with procurement processes tend to take long. This is a critical issue as some of the activities, such as planting seeds, are seasonal – if seeds or fruit trees are not provided within the planting season, a year may pass to be able to plant them. Other government partners such as DMA also delayed implementation of the activities. For example, DMA was supposed to have produced the ToRs for the Early Warning Group and have them approved before their implementation could take place. That has not happened. Implementation delays were also observed as a result of massive transfers of MAFS staff especially to other areas and districts where component 3 activities are not being implemented. This implies that some activities were either put on hold for some time or implemented without technical guidance.

Third, there have been challenges regarding contracting of technical experts/consultants for undertaking planned studies. The pool of available adequate consultants is small, so it has taken time to find appropriate consultants.

Fourth, during the lean season, the project provides cash transfers for the creation of the productive assets using mobile money. The beneficiaries of the cash transfers complained of delayed transfers in some cases. Without the transfers, the project is based on voluntary work, with the idea that communities need to understand that these activities bring benefits to them, and they are their responsibility. Changing the mind-set always takes time, particularly when to get a great extent benefit from climate-smart land management are seen in the medium and long term, are mostly communal and are not secure –there could be bad harvests. As noted above, to address this challenge, and increase resilience, the project is promoting IGAs, that are communal and personal to promote volunteerism spirit.

Fifth, in some project sites the achievement of expected results may be compromised by encroachment by communities and animals to communally owned assets such as rangelands, orchards and/or gardens, which is related to the tragedy of the commons. As noted, communal benefits are often to be seen in the medium and long term. However, encroachment by few for immediate personal benefits may result in communal benefits not being realized in the expected time frame. While the project is progressively putting in place some strategies to address this, especially the establishment of grazing associations, clear demarcation of animal routes and development of By-laws, community members should be empowered on how to take legal actions against the trespassers.

Sixth, communication between the MIE, project and key stakeholders need to be strengthened at district level particularly in Mohale's Hoek district. It is noted that the project was introduced very well to the stakeholders and was acceptable to them. However, as implementation progressed, communication gaps were experienced in relation to funding and procurement processes resulting in delayed execution of some activities. For example, at the district level where asset creation activities under component 3 are being implemented, some stakeholders complained about limited feedback from the project

management on procurement related issues. with regards to the submitted project concept notes that needed funding from the project.

The opportunities that can be taken advantage of includes the fact that there is a new government and WFP as the IE can align itself with the mandate of the new government especially considering that it has placed agriculture very high on their agenda. In addition, WFP leads the food systems network within the United Nations and lessons learned from this project can be used to advance that mandate. As an example, two Electoral Divisions have been selected, one in Ha Mohlakoana in Quthing and Lithakaling in Mohale's Hoek district where the village model is being demonstrated. The groups in these EDs have been provided with a number of interventions to observe at what scale do they become sustainable for scaling up practices to other areas.

## 4.3. Project implementation and adaptive management

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### 4.3.1. Management arrangements

The project document clearly presents the management arrangements (pp. 77-78). The governance structure includes a PSC, a Project Technical Committee (PTC), and the PMU. The PSC and the Technical Advisors are similar for this project and the Early Warning Phase II project. The project document clearly establishes the composition, roles and responsibilities of these bodies. The proposed structure and composition, roles and responsibilities of the governance bodies are overall appropriate for the project. At the sub-national level, Project Implementation Team (PIT) was inherited from the previous interventions. The usefulness of the PIT varies from district to district, with Mafeteng performing much better while Mohale's Hoek is the most resistant to the operations of the PIT.

Moreover, the proposed governance structure has faced some challenges during project implementation. Interviews suggest that information is not always moving smoothly from one Principal Secretary (PS) to the predecessor affecting handing over of activities. The PMU has a project coordinator, component leads and activity leads, Finance Assistant, Procurement Assistant and Admin Assistant, three Field Officers and four drivers. The M&E Associate has just joined the project following resignation of the previous officer. There has been a notable staff turnover: in 2 years the project has replaced four officers.

All project governance bodies are meeting at least as frequently as planned. The PSC and PTC are operating according to their roles. Structures at district level are proving very useful for guiding and coordinating implementation in the field but there is still room for improvement. There is some coordination between national and sub-national bodies. The PSC and the PTC have conducted monitoring missions at least twice. The performance of Executing Entities (EE) being Lesotho Meteorological Services (LMS) and Forestry Range Management and Soil Conservation were considered excellent and good respectively. The performance of the Project Steering Committee (PSC) is excellent while that of the Project Technical Committee (PTC) is considered good.

WFP is providing good support to the PMU in terms of technical and administrative backup. PMU submits reports and work plans to the governing bodies and then responds to their guidance. Desk review and interviews shows that the project has been able to learn and adjust to some unplanned aspects. For instance, at FFA sites, the project allows nursing mothers to participate in the creation of assets while someone else looks after the child.

## 4.3.2. Work planning

### 4.3.2.1 Implementation delays

As indicated earlier, the project has had some delays, due to project planning, staff turnover and procurement aspects of both consultants and equipment. There has been significant turnover at political and institutional levels, national procurement processes are slow and in some cases it has proved difficult to find good staff and consultants. As highlighted, some activities especially for component 3 are seasonal – one month delay may imply having to wait a whole year. There have been other, less structural sources of delay.

Some delays we also caused by inefficiencies from government departments. For example, some activities in component 1 are led by DMA at is slow to complete some tasks resulting in delay in implementation. IRI was contracted to support some outputs in this component, but DMA took their time to come on board. Only LMS was active in the process. LMS develops climate information and DMA translates that information into Early Warnings. Therefore, one agency needs the other. DMA is the custodian of the communication group.

Due to these delays implementation some activities such as studies on on value chains and market activities, study on local knowledge and beliefs on climate change and acceptability of climate services were delayed. The development of the of National Climate Change Awareness Raising and Communication Strategy was also delayed leading to a delayed roll out of the strategy to the districts.

## 4.3.3. Finance

As of October 2022, the project has spent a total of \$5,203,997 out of a budget of \$6,763,951 which comprised of actuals and commitments totalling \$4,426,639 and \$777,358 respectfully. The project has achieved 68% cumulative burn rate over the two years of implementation.

### Project expenditure at the end of two years of implementation (October 2022)

COMPONENTS	ACTIVITY	EXPENDITURE (\$)
Component 1 – Strengthening government capacities to generate climate information and promote its use to forecast risks of climate shocks,	<b>Output 1.1.1:</b> Strengthened sub-seasonal to seasonal (S2S) precipitation and temperature forecasting to feed into National Early Warning System	955,502
	<b>Output 1.1.2:</b> Capacities strengthened through development of standard	170,656

mobilise early action, and co-develop tailored and locally relevant climate services for communities	operating procedures in response to climate change related drought shocks	
	<b>Output 1.2.1:</b> Enhanced understanding of local knowledge and beliefs on climate change and acceptability of climate services	26,382
	<b>Output 1.2.2:</b> Strengthened access to tailored seasonal forecasts that meet the needs of vulnerable communities	108,502
Component 2 – Raising awareness of communities, women, youth, people living with HIV, and other vulnerable groups on the impacts of climate change, the importance of adaptation, and the use of climate information for seasonal planning and climate risk management	<b>Output 2.1.1:</b> Coherent and institutionalized multi-level programme on awareness raising on climate change designed and operationalized	213,693
	<b>Output 2.1.2:</b> Enhanced capacity of media houses and reporters to effectively write and publish climate change stories	59,801
	<b>Output 2.1.3:</b> Communities understand and use climate information and are aware of climate change threats and impacts on food security	140,613
	<b>Output 2.1.4:</b> Raised awareness of children through integration of climate change into school curricula and training of teachers on climate change impacts	127,532
Component 3 – Empowering communities to undertake community-based planning processes that facilitate implementation of appropriate resilience building and adaptation.	<b>Output 3.1.1:</b> Community-based resilience and adaptation plans developed through community-based participatory approaches	238,458
	<b>Output 3.1.2:</b> Community nutrition - sensitive productive assets and other livelihood resources developed to support climate risk reduction and adaptation measures	2,253,553
	<b>Output 3.1.3:</b> Established market linkages for sustained income generation activities	222,550
Project Management	Project Execution Costs	369,140
	MIE Management Fees (Including ISC)	317,615
<b>TOTAL</b>		<b>\$5,203,997</b>

#### 4.3.4. Monitoring and Evaluation

The project document indicates that MIE M&E system will be adopted for this project. It also indicates that M&E will be conducted at different levels. i) An Inception workshop was held in October 2020. It was chaired by LMS and FRSC, with involvement of all major stakeholders, including the Project Steering Committee and centralized and decentralized government entities. The inception reported the basis for the first detailed annual work plan. ii) An in-depth baseline meant to incorporate all indicators as they



appear on the results framework was conducted. iii) Quarterly post distribution progress reports were produced to keep the project stakeholders at decentralized and national level informed about project activities, results achieved, challenges encountered and plans to address them. iv) Detailed annual reports in the form of a Project Performance Report (PPR) were produced for the past two years and endorsed by the MIE before forwarding to Adaptation Fund secretariat. They also report on Environmental and Social Management Plan (ESMP). The PPRs were presented and discussed at an annual workshop, at which the advisory group and other identified stakeholders participated. They usually provide recommendations/endorsement for the proposed next annual work plan. v) - An external mid-term review will be carried out halfway through project implementation and will summarize all project activities and results. A final evaluation will be completed within six months of project termination.

In addition to WFP personnel supporting the project with M&E functions, at project level, there was an M&E associate hired to work with WFP counterparts on the review of the results framework and reporting on progress. The implementation of the M&E plan has demonstrated that the project team needed regular support on M&E including reporting templates that can be used by stakeholders as well. Details on reporting are provided below.

FFA monthly process monitoring reports are produced and they summarise project progress during the reporting period. Process monitoring measures the implementation of the project, which involves the systematic and continuous observation of its development to indicate how well the project is performing. They also provide conclusions and recommendations based on what they were observed. These monitoring visits are usually done by staff from the national office. The adjustment that needs to be done is to include district staff on these visits initially, with a long-term plan of handing over the exercise to the district personnel. The most common recommendation on the reports includes increased provision of technical support to all sites and provision of appropriate tools to carry out the public works. The same challenges were also reported during the MTR.

### **4.3.5. Reporting**

Timing of reporting is overall fine. Although early quarterly reports and some monthly process reports are missing, or they were not shared with the consultant. The PPRs for 2021 and 2022 were produced and overall project information, financial information during the reporting period, risk assessment and management, implementation issues, environmental social policy compliance, and gender policy compliance were provided.

However, there is room for improvement in the templates that are used for monthly monitoring and reporting. The templates should report on i) achievements per output and per outcome, identifying challenges encountered; ii) lessons learned and tracking of implementation of recommendations from monitoring exercises; iii) gender achievements; iv) risks; v) work planning; and vi) financial aspects. They should indicate annual and quarterly targets as well as achievements in the past and one particular year, and that quarter. In addition, the template should indicate the cumulative achievement and show how far the project is from achieving end of the project targets. Additionally, focusing on outcomes and outputs, the current template does not clearly allow to assess whether the activities are on track or not

against the annual or overall project timeframe. The current template does not allow either for a good analysis of issues encountered and solutions implemented, nor does it track important decisions made by the PSC. Adaptive management is not clearly visible.

Overall, reports provide useful information, although they are not reporting in all indicators, not updating risk assessments or including the work plan for the following quarter. In addition, the sharing of reports with relevant stakeholders needs to improve. The PSC meeting minutes are provided consistently and to an appropriate level of detail.

The financial information made available to the evaluator included:

- The budget in the project document
- Annual Work Plans
- A financial section in the quarterly reports
- A financial section in the 2021 and 2022 PPRs

The available annual work plans include limited information on the planned use of financial resources other than assigning standard budget lines (e.i. “Travel”) to a broad activity and a responsible party. Quarterly reports provide variable levels of financial information, but information is at best poor: it indicates a budget per activity (output), commitments, actual expenditure and a balance. It often indicates a quarterly delivery rate.

### **4.3.6. Stakeholder engagement, communications and lesson learned**

#### **4.3.6.1 Documentation of lessons derived from the adaptive management processes and sharing with key partners**

As noted the quarterly, after action reports and annual reports include a section on lessons learned. The information provided in the different sections of the after-action reports are adequate. The report has sections on implementation, sustainability, capacity building of stakeholders and beneficiaries, Stakeholders engagement and lessons learned. There is room for improvement in the documentation of lessons learned. As noted above, reports are shared in time with the governance structures of the project (PSC, PTC, and lesser extent with the PIT) as well as with other stakeholders through government and UN coordination mechanisms. It is not clear how partners internalize these lessons. Available evidence suggests that lessons from the project have been shared with other projects and it remains the responsibility of those projects to use lessons learned in the design of other similar projects. The project has shared its experiences with the Restoration of Landscapes and Livelihoods project (ROLL) especially on the CBPP process, cash transfer etc. as the two projects are housed within the same Ministry of Forestry. When the Integrated Watershed Management for Improved Agro-Pastoral Livelihoods in the Seapala sub-catchment project (IWM) was launched, IACOV also shared its lessons learnt. This is more so because IWM is executed at the same community council of Tosing in Quthing district where IACOV is also operational.

During the remaining project life, a CBA of project interventions will be conducted and is likely to provide some additional lessons that will provide more useful information to the project.

#### **4.3.6.2 Effectiveness of communication to ensure stakeholder awareness about the project**

The project has regular and relevant interactions with its governance structures, which, as mentioned in section 4.1, involve all key stakeholders at national and district levels, with room for improvement in the engagement with district ministries especially the Ministry of Agriculture. Interviews suggest that interaction with district officers could also improve, as the PMU are often in the field. PMU visits to sites could be further coordinated with district officers who sometimes felt sidelined by headquarters staff. The project has a regular and relevant interaction with targeted communities. Available evidence suggests that the project team visits targeted villages twice a month in average, with more frequent visits when a particular activity requires it. Communities claim that they can influence the decisions of the project by selecting the activities that are implemented in their villages. In addition, the project is using media to communicate with a wide range of stakeholders. The project participates on TV and radio programmes managed by FRSC and MAFSN, has shared information through newspapers and the website of the MIE. There has been an observed increase in the stories related to climate change adaptation following the training of media houses by the project. Furthermore, the project shares information with other development partners through government and UN coordination mechanisms.

## **4.4. Environment and Sustainability**

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### **4.4.1. Environmental considerations**

The project has taken environmental considerations seriously from the onset. It was screened for its potential environmental and social impacts as indicated in the project document and was categorised as of medium risk. The risk screening and assessment carried out is in compliance with the 15 social and environmental principles of the AF. The WFP screening tool was modified to meet the requirements of the AF. Activities under Component 1 and 2 had no environmental impact. They included studies, institutional capacity development, co-development of tailored climate information for communities and awareness raising strategy. Component 3 has potential to affect the environment and hence the screening of community adaptation plans and activities was carried out before their approval to assess the actual risk category, taking into consideration the location and the social and environmental context. The assets identified were screened before they are constructed. Assets with “low risk”, proceeded to implementation stage. Those with “medium risks”, required an environmental note to be developed that lists the risk and plans for mitigation measures. Onsite monitoring of implementation of these activities is mandatory to ensure that they are constructed according to prescribed specifications or technical guidance.

The project is supported by WFP complaint and feedback mechanism to allow beneficiaries to convey their complaints and grievances on all WFP interventions including IACOV. The mechanism is operated independently the National University of Lesotho (NUL). Once received, NUL then analyses feedback and

complaints from the beneficiaries and consolidates them in a weekly report which is transmitted to WFP Country Office management. Each complaint is transmitted to the relevant WFP division, which takes appropriate action. Beneficiaries are then given feedback on how the issues have been addressed. Should the University receive a feedback or complaint that requires urgent action, this is immediately communicated with WFP to be attended to as soon as possible. The beneficiaries in the three districts have confirmed that they were provided with the toll-free number by the project and are using it. The beneficiaries can also report their feedback on the execution of the project to area chiefs, foremen, and councils who will escalate the issues to the Field Offices.

The PPR reports on environmental indicators and the complaint and feedback mechanisms. The ESMP ensured that the risks are identified, and adequate action is taken. During project implementation, it enables effective response to new issues that might emerge during project implementation. For example, the PPR reported several complaints from the beneficiaries and how they were attended to by the project. They included delayed payment of the CBT money, misuse of power by the Foreman, unequal loads between man and women.

#### **4.4.2. Sustainability**

All three project components have elements of sustainability built in them. The different activities are implemented with different relevant government departments as part of their mandate and they will oversee their success even beyond the project life. Component one on forecasting is the mandate of LMS and will continue with that activity even beyond the project life. The information generated will be shared with DMA for generation of useful early warning messages for dissemination to the end users. Information sharing is also the responsibility of DMA with regards to hazards while the wide dissemination of the NACCARCS is the responsibility of LMS and will be on their custody beyond project life. Component 3 activities are led by communities with technical support from the MAFSN and FRSC. The different livelihood strategies promoted are mainly agriculture orientated and remains the mandate of MAFSN to ensure their sustainability beyond the project life.

The project provided a lot of capacity building interventions for the government officers and the project beneficiaries. That capacity will go a long way in ensuring that the activities are sustainable beyond the project life. That would be possible if the knowledge acquired is put into use and there is political will and ownership by the relevant government departments and the project beneficiaries. At the community level, there were signs of sustainability observed. It is estimated that 20 to 30% of the households are showing signs of resilience. In some areas, community members were already volunteering their time and effort to work on the community assets even without the cash transfer. Some have used the accumulated money to create more assets and their groups have been registered and already receiving technical support from the Department of Cooperatives on how to manage group dynamics.

Regarding IGAs, some of them are demonstrating that they can provide benefits and communities are willing to maintain them. However, some IGAs (e.g. piggery) require inputs especially feeds that

communities may find difficult to get on their own, particularly in villages that are difficult to access. Similarly, in the remote, project areas, there are issues with bringing outputs to markets, which can compromise the sustainability of certain activities. With some IGAs, such as orchards and gardens, which do not require costly inputs, marketing efforts or very specialized knowledge, there are also concerns regarding encroachment of animals that require the establishment and enforcement of bylaws. In some cases fences may be useful as well as some groups have already constructed them.

## 5. Conclusions and recommendations

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### 5.1. Conclusions

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#### Relevance

The problem addressed by the project is relevant at the national, district and village levels. The project strategy addresses these problems to a great extent. The project document indicates that the project builds on lessons learned from other initiatives. During implementation there has been some exchange of lessons learned through the project governance structures, with other projects like ROLL, Integrated Watershed Management for Improved Agro-Pastoral Livelihoods in the Seapala sub-catchment and within the UN, but there is room for improvement on this regards. Both projects are housed within Forestry Range Management and Soil Conservation in the Ministry of Defence Social Security and Environment. Furthermore, Integrated Watershed Management for Improved Agro-Pastoral Livelihoods in the Seapala sub-catchment is implemented in a the same areas where IACOV is already operational.

The project is aligned with Lesotho's development agenda, climate change, environment and relevant sectoral policies, strategies and plans, as well as with district and community council's development plans. The project governance structures at national and sub-national level allow regular interaction and continuous alignment. The project is also working with communities to identify activities. Besides, the project is in tune with UN, WFP National Strategic Plan and Adaptation Fund strategies and objectives. Available evidence shows that project design and implementation have been consultative.

The project document assesses gender-related aspects and proposes three measures to contribute to gender equality, including the use of gender-disaggregated indicators. The gender analysis in the project document and reports is adequate. During implementation of the project both women and men were involved in all activities, including land rehabilitation; promoted activities that interest women; and in some cases tried to actively promote gender equality. There is active involvement of youth in the project activities even though most of the are working on behalf of their other family members like parents or the elderly. They are not on their own.

## **Effectiveness**

Overall, there is a moderately satisfactory degree of effectiveness. The project achievement varies from component to component with some activities well ahead in some components while others are lacking behind. In all components, capacity building exercises were carried out as planned in most cases. Some activities of component 1 were such as production of scaled down forecasts was delayed due to procurement hick ups of the High-Performance Computers. The dissemination of the results of NACCARCS is ongoing and has been disseminated in some districts.

That been said, the project seems to be having some positive results. At institutional level, the project has created important structures at national and district levels and has trained government staff at national and sub-national levels on a number of relevant topics. It has also contributed to mainstream climate change into national, sectoral and local planning. In addition, the project has trained communities on a number of relevant topics, promoted climate-smart measures, and implemented land rehabilitation, as well as supported a number of IGAs. On the other hand, interventions on the ground seem to be improving the lives and livelihoods of targeted communities.

The achievement of expected results has been beset by a number of barriers: i) COVID 19 and Russia/Ukraine conflict affecting procurement of equipment and personnel, and performance of activities, ii) challenges related to the national implementation modality, in terms of long procurement and planning processes, technical and political turnover, overlapping functions, competing agendas and limited capacity; iii) limited availability of technical experts; iv) challenges to engage communities on land rehabilitation on voluntary basis, even if complemented with the promotion of IGAs; v) lack of sustainability of results, particularly in terms of encroachment in rehabilitated land; vi) lack of a comprehensive approach and proper planning in terms of water infrastructure to support agriculture based livelihoods; vii) some inadequacies in the selection of IGAs in some villages were observed; viii) delayed distribution of inputs to category B beneficiaries forces them to regress to lower categories instead of graduating to higher categories; and ix) severe climate variability, although the project is expected to build resilience to this type of events.

## **Efficiency**

The project document clearly establishes the composition, roles and responsibilities of the project governance structures. These are overall appropriate. However, at the sub-national level the structures do not provide sufficient visibility to community councils. Moreover, the proposed governance structure has faced some challenges during project implementation. At institutional level, there has been some turnover in key positions. Interviews suggest that information is not always moving smoothly from one PS to the next. There are also concerns regarding the staff turnover at the PMU. There is room for improvement with regards to performance of the M&E functions and reporting of indicators on a regular basis. The project document planned to conduct M&E at different levels. However, the link between the national, district and project level M&E is not well coordinated and needs to be improved. There were reports of incidences where M&E Officers from the National level will visit the project sites for monitoring

visits without the involvement of the district personnel. Thus, planning and execution of the monitoring plan has to be done together by national and district level stakeholders.

All project governance bodies are meeting at least as frequently as planned and operating according to their roles. There is some coordination between national and sub-national bodies. WFP is providing good support to the PMU. The PMU submits reports and work plans to the governing bodies and, according to interviews, then responds to their guidance.

The project has had some implementation delays, due to COVID 19, staff turnover and procurement aspects. Timing of reporting is overall fine. The template for quarterly reports includes relevant information, but it does not indicate the cumulative achievement and does not show how far the project is from achieving end of the project targets. Additionally, the current template does not show whether the activities are on track or not. The current template does not allow either for a good analysis of issues encountered and solutions implemented, nor does it track important decisions made by the PSC. Overall, reports provide useful information, although they are typically incomplete.

### **Sustainability**

The project has made important efforts to build capacity at the national and district level. Information, structures and some of the knowledge will likely remain once the project phases out. However, the learning process will require more support and equipment for some aspects. This applies as well to the sub-national level, where key institutional coordination may stop if existing institutional structures similar to project structures are not supported in advance.

On the ground, the project has raised the awareness of communities and increased their knowledge on climate-smart interventions. It has also rehabilitated the ecosystem and developed community assets. In order to maintain them, and avoid encroachment, the project has contributed to the establishment of bylaws. Demonstration of benefits could contribute to the sustainability of lands. Some IGAs are demonstrating that they can provide benefits and communities are willing to maintain them. Training, working with lead departments and providing water infrastructure can contribute to the success of the agriculture-based livelihoods. However, there are concerns with regards to delayed access to inputs by category B beneficiaries who end up joining the category A beneficiaries by default. These delays hinders their progression and graduation to higher categories. Climate variability and change is an additional concern for sustainability, although the project is expected to address this.

## **5.2. Recommendations**

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1. The project's results framework should be revisited to identify achievable targets for the remaining project period. The project is behind schedule in the implementation of output 3.1.3 on value chains

and market activities, study on local knowledge and beliefs on climate change and acceptability of climate services (output 1.2.1). With regards to output 3.1.3, on the purchase of 500 metric tons of beans and fortification of 2 500 tons of maize and sorghum meal, there is a likelihood of not reaching these targets. The fortification of maize and sorghum meal is done by the two large milling companies in Lesotho. At the time of the MTR, those milling companies had technical problems, failed compliance assessment and may not be in a position to carryout the fortification exercise.

**Action Required:**

- Carry out a rapid field survey to assess the sustainability and productivity of delivered inputs using the revised templates as part of pilot testing them.
- Match the outcome of the survey with project results framework to identify the gaps and to act accordingly.
- Planning and execution of the monitoring plan has to be done together by national and district level stakeholders.
- Consistent monthly monitoring also needs to be done to ensure that the project activities are on track.

2. The project should try to address the existing barriers in order to accelerate delivery of the remaining project outputs. Barriers identified includes; accelerating procurement processes while adhering to the controls; broadening the pool of experts, including people from neighbouring countries, namely South Africa; the PMU should carefully assess the feasibility of the IGAs proposed by each community according to their circumstances, discouraging those that are not feasible; improving working relationships with key partners and stakeholders;

**Action Required:**

The PMU and MIA should take a closer look at the barriers to implementation discussed in the MTR and decide on which barriers are key, prioritise them and address them accordingly with the involvement of all relevant stakeholders.

3. Based on the outcome of the above (1,2), using the village development plans and the MTR findings, develop a combined Action Plan with joint implementation mechanism for efficient disbursement of funds to intended target actions. The action plan needs to highlight actions that can be completed within the remaining project period and actions that need to continue beyond the current project end date for successful completion, indicating the time frame clearly.

**Action Required:**

- A meeting with the participation of all key implementing partners both at national and district levels including PMU, PIT, WFP, MFRC, MAFSN, LMS, DMA and other relevant implementing partners is proposed for this activity. This will enhance the much-needed coordination among actors and synergy between the three project components.

4. Based on the combined action plan, develop a sustainability plan and an exit or transition strategy for smooth completion and closure of the project. This may require some time considering that the project still has to deliver some outputs including the CBA that would also have elements of assessing the cost



effectiveness of the delivery modality of component 3 using cash transfers. Time is also required to assess the participation of beneficiaries in maintaining the community assets starting in year four when the cash transfer is no more.

**Action Required:**

- Request a no-cost extension for the project for additional 6 months, which would greatly facilitate:
  - o Efficient utilization of the remaining funds
  - o The capacity building process currently under way in a sustainable manner.
  - o The development and implementation of scaled down forecasts by the end users, to carry out remaining studies and to implement their recommendations and observe their results on the ground.
  - o The time required for climate smart interventions introduced at model communities in Mohale's Hoek and Quthing to be screened further, appropriately reintroduced and stabilized and to be complemented by water infrastructure. That would also allow for transferring of knowledge from these communities to others in the districts and elsewhere.

5. Reinforce the project's governance structures at national and local levels and ensure more connectivity to stakeholders including the private sector.

**Action Required:**

- Revitalize the Management Committees at the national and district level with suitable technical teams to supervise and expedite technical clearances at all levels.
- PMU should strengthen its work in documenting lessons. This should be informed by the national and on the ground M&E systems and the CBA to be conducted, but PMU should start by documenting all the lessons that can be already drawn and are not necessarily indicated in quarterly or annual reports, collating them in one document. The process should be participatory and the draft lessons learned report should be shared with all key stakeholders for comments. WFP and the PMU should further interact with other development partners and programmes, to disseminate these lessons and get insights that could be useful for the project. Farmer Field Schools approach may be promoted as a way of demonstrating benefits and build local expertise that can train others when the project phases out.

6. Continuous awareness creation and training of community structures

**Action required:**

- Continuous awareness raising of the project beneficiaries is important to make sure that the communities understand the need for the climate change adaptation strategies promoted by the project. This will minimise the thinking among some beneficiaries that the CBT is a short-term income generating activity not a support for engaging in long term activities that would be sustainable beyond the project life.
- Committee members have been changing every now and then, and therefore continuous training is suggested as a refresher for older members and new information for newcomers.



## 6. Annexes

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### 6.1. Work Plan

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The tentative timeline for this review is as follows:

Tasks	Timeline
<b>Inception Phase</b>	
Literature review	March 2023
Submission of the Inception Report	10 March 2023
Feedback on the draft Inception Report	17 March, 2023
Final Inception report	23 March, 2023
<b>Data Collection and Analysis</b>	
Field visits – Quthing district	27 – 31 March, 2023
Field visits – Mafeteng district	3 – 12 April, 2023
Field visit – Mohale’s Hoek district	12 – 18 April, 2023
Key informant interviews with Maseru based stakeholders	20 April – 8 May, 2023
Data Analysis	20 April – 8 May, 2023
<b>Reporting</b>	
Draft Report submission	15 May, 2023
Presentation of the draft report	29 May, 2023
Final Report	31 May, 2023

Additionally, a plan for the project site visits is presented in annex 6.6

## 6.2 Mid-Term Review Matrix

Evaluative Questions	Indicators	Sources	Methodology
<b>1. Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership and the best route towards expected results?</b>			
<b>1.1 Project Design</b>			
1.1.1. Is the problem addressed by the project relevant to its context and to the identified assumptions?	<ul style="list-style-type: none"> <li>• Relevance of the problem in project sites - consistency with human development needs of the country and the intended beneficiaries</li> <li>• Level of alignment between key assumptions made in the prodoc and situation on project sites</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning documents</li> <li>• Local executing team and executing partners</li> <li>• Government stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Interviews</li> <li>• Field visits</li> </ul>
1.1.2. How effective is the selected strategy to achieve intended results?	<ul style="list-style-type: none"> <li>• Extent to which selected method of delivery appropriate to the development context</li> <li>• Level of coherence between planned activities and expected outputs and outcomes</li> <li>• Evidence of planning documents utilizing lessons learned/ recommendations from previous projects as input to planning/strategy process</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning documents</li> <li>• Local executing team and executing partners</li> <li>• Government stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Interviews</li> <li>• Field visits</li> </ul>
1.1.3. To what extent is the project responding to the national and sub-national priorities and context?	<ul style="list-style-type: none"> <li>• Level of alignment of the project outcomes and outputs with national and local priorities (a) at project inception; (b) at midterm</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning documents</li> <li>• National and subnational policies, strategies and plans</li> <li>• Local executing team and executing partners</li> <li>• Government stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Interviews</li> </ul>
1.1.4. Were perspectives from all relevant stakeholders taken into account during project design?	<ul style="list-style-type: none"> <li>• Number and types of stakeholders consulted during project design</li> <li>• Evidence of concerns expressed being used to adjust project strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Local executing partners, including community members and groups, government stakeholders and other local stakeholder groups</li> <li>• Workshop/planning meeting minutes and action items</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Interviews</li> <li>• Field visits</li> </ul>

Evaluative Questions	Indicators	Sources	Methodology
1.1.5. To what extent were gender issues taken into account during project design?	<ul style="list-style-type: none"> <li>Number and types of activities undertaken during project design to assess gender-related needs for the project</li> <li>Evidence of incorporation of these needs into the project document</li> </ul>	<ul style="list-style-type: none"> <li>Local executing partners, including community members and groups, government stakeholders and other local stakeholder groups (non-government)</li> <li>Workshop/planning meeting minutes and action items</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Interviews</li> <li>Field visits</li> </ul>
<b>1.2 Results Framework / Logframe</b>			
1.2.1 How clear, practical and feasible are project's outcomes and objectives? How realistic are the targets and timeframes?	<ul style="list-style-type: none"> <li>Coherence/difference between stated targets, outcomes and objectives</li> <li>Implementing entities' staff understanding of objectives, targets and timeframe</li> <li>Local implementing partners' understanding of objectives, targets and timeframe</li> </ul>	<ul style="list-style-type: none"> <li>Project planning documents, baseline report, monitoring reports</li> <li>Local executing team, WFP staff, FRSC staff, other implementing partner's staff</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Desk review</li> <li>Focus groups</li> <li>Field visits</li> </ul>
1.2.2 How effective are the logframe's indicators, baselines and targets to measure effects from the project?	<ul style="list-style-type: none"> <li>Use of SMART indicators and targets</li> <li>Relevance and validity of indicators to assess intended outputs and outcomes</li> <li>Use of gender-disaggregated indicators and targets</li> <li>Evidence of effects of the project on development or environment not measured by current indicators.</li> </ul>	<ul style="list-style-type: none"> <li>Project planning documents, baseline report, monitoring reports</li> <li>Local executing team, WFP staff, FRSC staff, other implementing partner's staff</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Desk review</li> <li>Field Visit</li> </ul>
<b>2. Progress towards Results: To what extent have the expected outcomes and objectives of the project been achieved so far? (effectiveness)</b>			
2.1 To what extent have the expected outputs, outcomes and objectives of the project been achieved so far?	<ul style="list-style-type: none"> <li>Extent to which the stated objectives, outcomes and outputs have been achieved</li> <li>Progress between the most recent PPR against the baseline</li> </ul>	<ul style="list-style-type: none"> <li>Project planning, progress reports, and monitoring reports</li> <li>Local executing team and executing partners</li> <li>Local and national stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Focus groups</li> <li>Field visits</li> <li>Interviews</li> <li>Desk review</li> </ul>
2.2 What are the main barriers to address and the main opportunities to leverage based on current progress towards results?	<ul style="list-style-type: none"> <li>Nature and extent of barriers hindering progress towards results</li> <li>Nature and extent of opportunities generated by most successful achievements to date</li> </ul>	<ul style="list-style-type: none"> <li>Project planning, progress reports, and monitoring reports</li> <li>Local executing team and executing partners</li> <li>Local and national stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Focus groups</li> <li>Field visits</li> <li>Interviews</li> <li>Desk review</li> </ul>

Evaluative Questions	Indicators	Sources	Methodology
<b>3. Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level M&amp;E systems, reporting and project communications supporting the project's implementation? (efficiency)</b>			
<b>3.1 Management Arrangements</b>			
3.1.1 How effective are the management arrangements?	<ul style="list-style-type: none"> <li>• Evidence of clear roles and responsibilities established</li> <li>• Evidence of timely and transparent decision making</li> <li>• Level of responsiveness of project team and of respective implementing bodies to changing project needs</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, and monitoring reports</li> <li>• Local executing team and executing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>
3.1.2 What is the quality of execution of the project by the executing agency and the implementing partner?	<ul style="list-style-type: none"> <li>• Level of alignment in actual and planned amount of budget and staff time devoted to the project</li> <li>• Perceived quality of management response to project team members' inquiries, needs</li> <li>• Quality of supervision of IA and EA (rating on a scale), respectively</li> <li>• Quality of risk management by IA and EA (rating on a scale)</li> <li>• Quality of social and environmental management by IA and EA (rating on a scale)</li> <li>• Number of innovative techniques and best practices used in the project management</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, and monitoring reports</li> <li>• Local executing team and executing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>
<b>3.2 Work Planning</b>			
3.2.1 Have there been any delays in implementation? If so, why?	<ul style="list-style-type: none"> <li>• Timing and sequence of outputs against work plan</li> <li>• Cause and total delays (in months)</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, and monitoring reports</li> <li>• Local executing team and executing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>
3.2.2 Are work-planning processes results-based?	<ul style="list-style-type: none"> <li>• Proportion of results-based planning and reporting documents</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, and monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> </ul>
3.2.3 Was the logical framework used during implementation as a management and M&E tool?	<ul style="list-style-type: none"> <li>• Extent of management use of the log frame (number and type of usage)</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, and monitoring reports</li> <li>• Local executing team and executing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>

Evaluative Questions	Indicators	Sources	Methodology
<b>3.3 Finance and co-finance</b>			
3.3.1 To what extent are the outputs being achieved in a cost-effective manner?	<ul style="list-style-type: none"> <li>• Cost per output compared to costs of similar projects from other organizations</li> <li>• Level of alignment between planned and incurred implementation costs and nature of divergences</li> <li>• Cost associated with delivery mechanism and management structure compared to alternatives</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, and monitoring reports</li> <li>• Local executing team and executing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>
3.3.2 Is there any variance between planned and actual expenditures? Why?	<ul style="list-style-type: none"> <li>• Planned budget per year, activity</li> <li>• Actual budget execution per year, activity</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, audit reports and monitoring reports</li> <li>• Local executing team and executing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>
3.3.3 Does the project have the appropriate financial controls to make informed management decisions regarding the budget and flow of funds?	<ul style="list-style-type: none"> <li>• Number and proportion of financial reports available</li> <li>• Quality and timeliness of available financial reports</li> <li>• Availability of yearly audit reports</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, audit reports and monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> </ul>
3.3.4 To what extent is the project leveraging its planned co-financing?	<ul style="list-style-type: none"> <li>• Amount of resources that project has leveraged since inception (and source(s))</li> <li>• Number and difference between planned and actual executed co-financing activities</li> <li>• Degree of integration of externally funded components into overall project strategy/design</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, audit reports and monitoring reports</li> <li>• Local executing team and executing partners</li> <li>• Management teams from co-financing projects</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>
<b>3.4 Project-level M&amp;E systems</b>			
3.4.1 Is the M&E system operational and effective?	<ul style="list-style-type: none"> <li>• Existence and quality of: <ul style="list-style-type: none"> <li>○ Roles and responsibilities;</li> <li>○ Budget and timeframe/ work plan</li> </ul> </li> <li>• Proportion and types of M&amp;E reporting materials submitted a) correctly and b) on time</li> <li>• Quality of M&amp;E reporting materials</li> <li>• Evidence of consultation of all relevant stakeholders, including women and vulnerable populations</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, audit reports and monitoring reports</li> <li>• Local executing team and executing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>

Evaluative Questions	Indicators	Sources	Methodology
	<ul style="list-style-type: none"> <li>• Proportion of executed M&amp;E budget against planned amount</li> <li>• Degree of adherence of the implementation of the M&amp;E plan to intended timeline</li> <li>• Extent to which the monitoring and evaluation systems that the project has in place helped to ensure that programmes are managed for proper accountability of results</li> </ul>		
<b>3.5 Stakeholder Engagement</b>			
3.5.1 To what extent were effective partnership arrangements established for implementation of the project with relevant stakeholders involved in the country, district and community councils?	<ul style="list-style-type: none"> <li>• Number and types of partnerships developed between project and local bodies/organizations</li> <li>• Extent and quality of interaction/exchange between project implementers and local partners</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings/workshop minutes (Steering Committee)</li> <li>• Local executing partners</li> <li>• Project beneficiaries</li> <li>• Local executing team</li> <li>• WFP Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> <li>• Field visits</li> <li>• Focus groups</li> </ul>
3.5.2 To what extent is the project country-driven?	<ul style="list-style-type: none"> <li>• Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities</li> <li>• Existence and use of mechanisms to ensure national government stakeholders have an active role in project decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning and management documents</li> <li>• Key national project partners</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>
3.5.3 To what extent is the public /community stakeholders aware and supportive of the project's objectives?	<ul style="list-style-type: none"> <li>• Number and type of public awareness activities</li> <li>• Number of people reached by these activities</li> <li>• Perceived benefits of the project by the public</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports</li> <li>• Community stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Field visits</li> </ul>
<b>3.6 Reporting</b>			
3.6.1 Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?	<ul style="list-style-type: none"> <li>• Quality and timeliness of progress and reports</li> <li>• Level of alignment with AF reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, audit reports and monitoring reports</li> <li>• Local executing team and executing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>



Evaluative Questions	Indicators	Sources	Methodology
3.6.2 How were lessons derived from the adaptive management process documented, shared with key partners and internalized by partners?	<ul style="list-style-type: none"> <li>• Proportion of adaptive management processes documented</li> <li>• Proportion of these processes shared with partners</li> <li>• Evidence of use of lessons from these reports by partners</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, audit reports and monitoring reports</li> <li>• Local executing team and executing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>
<b>3.7 Communications</b>			
3.7.1 How effective are communications to ensure stakeholder awareness about the project?	<ul style="list-style-type: none"> <li>• Existence of an internal communication plan, communication protocols, and feedback mechanisms</li> <li>• Perceived level of awareness about project outcomes and activities by stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, audit reports and monitoring reports</li> <li>• Local executing team and executing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>
3.7.2 Are effective external communication mechanisms in place?	<ul style="list-style-type: none"> <li>• Number and type of external communication mechanisms or activities implemented</li> <li>• Perceived usefulness of communications by stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning, progress reports, audit reports and monitoring reports</li> <li>• Local executing team</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>
<b>4. Sustainability: To what extent are there financial, institutional, socio-economic and/or environmental risks to sustaining long-term project results?</b>			
4.1 Are the risks identified in the project document the most important? Are they still up to date?	<ul style="list-style-type: none"> <li>• Existence of an exit strategy</li> <li>• Robustness of the exit strategy</li> <li>• Level of alignment of risk identified in the project document with (a) actual risks at project inception and (b) current risks</li> </ul>	<ul style="list-style-type: none"> <li>• Local executing team and executing partners</li> <li>• Project document and progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Document Review</li> </ul>
4.2 What is the likelihood of financial and economic resources not being available once the AFGEF assistance ends?	<ul style="list-style-type: none"> <li>• Type and cost of activities that would require continued financial support after the end of the project to maintain outcomes</li> <li>• Existence of potential alternative sources of funding for these activities</li> </ul>	<ul style="list-style-type: none"> <li>• Local executing team and executing partners</li> <li>• Project document and progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Document Review</li> </ul>
4.3 Are there any social or political risks that may jeopardize sustainability of project outcomes?	<ul style="list-style-type: none"> <li>• Existence and type of political and social conditions potentially affecting the sustainability of direct outcomes</li> <li>• Existence of champions that could promote the sustainability of project results</li> </ul>	<ul style="list-style-type: none"> <li>• Local implementation partners</li> <li>• Local communities</li> <li>• Project monitoring and reporting documents/data</li> <li>• Government stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>

Evaluative Questions	Indicators	Sources	Methodology
4.4 Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize the sustenance of project benefits?	<ul style="list-style-type: none"> <li>• Existence and type of frameworks, policies, governance structures and processes that may jeopardize project benefits</li> <li>• Type of frameworks, policies, governance structures and processes currently lacking to ensure sustainability of project benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Local implementation partners</li> <li>• Government stakeholders, technical staff</li> <li>• Policy documents</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>
4.5 Are there any environmental risks that may jeopardize sustenance of project outcomes?	<ul style="list-style-type: none"> <li>• Existence and intensity of biophysical conditions affecting the sustainability of project outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Local implementation partners</li> <li>• Government stakeholders, technical staff</li> <li>• Policy documents</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Desk review</li> </ul>

## 6.3 List of documents reviewed

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- Project Document
- WFP Initiation Plan
- WFP Environmental and Social Policy
- WFP Gender Policy
- PPR
- Project Inception Report
- Project Progress Reports
- Post harvest Loss study
- Annual work plans
- Audit reports
- Oversight mission reports/ Monitoring reports
- Financial and administration guidelines used by the project team
- Project operational guidelines, manuals and systems
- WFP Country programme documents
- Minutes of IACOV Board Meetings and Project Appraisal Committee Meetings
- National and sub-national policies, strategies and plans: NSDP 2, NAPA, Climate change policy, local plans...

## 6.4 List of people and institutions interviewed

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- PMU (including field implementation staff)
- WFP Lesotho
- WFP Regional Office
- DOM (staff directly involved in project management)
- FRSC (staff directly involved in project management and staff from different units involved)
- MAFSN staff
- Members of the PSC
- Other representatives from key partner institutions (e.g. members of technical advisory committee)
- District Administrators
- District and Community Council authorities (e.g. members of the District PSC, members of the District Implementation Committee)
- Project consultants and other technical specialists involved in the project
- Staff from other projects within the districts
- Communities (both men, women, boys and girls)

## Stakeholder at the national level

No.	Name	Organization	Position	Men	Women	Date
1	Kefuoe Thakabanna	Department of Marketing	Marketing Manager		X	20/04/2023
2	Nothombile Nobala	Department of Marketing	Senior Marketing Officer (Crops)		X	20/04/2023
3	Vuka Tsabo	Department of Marketing	Marketing Officer - Horticulture and Focal Point	X		20/04/2023
4	Mofihli Phaqane	Ministry of Local Government	NCCC member	X		21/04/2023
5	Khathatso Maraisane	NCDC	Curriculum Specialist (Agriculture)	X		24/04/2023
6	Mokoena France	LMS	Acting Director	X		24/04/2023
7	Maqhanolle Tsekoa	LMS	Weather Forecaster – CC	X		24/04/2023
8	Marelebohile Boutu	LMS	Meteorologist – CC		X	24/04/2023
9	Lekholoane Lekholoane	Food and Agriculture Organisation	Programmes Officer	X		27/04/2023
10	Limomane Peshoane	United Nations Development Programme (UNDP)	Head of Energy and Environment Unit	X		27/04/2023
11	Napo Ntlou	World Food Programme (WFP)	Programme Officer	X		27/07/2023
12	Washi Mokati	World Food Programme (WFP)	Activity Manager – Resilience and small holders agricultural market support	X		27/04/2023
13	Elias Sekaleli	Ministry of Forestry (MFRSC)	Director – Forestry	X		27/04/2023
14	Nkuebe Lerotholi	Ministry of Forestry (MFRSC)	Director – Soil Conservation	X		27/04/2023
15	Khotso Lepheana	LENAFU	Secretary General	X		02/05/2023
14	Mamokoena Noosi	LENAFU	Programmes Officer	X		02/05/2023
15	Mamonaheng Monoto	DMA	DMA Project Focal Point		X	03/05/2023
16	Thabo Pitso	DMA	DMA Early Warning Officer and Focal Point		X	03/05/2023
17	Mokotla Ntela	World Food Programme (WFP)	VAM Targeting Officer	X		08/05/2023
18	Khotso Letsohla	World Food Programme (WFP)	VAM Crisis Response Officer	X		08/05/2023
19	Likeleli Phoolo	World Food Programme (WFP)	VAM and M&E Lead		X	08/05/2023
20	Lineo Sehlooho	World Food Programme (WFP)	VAM and M&E Officer		X	08/05/2023
21	Lekeli Motsomi	World Food Programme (WFP)	M&E Officer – School feeding, Resilience and IACOV counterpart	X		08/05/2023
22	Mampholle Mpholle	World Food Programme (WFP)	M&E Capacity Building Officer		X	08/05/2023
23	Nkopo Matsepe	IACOV	Project Coordinator	X		08/05/2023
24	Mafamo Phoolo	IACOV	DMA Focal person	X		08/05/2023
25	Kuroane Phakoe	IACOV	LMS Focal person	X		08/05/2023
26	Ntebaleng Thetsane	IACOV	Market Access lead		X	08/05/2023
27	Ntsopa Mokitimi	IACOV	M&E Associate		X	08/05/2023
	<b>TOTAL</b>			<b>17</b>	<b>10</b>	

## Stakeholders at the District level

District	Name	Position	Men	Women	Date
Quthing	M Lephoto	IACOV Project Focal Point		X	28/03/2023
	Monakale Sechaba	District Coordinator (ai)	X		28/03/2023
	Lisema Matsoso	Range Management Officer	X		28/03/2023
	Molapo Qoai	Soil Conservation Officer	X		28/03/2023
	Tseliso Mofubelu	Forestry Officer	X		28/03/2023
	Kananelo Thamae	Forestry Officer	X		28/03/2023
	Katleho Matsabisa	District Crops Officer	X		29/03/2023
	Relebohile Lefoka	District Nutrition Officer		X	29/03/2023
	Mathabiso Maile	Community Mobiliser (WVL)		X	29/03/2023
<b>Sub Total</b>			<b>6</b>	<b>3</b>	
Mohale's Hoek	Bahlakoana Tsolo	District Administrator	X		17/04/2023
	Maria Tiheli	District Council Secretary		X	13/04/2023
	Tsoanelo Oliphant	IACOV Project Focal Point	X		12/04/2023
	Malepeke Lethaha	District Coordinator (ai)		X	13/04/2023
	Ntsitse Sempe	District Range Officer	X		13/04/2023
	Motebang Rakotsoane	Assistant Conservation Officer	X		13/04/2023
	Mampeli Tsiloane	Assistant Conservation Officer		X	13/04/2023
	Mosounyane Moshese	Senior Forestry Officer	X		13/04/2023
	Mpinane Qoane	Cooperatives Officer		X	17/04/2023
	Molefi Rasepahli	District Marketing Officer		X	18/04/2023
<b>Sub Total</b>			<b>5</b>	<b>5</b>	
Mafeteng	Motinyane Motinyane	District Administrator	X		11/04/2023
	Thabo Tauhali	District Council Secretary	X		11/04/2023
	Nthomeng Mahao	IACOV Project Focal Point		X	11/04/2023
	Majoro Khoanyane	District Coordinator	X		11/04/2023
	Teboho Mokoaqo	District Range Officer	X		11/04/2023
	Mahali Lebese	Senior Conservation Officer		X	11/04/2023
	Sekhobe Molomo	Forestry Officer		X	11/04/2023
	Polao Tlali	District Extension Officer	X		11/04/2023
	Makamohelo Ramaili	Senior Economic Planner	X		12/04/2023
	M Tohlang	District Home Economics Officer	X		12/04/2023
	Limpho Ramonyaka	District Nutrition Officer	X		12/04/2023
	Tumang Tsikoane	Area Extension Officer (Mosala Resource Centre)		X	12/04/2023
<b>Sub Total</b>			<b>8</b>	<b>4</b>	
<b>Total</b>					

## Stakeholders at the Community level

District/Council	Village	Name	Position	Men	Women	Date
Quthing	Ha Mosuoae	Raseipone	Foreman	X		27/03/2023
	Waterfall	Matankiso Toloane	Foreman		X	27/03/2023
	Waterfall	Matlholohelo Lebusa	Secretary		X	27/03/2023
	Mohlakoana	Malebohang Letuka	Secretary		X	28/03/2023
	Mohlakoana	Malebohang Moeketse	Secretary		X	28/03/2023
	Mohlakoana	Malerotholi Letsie	Local Chief		X	28/03/2023
	Chache	Salang	Secretary	X		28/03/2023
	Chache	Masebolelo Seleke	Councilor		X	29/03/2023
	Ha Pali	Matiisetso Mokoena	Foreman		X	29/03/2023
	Ha Pali	Machabe Machabe	Councilor	X		29/03/2023
	Liphapang	Matiisetso Lepitla	Secretary		X	30/03/2023
	Liphapang	Mapuleng Letsie	Foreman		X	30/03/2023
	Morateleng	Ntsebo Ntsiame	Secretary	X		30/03/2023
	Morateleng	Wenzi Mazenzilani	Foreman		X	30/03/2023
<b>Sub Total</b>				<b>4</b>	<b>10</b>	
Mafeteng	Thakanyane	Motlatsi Sebele	Councilor	X		03/04/2023
	Thakanyane	Lehana Letika	Foreman	X		03/04/2023
	Makoabating	Morapeli Mokotjo	Foreman	X		03/04/2023
	Motsekuoa	Mohlomi Setlaba	Councilor	X		03/04/2023
	Motsekuoa	Mapaulosi Fako	Local Chief		X	03/04/2023
	Tajane	M Hlalele	Local Chief		X	04/04/2023
	Tajane	Ntsubise Molomo	Councilor	X		04/04/2023
	Tajane	Tsolo Setoromo	Secretary	X		04/04/2023
	Mosala RC	Kholu Rametse	Extension Officer		X	04/04/2023
	Mosala RC	Khauta Leoaneka	Apprentice	X		04/04/2023
	Ha Bele	Refiloe Fakp	Foreman	X		05/04/2023
	Thoteng	Mamosito Pekenene	Secretary		X	05/04/2023
	Thoteng	Tele Rasemese	Foreman	X		05/04/2023
	Motsekuoa	Mamohapi Mokhethi	Forest Ranger		X	05/04/2023
	Motsekuoa	M Mantutle	Forester	X		05/04/2023
	Bolikela	Hlasoa Matsa	Councilor	X		05/04/2023
	Tsakholo	Thabang Molise	Extension Officer	X		06/04/2023
	Ha Ramohapi	Mamokete Khalema	Local Chief		X	06/04/2023
	Ha Ramohapi	Matsolo Thabana	Secretary		X	06/04/2023
	Ha Rapata	Thabang Nkabi	Foreman	X		06/04/2023
Ha Rapata	Mabene Khaile	Secretary		X	06/04/2023	
<b>Sub Total</b>				<b>13</b>	<b>8</b>	
Mohale's Hoek	Lithakaling	Palela Chefa	Foreman	X		13/04/2023
	Lithakaling	Nthabiseng Mofolo	Secretary		X	13/04/2023
	Maneo	Neo Lebona	Local Chief	X		14/04/2023
	Maneo	Makhauhelo Manelo	Foreman		X	14/04/2023
	Maneo	Phokojoe Ntsekalle	Councilor	X		14/04/2023
	Maphohloane	Potsane Mohale	Local Chief	X		17/04/2023
	Maphohloane	Hex Ralienyane	Foreman	X		17/04/2023
	Maphohloane	Seperenkana Nthethe	Secretary	X		17/04/2023
	Matsatseng	Khomo Mosakeng	Local Chief (Acting)	X		17/04/2023
	Matsatseng	Mafa Monyaka	Councilor	X		17/04/2023
	Matsatseng	Seeko Kabane	Foreman	X		17/04/2023
	Matsatseng	Nkamoheleng Phokojoe	Secretary		X	17/04/2023
	Siloe	Moshoeshe Mathibela	Foreman	X		18/04/2023
<b>Sub Total</b>				<b>10</b>	<b>3</b>	

Total				27	21	
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### Participants in Focus Group discussions

District / Council	ED	Village	Sub groups	GENDER				Total interviewed
				Male	Female	Male Youth	Female youth	
<b>Quthing</b>								
Mphaki	Mphaki	Ha-pali	1	0	16	0	0	16
	Mphaki	Ha-pali	1	0	5	0	0	5
Tosing	Tosing	Raliphapang	2	9	13	0	0	22
	Tosing	Morateleng	3	3	13	5	8	29
Telle	Mohlakoana	Letsatseng	3	3	35	2	7	47
	Mohlakoana	Tiping	3	4	19	2	3	28
	Mohlakoana	Chache	2	7	20	0	0	27
Urban council	Mosuo	Ha- Mosuo	2	7	12	0	0	19
	Waterfall	Katlehong	2	6	23	0	0	29
<b>Total (4)</b>		<b>8</b>	<b>19</b>	<b>39</b>	<b>156</b>	<b>9</b>	<b>18</b>	<b>222</b>
<b>Mafeteng</b>								
Makoabating	Thakanyane	Makoabating	2	15	26	8	7	56
Mamantso	Motsekuoa	Thoteng	3	7	12	6	10	35
	Motsekuoa	Ha Bele	3	9	13	5	8	35
Lehlakaneng	Tajane	Ha Mohale	3	21	8	10	13	52
Metsi-Maholo	Ramohapi	Ha Ramohapi	3	12	6	3	3	24
	Ramohapi	Ha Rapata	3	5	2	3	7	17
<b>Sub total (4)</b>		<b>6</b>	<b>17</b>	<b>69</b>	<b>67</b>	<b>35</b>	<b>48</b>	<b>219</b>
<b>Mohale's Hoek</b>								
Thaba Mokhele	Lithakaling	Belebese	3	5	35	3	4	47
	Maneo	Seterekemane	1	1	16	0	0	17
Mashaleng	Maphohloane	Ha Mosoloane	3	5	17	3	1	26
Urban council	Matsatseng	Ha Malebanye	3	5	5	2	3	15
Siloe F01	Siloe	Ha Masunhloane	3	15	18	5	4	42
<b>Sub total (4)</b>		<b>5</b>	<b>13</b>	<b>31</b>	<b>91</b>	<b>13</b>	<b>12</b>	<b>147</b>
<b>TOTAL</b>								

## 6.5 Overview of interview protocols

The table below provides an overview of the questions to be asked during interviews, and who they will be asked to. Before conducting the interviews, they will be separated into specific interview protocols per type of stakeholder. Some questions may then be rephrased to adapt to the type of stakeholder interviewed.

Questions	PMU	WFP CO and RBJ	FRSC/L	PSC	Key partner institutions	District and local authorities	Consultants	Other projects staff	Communities
Introduction									
What is your position?	x	x	x	x	X	x	x	x	
What is your relationship to the project and for how long have you been involved?	x	x	x	x	X	x	x	x	x
<b>1. Project strategy</b>									
<b>1.1 Project Design</b>									
1.1.1 How important is the problem addressed by the project?	x	x	x	x	X	x		x	
1.1.2 Have the assumptions made during project design proven relevant? Have they evolved? (How?)	x	x	x	x	X	x			
1.1.3 How effective is the selected strategy to achieve intended results? (Were lessons from previous projects integrated into project design?)	x	x	x	x	X	x			
1.1.4 To what extent is the project responding to the national and sub-national priorities and context? Has this changed since project design?	x	x	x	x	X	x		x	
1.1.5 In your opinion, were all people affected or concerned by the project consulted during project design?		x	x	x	X	x	x		x
1.1.6 To what extent were gender issues taken into account during project design? (Were any activities undertaken to assess gender-related needs for the project during project design?)		x	x		X	x	x		x
<b>1.2 Results Framework/ Logframe</b>									
1.2.1 Could you please explain in your own words the objectives of the project, its targets and their related timeframes? (for consultants: focus only on those related to their involvement in the project)	x	x	x	x	X		x		
1.2.2 How realistic are they?	x	x	x	x	X		x		
1.2.3 Are there effects on development or on the environment that are not measured by current indicators? (income generation, gender equality and women's empowerment, improved governance etc)	x	x	x	x	X				
<b>2. Progress towards results</b>									
2.1 To what extent have the expected outputs, outcomes and objectives of the project been achieved so far? (provide list, as needed)	x	x	x	x	X	x	x		
2.2 What are the main barriers to address to achieve expected results?	x	x	x	x	X	x	x		
2.3 What are the main opportunities to leverage, to further expand the benefits?									
<b>3. Project implementation and adaptive management</b>									
<b>3.1 Management arrangements</b>									
3.1.1 Are the roles and responsibilities of the PMU, WFP, DOM, FRSC, PSC and other partners clearly established?	x	x	x	x	X				
3.1.2 In your opinion, is decision-making timely and transparent? How responsive are partners to changing needs of the project?	x	x	x	x	X				
3.1.3 Are reporting lines clear? Explain	x	x	x	x	X				
3.1.4 How would you describe the quality of management responses to project team members' inquiries and needs?	x	x	x	x	X				
3.1.4 a) On a scale of 1 to 4, how would you rate the quality of supervision by WFP? Why? (1=poor; 2=fair; 3=good; 4=excellent)	x	x		x					
3.1.4 b) On a scale of 1 to 4, how would you rate the quality of supervision by FRSC? Why? (same scale)	x		x	x					
3.1.4 c) On a scale of 1 to 4, how would you rate the quality of risk management by WFP, DOM and by FRSC? Why? (same scale)	x	x	x	x					



Questions	PMU	WFP CO and RBJ	FRSC/L	PSC	Key partner institutions	District and local authorities	Consultants	Other projects staff	Communities
3.1.4 d) On a scale of 1 to 4, how would you rate the quality of social and environmental management by WFP, DOM and by FRSC? Why? (same scale)	x	x	x	x					
<b>3.2 Work Planning</b>									
3.2.1 Have there been any delays in implementation? If so, could you describe their cause and how many months of delay occurred?	x	x	x	x					
3.2.2 How often do you use the project's logframe for management and/or M&E? How do you use it?	x	x	x	x					
3.2.3 Were there any changes on the projects logframe since the inception of the project or not? Please explain.	x	x	x	x					
<b>3.3 Finance and co-finance?</b>									
3.3.1 Is the project being implemented in a cost-effective manner? If not, why?	x	x	x	x					
3.3.2 Have there been any variations between planned and actual expenditures? If yes, which ones and why?	x	x	x	x					
3.3.3 Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?	x	x	x	x					
3.3.4 Is the Project Team meeting with all executing entities and partners regularly to discuss financial reports, align financing priorities and annual work plans?	x	x	x	x	x				
3.3.5 What (and how much) co-financing is the project leveraging? How has this evolved since project design?	x	x	x	x				x	
<b>3.4 Project-level M&amp;E systems</b>									
3.4.1 Is the M&E system operational and efficient?	x	x							
3.4.2 Are the monitoring tools providing the necessary information?	x	x							
3.4.3 To what extent are key partners involved in project monitoring? And do they use the information generated?	x	x							
3.4.4 Are the tools cost effective? Are additional tools required?	x	x							
3.4.5 How could the tools be made more participatory and inclusive?	x	x							
3.4.6 Are sufficient resources being allocated to monitoring and evaluation? Are there resources being allocated effectively?	x	x							
<b>3.5 Stakeholder Engagement</b>									
3.5.1 Has the project developed and leveraged the necessary and appropriate partnerships with direct and indirect stakeholders?	x	x	x	x	x	x			
3.5.2 Do local and national government stakeholders support the objectives of the project?	x	x	x	x	x	x		x	x
3.5.3 Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?	x	x	x	x	x	x		x	x
3.5.4 How frequently do you interact/exchange with project staff / local partners?	x				x	x	x		x
3.5.4 a) On a scale of 1 to 4, how would you rate the quality of your interactions? (1=poor; 2=fair; 3=good; 4=excellent)	x				x	x	x		x
3.5.5 Is the project as it is implemented appropriate to your realities and capacities?					x	x			x
3.5.6 Are you aware of any mechanisms being in place for you to influence project decision-making?					x	x			
3.5.7 To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?	x	x	x	x	x	x		x	x

Questions	PMU	WFP CO and RBJ	FRSC/L	PSC	Key partner institutions	District and local authorities	Consultants	Other projects staff	Communities
3.5.8 In your opinion, is the project beneficial to your community? If so, what are its benefits?						x			x
<b>3.6 Reporting</b>									
3.6.1 How many lessons from adaptive management processes were shared with partners? Which partners?	x	x	x	x					
3.6.2. Does the Project Team and partners undertake and fulfil AF reporting requirements (i.e., how have they addressed poorly rated PPRs, if applicable?)	x	x	x	x					
3.6.3 Did you receive any documentation about lessons drawn from adaptive management processes undertaken by the project?				x	x	x			
3.6.4 Could you provide examples where these lessons were used by your organization?					x	x			
<b>3.7 Communications</b>									
3.7.1 Is communication regular and effective?	x	x	X	x		x		x	x
3.7.2 Could you please tell me what the project expected outcomes and its activities are?				x		x		x	x
3.7.3 What communication mechanisms or activities have been implemented by the project? Who has been targeted? Who was left out?	x								
3.7.4 How have you received information about the project? Was this information useful? (ie have you started using it).					x	x		x	x
3.7.5 Did the communication create awareness about the project and investment in sustainability of project results?	x				x	x		x	x
3.7.6 Are proper means of communication established or being established to express the project progress and intended impact to the public? Eg website, social media etc					x	x			x
3.7.7 Did the project implement appropriate outreach and public awareness campaigns?					x	x			x
<b>4. Sustainability</b>									
4.1 Have the risks assessed during project design proven relevant? Have they evolved? (How?)	x	x	x	x					
4.2 a) Which activities would require continued financial support after the end of the project for project outcomes to be maintained?	x	x	x	x	x	x	x		
4.2 b) What are potential sources of funding for sustaining project's outcomes beyond AF funding (such as the public and private sectors, income generating activities)?	x	x	x	x	x	x	x	x	x
4.3 Which outcomes should normally be maintained without additional resources?	x	x	x	x	X	x	x		
4.4 What social and/or political conditions could affect the sustainability of project outcomes? How?	x	x	x	x	X	x	x		
4.5 What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?	x	x	x	x	X	x	x		
4.6 Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?	x	x	x	x	X	x	x		
4.7 Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project?	x	x	x	x	X	x	x		
4.8 Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could	x	x	x	x	X	x	x		

Questions	PMU	WFP CO and RBJ	FRSC/L	PSC	Key partner institutions	District and local authorities	Consultants	Other projects staff	Communities
learn from the project and potentially replicate and/or scale it in the future?									
4.9 What frameworks/policies/governance structures/processes could potentially affect the sustainability of project benefits? How?	x	x	x	x	X	x	x		
4.10 What frameworks/policies/governance structures/processes are lacking to ensure the sustainability of project benefits? Why?	x	x	x	x	X	x	x		
4.11 Are there any biophysical factors that could affect the sustainability of project outcomes? How?	x	x	x	x	X	x	x		
4.12 Are there any environmental factors that could affect the sustainability of project outcomes? How?	x	x	x	x	X	x	x		

## 6.6 Schedule for interviews and field visit plan

### MTR schedule - Quthing

Day	Activity	Time	Remarks
<b>26.03.2023</b>	Arrival and sleepover in Quthing	Afternoon	
<b>27/03/2023</b>	Debriefing Meeting with FRSC DC	8:30-8:20am	
	Driving to DA's Office	8:20-8:30am	
	Courtesy call DA office	8:30-9:00am	
	Courtesy call-DCS	9:10-9:30am	5 minutes to walk in to DCS
	Meeting with DC and FRSC Team	9:30-12:30	2H30Min
<b>Lunch</b>	<b>Lunch</b>	<b>12:30-13:30</b>	
	Travel to Mosuoe and Katlehong	13:30-14:00	
	Meeting with community leaders and Community at Project site	14:00-17:00	
<b>28/03/2023</b>	Travel to Telle council Mohlakoana ED	8:00-9:30am	
	Meet with community leaders and key informants project site. Mohlakoana (Letsatseng, Tiping) project site.	9:30-11:30am	
	Travel to Chache	11:30-12:30	
	<b>Health Break</b>	<b>12:30-13:00</b>	
	Meet with community leaders and key	13:30-16:30	

	informants Mohlakoana (Chache) project site.		
	Travel Back to base	16:30-18:30	
<b>29<sup>th</sup>/03/2023</b>	Meeting DAO and the Team	8:30 to 11:00am	DAO to confirm the day time. If even for the district teams, we need 2 to 3 hours
	Travel to Mphaki Ha Pali	11:00-13.30pm	
	Meeting community leaders and community at Mphaki ha Pali	13:30-16:30pm	
	Travel Back	16:30-19:30pm	
<b>30<sup>rd</sup>/03/2023</b>	Travel to Tosing (Tsatsane, Morateleng, Tsatsanyane)	06:30-10:30	
	Meeting with Community Leaders Tosing	11:00-2:00pm	
	Travel back to Base	2:00-18:00pm	
<b>31<sup>st</sup>/02/2023</b>	Debriefing with DA/DCS	8:30 –9:00am	
	Debrief Meeting with DC and or DAO and the district Team.	9:00 to 10:30am	
	Departure to Maseru	11:00	



## 6.7 Terms of reference for the Midterm Review

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IACoV Mid Term Evaluation TORs\_Final .pdf

## 6.8 Management Response

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Evaluation for evidence-based decision making | WFP Office of Evaluation

Evaluation Quality Assurance System (EQAS)

### **Management Response from the Ministry of Defence, National Security and Environment and WFP Lesotho Country Office to the recommendations of the Midterm Review of the Adaptation Fund Project titled “Improving Adaptive Capacity of Vulnerable and Food Insecure Populations in Lesotho (IACoV)” from October 2020 to October 2022**

1. This document, finalized in July 2023 presents the management response to the recommendations of the Midterm Review of the IACoV activities that started in October 2020 and will end in October 2024 in Lesotho.
2. The Midterm review exercise was commissioned by the WFP Lesotho Country Office (LCO) and covers the IACoV project executed by the then Ministry of Forestry, Range and Soil Conservation (MFRSC) and the Lesotho Meteorological Services (LMS) in the framework of the WFP Country Strategic Plan (2019-2024). Since March 2023, both MFRSC and LMS are officially administered under one Ministry namely the Ministry of Defence, National Security and Environment.

- 3. The midterm review exercise (MTR) covers the IACoV implementation period from October 2020 to October 2022.
- 4. The purpose of the MTR is to assess the physical progress and quality of the project implementation, identify reasons for the success and make recommendations to overcome issues in terms of the remaining project duration and available financial resources.
- 5. The MTR made 6 key recommendations with 18 actions. The matrix sets out whether WFP agree, partially agree or disagree with the recommendations and sub-recommendations. It presents the planned actions, responsibilities and timelines.

Recommendations and related Sub-recommendations (Deadline)	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions)	Action Deadline <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<b>Relevance and Design</b>					
<p><b>Priority: High</b></p> <p><b>Recommendation 1 (Operational): Logical framework targets:</b></p> <p>The project's results framework should be revisited to identify achievable targets on output 1.2.1 on pending studies and operationalization of their findings and output 3.1.3 on the</p>	<p>WFP Lesotho Country Office (LCO), (Programme Unit) and field offices, Ministry of Agriculture and Food Security.</p>	<p><b>Agreed:</b></p> <p>a) There are two critical studies whose findings would enhance the understanding of the importance of acting early to address the effects of climate change and influence</p>	<p>1. The Project Management Unit (PMU) to work with the Human Resource Management Unit (HR) and the Supply Chain Unit (SC) in WFP LCO to complete the ongoing recruitment processes for the pending engagement of consultants and service</p>	<p>WFP HR office working with the IACoV Project Coordinator.</p>	<p><b>December 2023.</b></p>



value chains, fortification and market access activities in the remaining period of the project: carry our rapid survey to identify gaps and take actions.		the consideration of indigenous knowledge on climate change in making programmatic decisions. However, PMU has begun undertaking the value chain studies planned to be finalized by December 2023	providers component 1, 2 and 3 activities.		
		b) During the design phase, the target of 2500 Mt of fortified maize meal or sorghum was set with the assumption that the project will collaborate with Lesotho milling companies for procurement of maizemeal from the communities. However, the two earmarked national milling companies in Lesotho have since 2020 to date, been failing assessments on UN WFP fortification quality	2. PMU with support from LCO to assess (i.e using surveys) the possibility of achieving the 2500 Mt target in the remaining project timeframe by using other options beyond collaborations with the two national millers for food fortification.	WFP LCO Programme, PMU.	<b>August 2023.</b>
			3. Based on action (2) above, seek approval of the project steering committee and Adaptation Fund board for revision of the set target.	WFP LCO Programme, PMU working with the Ministry of Agriculture and Food Security.	<b>August 2023.</b>

		standards despite the capacity strengthening efforts by WFP LCO and RBJ. Furthermore, the food fortification policy that supports the fortification of maize meal by the local millers located in the project operational areas, is pending approval of the cabinet since its development in 2019.			
			4. The project will continue to do refresher M&E training for national and district government staff and facilitate the undertaking of onsite and oversight monitoring visits to track progress on output and outcome indicators.	WFP LCO M&E and programme.	<b>October 2024.</b>
<b>Effectiveness/Impact</b>					

<p><b>Priority: High</b></p> <p><b>Recommendation 2</b> <b>(Operational):</b> Through meeting key stakeholders at national and district levels, the project management unit should a) review community action plans and assess progress against planned actions and b) develop implementation mechanisms that highlight actions that can be completed within the remaining project period and actions that need to continue beyond the current project end date for successful completion, indicating the time frame clearly.</p>	<p>LCO, Project management unit (PMU), LMS and MFRSC</p>	<p><b>Agreed:</b> The project was largely affected by external factors including covid -19 which delayed the execution of some interventions prioritised by the communities in the developed climate change adaptation/community action plans.</p>	<p>5. The PMU will organise the operational, and planning workshops/meetings to a) review the progress, particularly on components 1, 2 and 3</p> <p>6. b) develop implementation mechanisms and timelines for pending activities.</p>	<p>WFP LCO Programme, PMU and M&amp;E in collaboration with LMS and MFRSC.</p>	<p><b>August 2023.</b></p>
<p><b>Priority: High</b></p> <p><b>Recommendation 3</b> <b>(Operational): Delivery of services.</b> The project should address the existing project barriers by a) accelerating procurement processes while adhering to the set donor standards and regulations b) broadening the pool of experts, including</p>	<p>WFP LCO, Project management unit (PMU), LMS and MFRSC</p>	<p><b>Agreed</b> The PMU and Supply Chain Unit (SC) should regularly review the existing year 3 procurement plan and expedite the procurement processes in consideration of the set timelines and</p>	<p>7. The PMU should resuscitate the weekly meetings with SC to track progress in the year 3 procurement plan and agree on actions required i.e. provision of clear specifications in the requests, to expedite the procurement processes.</p>	<p>WFP LCO Programme, PMU, LMS &amp; MFRSC Technical Directors.</p>	<p><b>July 2023.</b></p>

<p>people/companies/firms from neighbouring countries (including South Africa) to undertake technical consultancy assignments and services required and c) improve working relationships with key partners and stakeholders (including beneficiaries), particularly at the district level by sharing information on delays procurement of tools/services and addressing delays in the provision cash-based transfers to the beneficiaries and delays in provision of lunch incentives and per diems to government staff.</p>		<p>seasonality factors that can affect the implementation of some project activities. The PMU with support from the LCO supply chain, finance should improve communication of unforeseen delays in procurement activities and provision of lunch incentives/per diems to government staff.</p>	<p>8. The PMU to engage the district-level coordination structures such as the project implementing teams to openly and timely communicate challenges in procurement processes. Ad hoc meetings can be arranged for communication of such challenges and to find solutions mutually.</p>	<p>WFP LCO Programme, PMU.</p>	<p><b>Continuously until October 2024.</b></p>
			<p>9. The PMU to properly plan and timely provide all supporting documents (i.e. banking details, Terms of references) to facilitate the timely provision of monthly lunch incentives/per diems to government staff and seek reports from all monitoring visits to the project sites.</p>	<p>WFP LCO Programme, PMU.</p>	<p><b>Continuously until October 2024.</b></p>
			<p>10. Based on action (7) above, the WFP LCO Finance and management to ensure timely certification and approval of the PMU</p>	<p>WFP LCO Finance and Management.</p>	<p><b>Continuously until October 2024.</b></p>

			<ul style="list-style-type: none"> <li>• requests for government lunch incentives/perdiems.</li> <li>•</li> <li>•</li> </ul>		
<b>Sustainability and Scalability</b>					
<p><b>Priority: High</b></p> <p><b>Recommendation 4 (Operational): Capacity development:</b> Develop a sustainability plan and an exit or transition strategy for smooth completion and closure of the project.</p>	<p>WFP LCO, Project management unit (PMU), LMS and MFRSC with support from WFP Regional Office for Southern Africa (RBJ)</p>	<p><b>Partially agreed</b></p> <p>The development of sustainability plans for all project activities is mandatory as per the project document. The recommendation is more general and limits consideration of the established project exit and transition strategies/plans that ensure sustainability on implementation of key capacity strengthening and systems development</p>	<p>11. The PMU should use the results of the actions from recommendation (2) above and rationalize the need for the suggested request of non cost extension.</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<p>WFP LCO Programme Unit, PMU, LMS, MFRSC, Ministry of Agriculture</p> <p>With support to RBJ Programme Unit and HQ Programme Division.</p>	<p><b>September 2023</b></p>
			<p>12. Improve water harvesting structures for climate smart interventions in the model sites at Quthing and Mohale's hoek districts and use such sites and learning centres for other communities.</p>	<p>WFP LCO Programme Team, MFRSC.</p>	<p><b>October 2023.</b></p>

		<p>activities at different levels. For example, the project operates within and supports the established government coordination structures at different levels. Under Component 1, there are clear exit plans developed for all engaged service providers such as the International Research Institute on the use of advanced weather forecasting tools including data library, and Python Climate Predictability Tools without access rights restrictions beyond the project lifespan. However, the project understands the need to strengthen technical support provided for some IGAs and the exit strategies for</p>	<p>13. Develop a clear exit plan and sustainability plan for the project overall and especially for the community assets to address environmental management activities in a consultative process with the communities. The Project is finalizing the engagement of the community-based organizations that will start to work in August 2023 to manage and operationalize the exit strategy among other capacity development activities at community level.</p>	<p>WFP LCO Programme Team, MFRSC.</p>	<p><b>September 2023.</b></p>
			<p>14. Work with the Ministry of Agriculture to review and assess some Income Generating Activities i.e. piggery, and poultry identified aspired by the beneficiaries in the project sites that are remote from the market centres in the districts. A clear strategy to link the remote project sites with</p>		<p><b>September 2023</b></p>

		<p>productive, climate change adaptation activities at the <b>community level.</b></p>	<p>marketing opportunities. This should be built on market access opportunities i.e. market “days” where beneficiaries are linked with off-takers in the three districts, that the project has supported the Ministry of Agriculture to undertake periodically.</p>		
			<p>15. WFP LCO will continue to provide the necessary support to ensure the efficient use of the remaining funds for the intended project objectives.</p>	<p>WFP CO Programme, Finance, budget and Programming with support from (WFP RBJ and HQ).</p>	<p><b>October 2024.</b></p>

<p><b>Priority: High</b></p> <p><b>Recommendation 5 (Strategic) : Sustainability.</b> Reinforce the project’s governance structures at national and local levels and ensure more connectivity to stakeholders including the private sector.</p>	<p>WFP LCO, Project management unit (PMU), LMS and MFRSC</p>	<p><b>Partially Agreed:</b></p> <p>The project has a fully-fledged, functional governance structure at the national level. The National Climate Change Committee (NCCC) is the highest authority in the management of the project and has private-sector representation. At the operational level, the project strongly collaborates with media institutions on the dissemination of climate change messages that enhances social behavioural change. In addition, across all the components, the project engages local companies and firms for the provision of goods and services. At local levels, the project further</p>	<p>16. The PMU recognizes the need for improvement in supporting the public-private partnerships and will further upscale the interventions on market access and value chain development under output 3.1.3 of component 3. The project will upscale of the on-going quarterly market day events where small holder farmers that project supports are linked to the wholesalers, retail shops, off-takers, local shops and the public to buy their surplus produce as well as supporting small holder farmers to have marketing skills and establishing structured marketing plartforms. The project has begun to do the value chain studies whose findings will further guide how to support small holder farmers and linking them to the markets.</p>	<p>WFP LCO Programme and Communication Teams.</p>	<p><b>October 2024.</b></p>
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		supports the undertaking of periodic market linkage forums and market day events where the private sector is represented.	•		
			17. The PMU working with CAM to strengthen documentation and sharing of lessons learned with stakeholders. This will be done using different platforms and avenues.	WFP LCO - Programme Unit ,MFRSC, RBJ Programme.	<b>October 2023.</b>

			18. Use model sites as training centres for other communities.	WFP LCO – Programme.	<b>October 2024.</b>
<p><b>Priority: High</b></p> <p><b>Recommendation 6 (operational): WFP's support to the Government of Lesotho (GoL).</b> Continuous awareness raising of the project beneficiaries is important to make sure that the communities understand the need for the climate change adaptation strategies promoted by the project.</p>	<p>WFP LCO Programme Unit, MFRSC, other relevant government ministries, Media institutions, RBJ.</p>	<p><b>Agreed:</b></p> <p>This is critical to ensure the achievement of the intended social behavioural change and enhances the sustainability of climate change adaptation activities.</p>	<p>19. Upscale operationalization of the national climate change communication strategy in the project sites in Mafeteng, Mohale's Hoek and Quthing districts.</p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p>WFP LCO Programme Unit, LMS, MFRSC.</p>	<b>October 2023.</b>
			<p>20. Conduct refresher training for media institutions and map</p>	<p>WFP LCO Head of Programme and M&amp;E Unit</p>	<b>September 2023.</b>

			other strategic agents for awareness raising.	(RB Programme Unit)	
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