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# Thematic Evaluation of WFP's Country Capacity Strengthening Activities in Lesotho 2019 to 2023

Decentralized Evaluation Report

Commissioned by WFP Lesotho Country Office

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# Executive Summary

## Introduction

1. The WFP Lesotho Country Office (CO) commissioned this decentralized, thematic evaluation of Country Capacity Strengthening (CCS) activities carried out by WFP under its Country Strategic Plan (CSP) (2019-2024) from June 2019 to September 2023. The evaluation is timely for refining CCS activities' implementation for the remainder of the CSP and informing the next CSP's design in Lesotho commencing in July 2024.
2. The evaluation addresses the objectives of accountability and learning with a greater emphasis on learning. It is commissioned to i) assess the CCS interventions' effectiveness, ii) recommend adjustments going forward, iii) assess CCS activity's consideration of environmental risk and gender-related issues; and iv) supplement existing evidence on the Government and its partners' capacity to achieve zero hunger. The main users of the evaluation are the WFP Lesotho CO, Regional Bureau (RBJ), the Government of Lesotho through institutions that directly participate in CCS activities,<sup>1</sup> other development partners involved in national systems supported by WFP e.g., Non-Governmental Organizations (NGOs),<sup>2</sup> private sector,<sup>3</sup> United Nations (UN) agencies and donors.
3. This evaluation sought to answer eleven evaluation questions organized according to the criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability. Using a mixed-methods approach combining documentary review with primary quantitative and qualitative data collection, evidence was systematically triangulated through different data sources and collection methods. The evaluation complied with United Nations Evaluation Group ethical standards and norms. Data collection and analysis were participatory and gender responsive with sampling based on a stakeholder mapping to include populations representative of the CCS intervention participants.

## Context

4. Lesotho is a middle-income country with low human development.<sup>4</sup> Lesotho is committed to implementing the 2030 Agenda for Sustainable Development through the NSDP II 2018/19-2022/23. Progress towards achieving the Sustainable Development Goals (SDGs) is stagnating or declining for most goals due to climate change, political instability, governance issues, and public service delivery and accountability inefficiencies.<sup>5</sup>
5. Food security is a major challenge and is deteriorating due to destruction of crops by heavy rains, inflation, and economic decline.<sup>6</sup> Based on the latest Integrated Food Security Phase Classification (IPC) report, 22 percent of Lesotho's rural population is in phase 3 categorization (crisis).<sup>7</sup> Food insecurity is further exacerbated by the high vulnerability of Lesotho to climate change and natural disasters, such as droughts and flooding.
6. Child undernutrition remains a significant challenge.<sup>8</sup> Malnutrition is driven by poverty, lack of diverse and nutritious diet, low agricultural productivity, limited prioritization of nutrition issues by government agencies, limited capacity, and commitment of local government units in delivery of nutrition interventions.<sup>9</sup>

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<sup>1</sup> Ministry of Education and Training (MoET), Lesotho Meteorological Services (LMS), Ministry of Agriculture and Food Security (MAFS), Disaster Management Authority (DMA), Food and Nutrition Coordination Office (FNCO), Ministry of Forestry, Range and Soil Conservation (MFRSC).

<sup>2</sup> Lesotho Red Cross Society (LRCS), Lesotho Network of People Living with HIV and AIDS (LENEPWHA)

<sup>3</sup> Standard Lesotho Bank (SLB), Vodacom Lesotho, First National Bank (FNB), National school feeding Management Agents (NMA) such as Ruella, TJ and National University of Lesotho.

<sup>4</sup> <https://hdr.undp.org/data-center/specific-country-data#/countries/LSO> (accessed June 28, 2023)

<sup>5</sup> UN Lesotho, "2022 One UN Report Lesotho."

<sup>6</sup> IPC, "Lesotho IPC Acute Food Insecurity Analysis July 2022-March 2023".

<sup>7</sup> IPC, "Lesotho IPC Acute Food Insecurity Analysis July 2022-March 2023".

<sup>8</sup> Kingdom of Lesotho, "The Social and Economic Impact of Child Undernutrition on Lesotho Vision 2020".

<sup>9</sup> WFP, "Fill the Nutrient Gap Lesotho".

7. Lesotho remains in the top 20 percent of unequal countries within the Gini Index. Women face legal restrictions, and barriers in accessing services and formal employment, and are frequently at risk of violence.

## Findings

### Relevance

8. CCS activities respond to contextual needs related to food security, nutrition, and early warning/disaster preparedness. Capacity assessments confirm the appropriateness of CCS intervention design at the institutional level. At the population level, the focus of CCS activities on improving outcomes for women, school and smallholder farmers attempts to address some of the most-at-risk groups in Lesotho. However, activities appear to overlook some populations at risk, particularly persons with disabilities.

9. **Capacity strengthening initiatives are designed based on a sound gender analysis and are gender and, to a lesser extent, age responsive.** All five Activities integrate specific measures or objectives for the promotion of Gender Equality and Women Empowerment (GEWE).

10. **Addressing environmental risk is a central part of CCS activities implemented by WFP.** The design of these activities is clearly informed by environmental risk analysis carried out at several levels.

### Coherence

11. **CCS activities are well aligned with national priorities in the NSDP II and all sectoral policies relevant to the CSP's objectives.** However, the updated school feeding policy includes additional support activities beyond those implemented by WFP.

12. **CCS activities are fully aligned with the CCS policy, updated in 2022.** CCS activities are aligned with national/local priorities and have been effective in generating or preparing to generate systems improvements to support food security, nutrition, and associated population essential needs (see Effectiveness).

13. **Systematic incorporation of cross-cutting themes, specifically nutrition and climate change adaptation, offer potential synergies amongst CCS activities.** These synergies, if realized, could allow mutual contribution to those transversal themes and their respective outcomes. The Evaluation Team (ET) observed geographic convergence during site visits, but it is not clear the extent to which this convergence was strategically incorporated.

### Effectiveness

14. **Determining effectiveness is challenged by the absence of appropriate output and outcome indicators to measure CCS progress.** While monitoring, tracking, and reporting of CCS activities has improved since 2021, there is still no monitoring tool to measure progress against plans analysing the extent to which WFP contributes to address identify capacity gaps.

15. **CCS survey respondents were very positive about CCS initiatives enhancing their knowledge and skills reporting that they are putting these learnings into effect in their job.** Most respondents (86 percent) said that this has contributed to changes in their organization and work sector.

16. **A comparison of the CSP document and Annual Country Reports, reveals output and outcome achievements are most notable in Activity 3 and 4.** Institutional instability and government staff turnover, leadership, and limited availability of government resources to engage and sustain CCS activities are key factors negatively affecting achievements. Leadership within government institutions has been variable within different agencies targeted.

17. **Excluding Activity 6, WFP has made substantial contributions across the five CCS pathways including through introduction of relevant innovations; however, tangible outcomes are only partially observed.** Interviews with a large range of stakeholders at national, district and local levels, showed that WFP CCS activities have contributed to improvements in technical capacities in early warning, food security and nutrition monitoring, and urban preparedness, whereas CCS activities on school feeding have not yet resulted in tangible outcomes. For instance, several policies and legislations have been reviewed/ revised, but have not been endorsed or are not yet implemented.

18. **CCS activities have successfully initiated activities to promote GEWE except for Activity 3; outcome indicators and qualitative evaluation evidence present limited evidence of improved GEWE outcomes.** The CSP results framework GEWE indicator, which only covers Activity 5, shows an increase in the proportion of households where spending decisions are made in conjunction with women. While women are participating in school feeding committees, these committees are not yet active, limiting women's role in management. Men's exposure to nutrition messaging and participation in nutrition clubs is an achievement considering the traditionally exclusive engagement of women in nutrition subjects.

#### Efficiency

19. **The level of resources available throughout project implementation has been relatively high and does not represent a significant limiting overall although some activities suffered funding gaps.** Expenditures have consistently been lower than available resources and below the needs-based plan. WFP interviewees stated that cost-effectiveness is not a criterion considered for decision-making and activity planning.

#### Sustainability

20. **Financial and technical capacity are prominent barriers to sustaining observed benefits of CCS activities.** Sustainability has not been well factored into the design. The development of CCS strategies in December 2022 provides a more comprehensive framework that should allow CCS activities to address all critical elements affecting sustainability.

#### Impact

21. **There are minimal observations on impact at this stage as there have been few observable outcomes in terms of improved government and other stakeholder programming.** Notably, the deterioration in the quality of school meals since the handover to government management highlights the continued support needs of the government, both financial and technical. At the population level, WFP's direct implementation has improved access to food and diet diversification among participating households.

#### Conclusions

22. The evaluation confirms the relevance of CCS activities. The shift operated by WFP from direct implementation to CCS is found appropriate to address the most-at-risk population's needs and achieve sustainable results.

23. WFP has made substantial contributions to the five CCS pathways defined by its corporate CCS policy. Most processes are ongoing; a few outcomes can already be observed. Several processes for which the conceptualization has been concluded do not show progress in the implementation of newly improved systems. This particularly affects school feeding initiatives.

24. Several new or improved systems will require additional financial resources to be sustained. Little progress has been made in the CCS pathway of strategic planning and financing.

25. Promotion of GEWE is well integrated into WFP CCS activities. Integration of different age groups and persons with disabilities has been less systematic.

26. The WFP CO has established a large range of collaborations with relevant stakeholders that support CCS achievements. Leadership and ownership within partner institutions are key factors of success. The CO has not made the best use of corporate resources.

27. The design of the next CSP that will take place in 2024 is an opportunity to refine the WFP Lesotho CCS approach and monitoring system, based on the CCS strategies that have been elaborated in 2022.

#### Lessons learnt

28. Conventional monitoring systems based on quantitative output and outcome indicators are of limited utility to measure CCS achievements if not accompanied by a solid qualitative tracking system.

29. Generation of outcomes in terms of improved government programming depends on internal processes and dynamics within partner institutions, including leadership and ownership. It is important to develop an excellent institutional knowledge through proximity and to find a fine balance between proactivity and respect of national stakeholders' rhythm.

30. Strengthening the capacity of a broad range of stakeholders requires time and persistence. Adoption of new knowledge, concepts, systems, and practices cannot be achieved through a single activity or intervention; a range of activities and follow-ups is required.

31. Partnership and collaboration are key criteria for success. They allow for mobilizing appropriate expertise and resources.

32. The promotion of men's participation in nutrition clubs has shown good results in raising awareness on issues traditionally exclusively dealt with by women and on constraints faced by women.

### **Recommendations**

33. As noted, CCS has adequately mainstreamed GEWE, and activities are highly gender responsive. Thus, no specific recommendation is included on GEWE.

1. Continue transitioning towards a holistic approach for supporting national systems contributing to the achievement of zero hunger and strengthening strategic and operational planning of CCS activities. (WFP CO with relevant lead government institutions and the support of RBJ. Medium priority)
2. Continue expanding and strengthening partnerships with the development of a partnership strategy that explores additional opportunities, particularly, for strengthening public-private collaboration and South-South and Triangular cooperation (WFP CO with relevant lead government institutions and the support of RBJ. Medium priority).
3. Continue improving monitoring and evaluation so that evidence informs decision making for CCS activities, based on the CCS corporate and country-specific indicators, and a M&E dashboard that would allow tracking of planned CCS activities. (WFP CO with the support of RBJ. Medium priority).
4. Promote strengthened leadership and ownership among key government institutions and stakeholders through advocacy and the formalization of commitments and responsibilities of all the institutions involved (WFP CO with key relevant institutions. High priority).
5. Strengthen the internal capacity of WFP CO to deliver and monitor CCS activities, taking advantage of available CCS corporate resources, increasing collaboration with RBJ and headquarters and considering integrating a CCS advisor full-time position (WFP CO, RBJ and headquarters. High priority).
6. Strengthen community-level programming for resilience activities to better empower communities for the implementation of CBPPs and provide adequate technical assistance and follow up to beneficiaries (WFP CO with MFRSC and MA. Medium priority).
7. Adapt strategy to account for institutional instability and staff turnover within CCS activities, involving staff less likely to be affected by turnover, prioritizing the enabling environment and organizational capacity over individual capacity (WFP CO with relevant institutions involved in CCS activities. Medium priority).
8. Better address the needs of persons with disabilities in CCS activities with a detailed definition in the design of the next CSP on how those needs will be addressed and exploring collaboration with specialized agencies (WFP CO with the Ministry of Social Development and relevant institutions involved in CCS activities. Medium priority).

# 1. Introduction

1. This report presents the findings and recommendations of the evaluation of the World Food Programme (WFP) Country Capacity Strengthening (CCS) activities in Lesotho from 2019 to 2023. It represents the last part of a process that began in June 2023 with an inception phase (until August 2023) followed by data collection (mid-September to the beginning of October), and a data analysis and report writing phase (October to December 2023). The final report is based on several rounds of quality assurance and comments by WFP, the Decentralized Evaluation Quality Support (DEQS) and external stakeholders.

## 1.1 EVALUATION FEATURES

2. This decentralized thematic evaluation was commissioned by WFP Lesotho Country Office and was managed by WFP Regional Bureau in Johannesburg (RBJ). The evaluation covers all CCS activities carried out by WFP nationwide in the country under its Country Strategic Plan (CSP) 2019-2024<sup>10</sup> from June 2019 to the data collection period in September 2023. The evaluation is timely for refining CCS activities' implementation for the remainder of the CSP and informing the design of the next CSP in Lesotho that will commence in July 2024.

3. The evaluation was intended to address the dual and mutually reinforcing objectives of accountability and learning with a greater emphasis on learning:

- **Learning:** The evaluation determines why expected results occurred or not and identifies good practices that could be replicated in Lesotho and/or elsewhere. Findings will be actively disseminated and incorporated into relevant communication and knowledge-sharing systems.
- **Accountability:** The evaluation assesses and reports on the performance and results of CCS activities and the extent to which they were effective in supporting the Government of Lesotho to achieve zero hunger.

4. As defined in the evaluation Terms of Reference (ToR, see Annex 1) the evaluation is specifically commissioned to:

- Assess the effectiveness of CCS interventions in achieving the defined goals and generate evidence on the effects and change to which technical and financial support provided by WFP has contributed.
- Identify and recommend adjustments for the remainder of the CSP aiming at achieving the proposed objectives to the largest possible extent.
- Understand the extent to which CCS activities considered environmental risk and gender related issues such as gender equality, equity, and discrimination.
- Provide additional evidence to the capacity assessments carried out at the beginning of the CSP on the status of the capacity of the Government and its partners to achieve zero hunger.

5. The main stakeholders and users of the evaluation are the WFP Lesotho country office, RBJ, the Government of Lesotho through institutions that directly participate in CCS activities,<sup>11</sup> other development partners involved in the systems that WFP CCS activities aim at strengthening such as Non-Governmental Organizations (NGOs),<sup>12</sup> private sector actors who partnered with WFP for the implementation of some activities,<sup>13</sup> United Nations (UN) agencies and donors. The WFP Headquarters (HQ) may use the CCS

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<sup>10</sup> <https://www.wfp.org/operations/ls02-lesotho-country-strategic-plan-2019-2024>

<sup>11</sup> Ministry of Education and Training (MoET), Lesotho Meteorological Services (LMS), Ministry of Agriculture and Food Security (MAFS), Disaster Management Authority (DMA), Food and Nutrition Coordination Office (FNCO), Ministry of Forestry, Range and Soil Conservation (MFRSC).

<sup>12</sup> Lesotho Red Cross Society (LRCS), Lesotho Network of People Living with HIV and AIDS (LENEPWHA)

<sup>13</sup> Standard Lesotho Bank (SLB), Vodacom Lesotho, First National Bank (FNB), National school feeding Management Agents (NMA) such as Ruella, TJ and National University of Lesotho.

evaluation evidence for wider organizational learning and accountability. The HQ Technical Assistance and Country Capacity Strengthening Service (OSZI) has an interest in an independent account of the operational performance and learning from the evaluation findings to inform operations in other country offices/regions. Furthermore, the HQ Office of Evaluation may use the evaluation findings, as appropriate, to feed into evaluation syntheses and for annual reporting to the Executive Board on evaluation coverage.

6. The evaluation was conducted by the Konterra Group and an evaluation team composed of a team leader, a nutritionist, an expert in Disaster Risk Reduction (DRR), a statistician and seven enumerators. Primary data collection in Lesotho took place from 18 September to 6 October.

## 1.2 CONTEXT<sup>14</sup>

7. Lesotho is a landlocked country surrounded by the Republic of South Africa with an estimated population of 2 million (50.7 percent female).<sup>15</sup> It has an estimated area of 30,360 km<sup>2</sup>; 70 percent of the population is rural.<sup>16</sup> Population characteristics are detailed in Table 1 below.

**Table 1 Lesotho population characteristics**

|                           | Male | Female | Total |
|---------------------------|------|--------|-------|
| Life expectancy at birth  | 50   | 56     | 53    |
| % under 5                 | 10%  | 10%    | 10%   |
| % under 18                | 39%  | 38%    | 39%   |
| Total fertility rate      | --   | --     | 3.0   |
| Adolescent fertility rate | --   | --     | .09   |

Source: The World Bank data (accessed 6 July 2023)<sup>17</sup>

8. **Political and economic context.** Lesotho is a constitutional monarchy that recently elected its first woman Deputy Prime Minister. It is a middle-income country ranked 168<sup>th</sup> of 191 countries in the 2021/2022 Human Development Index,<sup>18</sup> categorized as low human development. After a period of continuous increase from 2007 to 2019, the index decreased in 2020 and 2021 due largely to COVID-19 and external economic events.

9. Poverty has fallen over the past two decades from 56.6 percent in 2002 to 49.7 percent in 2017 with multidimensional child poverty falling nearly 20 percentage points between 2014 (65.4 percent) and 2018 (45.5 percent).<sup>19</sup> Social protection programmes, whose coverage of low-income households has increased considerably, have been essential in reducing poverty.<sup>20</sup> Importantly, urban poverty has declined while rural poverty remained stagnant, widening the urban-rural divide. Severe poverty is much higher in rural areas (7.5 percent) compared to urban (0.7 percent).<sup>21</sup> Unemployment rate in 2022 was 18 percent and progressively recovering from pre-pandemic level.<sup>22</sup> Youth are particularly affected by unemployment, with a rate of 26.7 percent in 2022, also in process of recovering pre-pandemic level.<sup>23</sup>

10. COVID-19 disrupted poverty reduction trends, resulting in a two percent increase in rural poverty rates in 2020.<sup>24</sup> Poverty remains highest among rural populations, especially within households headed by women, households with higher dependency rates, larger households and among widows/widowers.<sup>25</sup>

<sup>14</sup> Additional contextual details are included in the Inception Report

<sup>15</sup> Bureau of Statistics Population Projections, 2016, Lesotho Population Projections 2016-2036 Report, Volume VI: Population Projections, <https://www.bos.gov.ls/publications.htm>

<sup>16</sup> USAID, "Lesotho". <https://idea.usaid.gov/cd/lesotho/> (accessed July 6, 2023).

<sup>17</sup> <https://data.worldbank.org/indicator/SP.DYN.LE00.IN?locations=LS>

<sup>18</sup> <https://hdr.undp.org/data-center/specific-country-data#/countries/LSO> (accessed June 28, 2023)

<sup>19</sup> Kingdom of Lesotho, "Voluntary National Review on the Implementation of the Sustainable Development Goals Report 2022".

<sup>20</sup> IMF African Department, "Toward Poverty and Inequality Reduction: The Role of Social Programmes".

<sup>21</sup> University of Oxford. Global MPI Country Briefing 2022: Lesotho.

<sup>22</sup> <https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=LS>

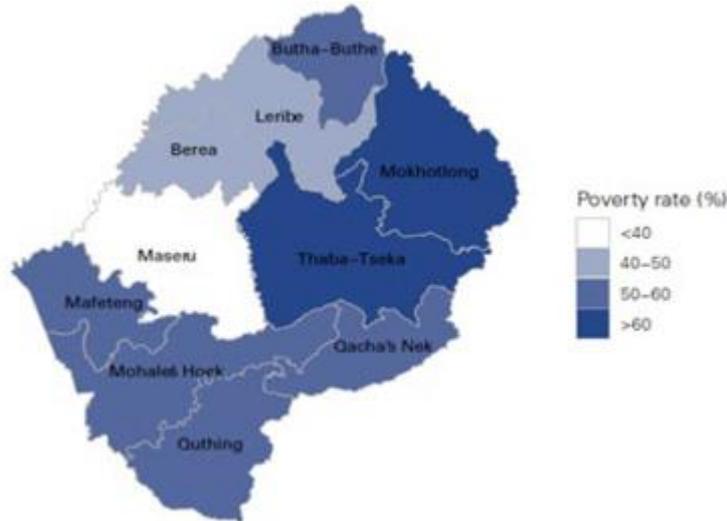
<sup>23</sup> <https://www.statista.com/statistics/812179/youth-unemployment-rate-in-lesotho/>

<sup>24</sup> Kingdom of Lesotho, "2022 VNR".

<sup>25</sup> The World Bank, Lesotho Poverty Assessment: Progress and Challenges in Reducing Poverty.

Children are particularly prone to poverty with children aged 6 to 14 accounting for the largest share of poor people in 2002 and 2017.<sup>26</sup> Poverty is concentrated in Mokhotlong and Thaba-Tseka Districts while border areas within these districts tend to have lower poverty rates due to larger remittance flows, well-developed markets and better access to economic opportunities (Figure 1).<sup>27</sup>

**Figure 1 Poverty rates by District**



Source: IMF African Department, 2022.

11. **Food security and nutrition:** Food security is a major challenge in Lesotho with progress towards Sustainable Development Goal (SDG) 2 (Zero Hunger) stagnating<sup>28</sup> and current data showing a rapid deterioration in the situation driven by the destruction of crops due to heavy rains, inflation and economic decline.<sup>29</sup> Lesotho ranks 113<sup>th</sup> out of 121 countries in the 2022 Global Hunger Index (GHI) with a decline in the GHI score from 29.3 in 2014 to 32.4 in 2022.<sup>30</sup> Based on the latest Integrated Food Security Phase Classification (IPC) report, issued in July 2023, respectively 16 and 22 percent of Lesotho’s rural population is in phase 3 categorization (crisis) from July to September 2023, and from October 2023 to March 2024 (Figure 2).<sup>31</sup>

**Figure 2 Lesotho IPC Map**

July 2022-September 2022



Projected October 2022-March 2023



Source: IPC Acute food insecurity situation July-September 2022

<sup>26</sup> Ibid

<sup>27</sup> IMF African Department, “Toward Poverty and Inequality Reduction: The Role of Social Programmes”.

<sup>28</sup> Sustainable Development Report, “Lesotho”.

<sup>29</sup> IPC, “Lesotho IPC Acute Food Insecurity Analysis July 2022-March 2023”.

<sup>30</sup> GHI, “GHI by 2022 GHI Rank”.

<sup>31</sup> IPC, “Lesotho IPC Acute Food Insecurity Analysis July 2023-March 2024”.

12. Lesotho, a food-deficient country, is highly vulnerable to the global rise in food costs, as it relies on imports for over 70 percent of its food needs.<sup>32</sup> Rural populations, especially those dependent on subsistence farming and other non-farm activities, face chronic food and nutrition insecurity.<sup>33</sup> Poor rural households, primarily headed by women, rely on agriculture and market purchases for food but encounter limited employment opportunities and low earnings from informal and seasonal income. Consequently, they struggle to meet their daily food requirements.

13. Child undernutrition decreased in line with poverty rates but remains a significant challenge in Lesotho.<sup>34</sup> The country is making progress towards global nutrition targets for childhood wasting, overweight, stunting and exclusive breastfeeding. There was a notable increase in stunting rates amongst children under five years old at 34.5 percent reported in the 2018 Multiple Indicator Cluster Survey (MICS) from the 33.2 percent reported in the 2014 Demographic Health Survey (DHS). However, rates of anemia and low birth weight have shown no improvement or are worsening.<sup>35</sup> Nearly a third of women 15-49 are anemic (27 percent) with even higher rates among pregnant women (36 percent).<sup>36</sup> Over half of children (51 percent) were anemic in 2014 (the latest data available).<sup>37</sup>

14. According to the 2018 MICS, nutritional outcomes are consistently worse for boys. Stunting, classified as ‘very high’ by the World Health Organization (WHO), is much higher in rural areas while the percent of overweight children is higher in urban areas (Table 2).

**Table 2 Nutrition Indicators, Children under 5**

|                  |  Boys |  Girls |  Rural |  Urban | Total |
|------------------|--|---|---|---|-------|
| Stunting         | 36.5%  | 32.5%   | 37.8%   | 27.8%   | 34.5% |
| Wasting          | 2.4%   | 1.7%  | 2.1%  | 2.0%  | 2.1%  |
| Overweight/obese | 7.3%   | 6.0%  | 5.6%  | 8.6%  | 6.6%  |
| Anemia           | 52.8%  | 48.9%   | 51.6%   | 48.3%   | 51%   |

Source: 2018 MICS. Anemia rates from the 2014 DHS

15. Malnutrition is driven by poverty, lack of diverse and nutritious diet, low agricultural productivity, limited prioritization of nutrition issues by government agencies, limited capacity and commitment of local government units in delivery of nutrition interventions.<sup>38</sup> Children in poorer households and those living in rural areas are more likely to suffer from malnutrition.<sup>39</sup> Adolescent girls and breastfeeding women, who have higher micronutrient needs and thus more expensive diets, are at particular risk.<sup>40</sup> Government efforts to reduce malnutrition include endorsement of the Food Fortification Legislation and Regulation, design of the Multisectoral Nutrition Programme targeting districts with highest stunting prevalence and efforts to promote positive nutrition behaviours through development of an Advocacy, Social and Behaviour Change Communication (ASBCC) strategy on nutrition.

16. The Government has demonstrated commitment to addressing food insecurity and meeting SDG 2 Zero Hunger targets through multiple policy frameworks and programmes, implementing both nutrition specific and nutrition sensitive interventions as well as seeking to improve on the enabling environment. The Lesotho Food and Nutrition Policy (LFNP) 2016-2025 provides the overarching framework guiding nutrition interventions in the country.<sup>41</sup>

<sup>32</sup> FNCO, “Lesotho Zero Hunger Strategic Review”.

<sup>33</sup> Ibid

<sup>34</sup> Kingdom of Lesotho, “The Social and Economic Impact of Child Undernutrition on Lesotho Vision 2020”.

<sup>35</sup> Bureau of Statistics, Lesotho MICS 2018: Survey Findings Report.

<sup>36</sup> Ibid

<sup>37</sup> Ministry of Health, “Lesotho Demographic and Health Survey 2014”.

<sup>38</sup> WFP, “Fill the Nutrient Gap Lesotho”.

<sup>39</sup> Bureau of Statistics, Lesotho Multiple Indicator Cluster Survey 2018: Survey Findings Report.

<sup>40</sup> WFP, “Fill the Nutrient Gap Lesotho”.

<sup>41</sup> FNCO, “Lesotho Food and Nutrition Policy (LFNP) 2016-2025”.

17. **Social protection and school feeding:** Compared to other countries in Sub-Saharan Africa (SSA), spending on social programmes is high amounting to more than twice the SSA average; over 80 percent of poor households benefit from at least one social programme.<sup>42</sup> According to recent publications by the International Monetary Fund (IMF), the Old Age Pension has the largest impact on poverty followed by the School Feeding Programme.<sup>43</sup> In contrast, the IMF estimates that the transfer value included in the Child Grant and Public Assistance programmes are too low to significantly reduce poverty.<sup>44</sup>

18. The school feeding programme covers all primary and pre-primary school children reaching over 300 thousand students in 2020.<sup>45</sup> All primary schools are covered by the national HGSP programme since 2020 while WFP continues to provide support in pre-primary schools. Several evaluations in school feeding alluded to the potential of the school feeding programme in Lesotho to be a common platform for education, economic development, and social protection outcomes. However, there is a need to support the Government to promote stronger coordination, more qualified partnerships, and commitment across sectors. The programme was officially transferred to the Government in 2020 under the National Home-Grown School Meals Programme.

19. Major challenges to the programme have been the substantial cut to the National School Feeding Programme budget in 2021, challenges in management at the school level by the National Management Agent and insufficient delivery due to fraudulent transporters.<sup>46</sup> A review and revision of the National School Feeding Policy is underway, with support from the UN and in particular WFP.<sup>47</sup>

20. **Disaster risk management and resilience.** Lesotho ranks 'high' on the Notre Dame Global Adaptation Initiative (Index 2021 (135<sup>th</sup> out of 185 countries), indicating the need for investments and innovations to improve readiness for disaster response.<sup>48</sup> The increased frequency of extreme events, such as droughts and flooding, has led to soil erosion, desertification, and reduced soil fertility.<sup>49</sup> The Disaster Management Authority (DMA) and Lesotho Vulnerability Assessment Committee (LVAC) conduct annual assessments on the food situation and provide assistance, but climate change continues to devastate rural households, with households headed by women and children particularly at risk. Lesotho has a high prevalence of HIV/AIDS (22.7 percent of adults), particularly affecting women (27.4 percent) that aggravate vulnerability to natural hazards.<sup>50</sup>

21. The government of Lesotho has implemented regulatory and policy frameworks for disaster management and adopted the National Strategic Resilience Framework (2019-2030) to address vulnerabilities based on the aspirations of various national strategy documents including the Vision 2020, Poverty Reduction Strategy and the National Strategic Development Plan (NSDP).<sup>51</sup> Efforts to strengthen early warning systems,<sup>52</sup> emergency preparedness plans, and response align with the National Disaster Risk Reduction Strategy and Action Plan 2020-2030 (NDRRSAP). However, communities remain highly exposed to disasters, early warning systems are not fully functional and coordination among government agencies is poor.

22. **Gender and equity.** The Gini index has been steadily declining showing increasing equality driven by an expansion in social protection programmes and increasing wages of people in poverty.<sup>53</sup> However, with an estimated value of 44.6 in 2017/18 (the latest data available), the country remains in the top 20

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<sup>42</sup> IMF African Department, "Toward Poverty and Inequality Reduction: The Role of Social Programmes".

<sup>43</sup> Ibid

<sup>44</sup> Ibid

<sup>45</sup> The Global Child Nutrition Foundation, "GCNF Global Survey 2021: Kingdom of Lesotho School Meals".

<sup>46</sup> Ibid

<sup>47</sup> UN Lesotho, "2022 One UN Report Lesotho."

<sup>48</sup> The score is calculated based on the country's vulnerability to climate change and other global challenges alongside their readiness to respond to disasters. University of Notre Dame, "Rankings".

<sup>49</sup> Dove, "Climate Risk Country Profile: Lesotho".

<sup>50</sup> WFP Lesotho Country Brief, April 2023.

<sup>51</sup> Lesotho National Strategic Resiliency Framework 2019-2030

<sup>52</sup> Such as the Early Warning Strategy, Early Warning Manual and the Early Warning Plan and campaigns to understand the Disaster Risk Reduction and Early Warning policy documents

<sup>53</sup> IMF African Department, "Toward Poverty and Inequality Reduction: The Role of Social Programmes".

percent of unequal countries.<sup>54</sup> Economic inequality is divided along sociodemographic characteristics. According to the 2022 Voluntary National Review (VNR), women and girls; persons with disabilities; youth; herd boys; older persons; returning migrants; the lesbian, gay, bisexual, transgender and intersex community; and people living in rural areas remain particularly at risk of exclusion from participation in economic or productive activities.

23. Gender inequality is similarly high, Lesotho scores 0.557 in the 2021 Global Gender Inequality Index, ranking 144th out of 170 countries.<sup>55</sup> The score is driven by gaps in women's representation in parliament (26 percent of seats are held by women<sup>56</sup>) and labor force participation rates (57 percent labour force participation rate of women, 72 percent of men).<sup>57</sup> Women face legal restrictions, and barriers in accessing services and formal employment, making them at risk of poverty.<sup>58</sup> Women are also frequently at risk of violence with one of the highest rates of rape and sexual violence in the world.<sup>59</sup> Girls are at increased risk of Gender Based Violence (GBV) and marriage before 18, particularly in rural areas.<sup>60</sup>

24. The Government of Lesotho has prioritized gender-responsive policies to address disparities. These efforts include integrating gender equality into the NSDP II, strengthening governance and accountability systems, and prioritizing human capital.<sup>61</sup> The Gender and Development policy of 2018-2030 specifically focuses on gender, food and nutrition security, emphasizing the need to address nutrition challenges faced by all genders for a healthy and active population.

25. **National policies:** The NSDP II (2018/19-2022/23) is the nucleus for all development plans and sectoral policies in Lesotho. It sets out to generate sustained employment through private sector growth. The overall goal is the transformation of Lesotho from a consumer-based economy to a producer- and export-driven one.<sup>62</sup> Other relevant policies are described in the sections above on food security (paragraphs 15-16), social protection and school feeding (paragraph 18-19), DRR and resilience (paragraph 20-21) and policies supporting gender equality (paragraph 24).

26. Lesotho is committed to implementing the 2030 Agenda for Sustainable Development through the NSDP II 2018/19 - 2022/23, which aligns with the African Union Agenda 2063 and the Southern African Development Community Regional Indicative Strategic Development Plan. Processes are underway to extend this NSDP to 2027. However, progress towards achieving the SDGs is stagnating or declining for most goals due to climate change, political instability, governance issues and inefficiencies in public service delivery and accountability.<sup>63</sup> Lesotho completed a second VNR in 2022 highlighting poverty reductions (paragraph 9), improvements in access to education and progress in gender equality (paragraph 22). The report also highlighted remaining challenges, particularly the economic and social impact of COVID-19 and land degradation. Financing SDG achievement is a particular challenge, especially considering falling government revenue leading to stagnating progress on SDG17.

27. **Official development assistance:** Lesotho received USD 177.2 million in net official development assistance representing 6.8 percent of Gross National Income (GNI) in 2021.<sup>64</sup> In 2022 the country received USD 11.5 million in humanitarian assistance with the Food and Agricultural Organization of the United Nations (FAO) and WFP as the largest fund recipients (43 percent and 38 percent, respectively).<sup>65</sup>

28. The United Nations Development Assistance Framework (UNDAF) for Lesotho, covering 2019-2023, serves as a mutual accountability framework between the government and UN System Agencies. It consists

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<sup>54</sup> Kingdom of Lesotho, "2022 VNR".

<sup>55</sup> UNDP, "Human Development Report 2021/2022".

<sup>56</sup> The current parliament is composed of 25 percent of women (<https://genderlinks.org.za/news/lesotho-celebrating-new-dawn-although-gender-equality-remains-elusive/>)

<sup>57</sup> The World Bank, "Gender Data Portal".

<sup>58</sup> IMF African Department, "The Impact of COVID-19 on Gender Inequality".

<sup>59</sup> World Population Review, "Rape Statistics by Country 2023".

<sup>60</sup> Kingdom of Lesotho, "2022 VNR".

<sup>61</sup> UNDP, "UNDP Lesotho Country Office Gender Equality Results".

<sup>62</sup> The Government of Lesotho, "National Strategic Development Plan II 2018/19-2022/23".

<sup>63</sup> UN Lesotho, "2022 One UN Report Lesotho."

<sup>64</sup> USAID, "Lesotho". <https://idea.usaid.gov/cd/lesotho/> (accessed July 6, 2023).

<sup>65</sup> OCHA, "Lesotho 2022 Country Summary".

of three pillars and corresponding outcomes that align with government development priorities (Table 3). WFP's partnership with the Lesotho government falls within the scope of the UNDAF and WFP's own strategic added value. Capacity-strengthening is emphasized within the UNDAF specifically for the health sector (output 2.1), education sector (output 2.4), prevention/mitigation of GBV (output 2.5) and DRR (output 2.7), among others with support from several UN actors including FAO, United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF), International Organization for Migration (IOM) and WFP.

**Table 3 Key priorities and expected outcomes of the UNDAF for Lesotho (2019-2023)**

|  | Pillars   | Outcomes  |
|--|---|---|
|   | Accountable governance, effective institutions, social cohesion and inclusion | Outcome 1: By 2023, government and non-governmental institutions deliver their mandates and uphold good governance, rule of law and human rights, with all people having improved access to justice and participating in social and political decision-making in a peaceful environment   |
|   | Sustainable human capital development   | Outcome 2: By 2023, all citizens, including women and children, and particularly the poor, most vulnerable and marginalized, benefit from evidence-based, shock- and gender-responsive social protection and social services for the sustainable and equitable realization of their rights  |
|  | Sustainable and inclusive economic growth for poverty reduction               | Outcome 3.1: By 2023, government and the private sector increase opportunities for inclusive and sustainable economic growth, improved food security and decent work, especially for women, youth and persons with disabilities Outcome 3.2: By 2023, the people of Lesotho have access to, and use, natural resources in a more sustainable manner and the marginalized and most vulnerable are increasingly resilient |

29. Other development agencies are actively supporting the Government of Lesotho capacity building programmes to improve the national food security, nutrition, and humanitarian programme. The International Fund for Agriculture Development (IFAD) in partnership with Japan International Cooperation Agency (JICA) and the World Bank are active in the agriculture sector by commercializing agriculture through a seven-year (May 2019 to May 2026) intervention amounting to USD 50.0 million. Through the Small Holder Agriculture Development Project<sup>66</sup> II (SADP II). Bilateral agencies such as Irish Aid and USAID also support the nutrition sensitive and specific programmes. Philanthropic agencies including the Clinton HIV and AIDs Initiative, Partners in Health, and World Vision<sup>67</sup> have various capacity building interventions that empower at risk marginalized communities to build resilience against adverse situations including drought, snow, hail and rainstorms and other catastrophic situations. The World Bank committed USD 26.40 million for 5 years (2020 to 2025) to strengthen the nutrition and health systems programme. From this funding part of the USD 3.6 Million is allocated to enhance the enabling policy environment by directly supporting the Food and Nutrition Coordinating Office<sup>68</sup>. In June 2021, towards ensuring that communities at risk in the hardest to reach places in Lesotho are prepared for and adequately equipped to respond to and bounce back from shocks when a disaster strikes, World Vision International commenced implementation through the European Union Humanitarian Aid funded project "Strengthening National and Community Capacities for effective Disaster Preparedness and Crisis Response in Lesotho incl. Covid-19 in Lesotho" in the five rural councils of Mokhotlong, Thaba-tseka, and Leribe.<sup>69</sup>

30. **WFP in Lesotho:** WFP began its activities in Lesotho in 1962, gradually shifting from direct implementation to capacity strengthening (CS) within the government following the mid-term evaluation of WFP's country programmes in 2015. The current activities are outlined in the CSP for the period from 1 July, 2019, to 30 June, 2024. The CSP is aligned with Lesotho's Vision 2020 and the NSDP 2019-2023 as well as the UNDAF 2019-2023. The CSP is based on the Lesotho Zero Hunger Strategic Review conducted in 2018 and

<sup>66</sup> Documents list – SADP ([sadpii.org/Js](http://sadpii.org/Js))

<sup>67</sup> [Strengthening national and community capacities for effective disaster preparedness and crisis response in Lesotho | Lesotho | World Vision International \(wvi.org\)](https://www.wvi.org/stories/lesotho/community-disaster-risk-preparedness-must-survival)

<sup>68</sup> [World Bank Document](#)

<sup>69</sup> <https://www.wvi.org/stories/lesotho/community-disaster-risk-preparedness-must-survival>

various evaluations, particularly on school feeding and nutrition. Initially structured around four strategic outcomes and six activities, the CSP was later revised to include a fifth strategic outcome (see Table 4). The CSP is focused on strengthening country capacities, aligned with the government's priorities for achieving SDG 2 (zero hunger) and SDG 17 (partnerships for the goals). The CSP is firmly focused on country capacity strengthening, mainstreamed across strategic outcomes two through four.

**Table 4: CSP 2019-2024 strategic outcomes and activities**

| Focus Area      | Strategic outcomes   | Activities   | Modality   | Target population                    |
|-----------------|--|--|--|--------------------------------------|
| Crisis response | SO1: "Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis"   | Activity 1: "Provide cash and/or food transfers to populations affected by shocks"   | Food, cash-based transfer (CBT) and/or voucher, CS | Crisis affected households           |
| Root causes     | SO2: "Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe and nutritious food all year round" | Activity 2: "Support the Government in evidence-based planning, design, management and implementation of social protection programmes, including by handing over the home-grown school meals programme"                            | CS, food, CBT, service delivery                    | Government of Lesotho                |
|                 |  | Activity 3: "Strengthen technical capacity of the Government in early warning, food and nutrition security monitoring and vulnerability assessment and analysis, including but not limited to forecast-based financing approaches" | CS   |                                      |
|                 | SO3: "Vulnerable populations in Lesotho have improved nutritional status at each stage of the lifecycle, in line with national targets by 2024"                      | Activity 4: "Provide capacity strengthening to the Government and other actors with regard to multi-sectoral coordination, planning, evidence-building and implementation of equitable nutrition policies and programmes"          | CS   |                                      |
| Resilience      | SO4: "Communities in targeted areas, especially women and  | Activity 5: "Support the design and implementation of nutrition-sensitive assets to improve and diversify the livelihoods of vulnerable communities and households affected by climate change and land degradation"                | CBT<br>Vouchers<br>Food<br>CS                      | Chronically food insecure households |

| Focus Area                 | Strategic outcomes   | Activities  | Modality               | Target population       |
|----------------------------|--|---|------------------------|-------------------------|
|                            | youth have resilient, efficient and inclusive food systems by 2024"  | Activity 6: "Provide technical support to smallholder farmers and other value chain actors, particularly women, in climate-smart agriculture, food quality and safety, marketing of nutritious foods and financial services"                                  | CS<br>Service delivery | Smallholder farmers     |
| <b>Resilience Building</b> | SO5: Government and partners in Lesotho have access to efficient and reliable services throughout the year | Activity 7: "Provide expertise on procurement services and supply chain activities on behalf of government and partners."<br>Activity 8: "Provide on-demand cash transfer services to government partners, UN Agencies, and national and international NGOs." | Service delivery       | Government and partners |

Source: WFP CSP 2019-2024 and ToR. Strategic Objective 5 from 2021 Annual Country Report (ACR)

### 1.3 SUBJECT BEING EVALUATED

31. The subject of this thematic evaluation is the CCS activities implemented across Strategic Outcomes (SO) 2, 3 and 4 of the WFP CSP 2019-2024 nationwide in Lesotho.<sup>70</sup> CCS represents the main implementation approach of Activities two through six of the CSP (see Table 4 above). Activities under SO1 and SO5 are not included in the evaluation as there are no capacity strengthening initiatives implemented under these SOs. The CSP design and CCS activities have been formulated based on evidence generated from experience, particularly through evaluations like the 2018 school feeding evaluation.<sup>71</sup>

32. WFP defines capacity strengthening as 'building on existing skills, knowledge, systems, and institutions to enable governments to take responsibility for investing in and managing hunger solutions.' With this definition in mind, WFP elaborated CCS strategies based on capacity needs mapping of the key institutions involved for each Activity of the CSP where CCS represents the main implementation approach. The CCS strategies were finalized at the end of 2022. There are six strategies available, all structured around five pathways of intervention (Figure 3).

<sup>70</sup> SO2: "Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe and nutritious food all year round". SO3: "Vulnerable populations in Lesotho have improved nutritional status at each stage of the lifecycle, in line with national targets by 2024". SO4: "Communities in targeted areas, especially women and youth have resilient, efficient and inclusive food systems by 2024". Approved June 2019.

<sup>71</sup> Evaluation of the National School Feeding Programme in Lesotho, in consultation with the Lesotho Ministry of Education and Training. 2007-2017. Evaluation report, July 2018

Figure 3 WFP CCS Pathways



33. Although WFP has not designed a theory of change (ToC) for the CSP, a logical framework (Annex 2), and line of sight (Annex 3) were developed. The logical framework displays the strong logical interrelationship between vertical levels and provides a clear strategy within each focus area. The results (outputs and outcomes) are clear and logical. The evaluation team has reconstituted a ToC presented in Annex 4.

34. CCS activities within the CSP were formulated based on the Lesotho Zero Hunger Strategic Review conducted in 2018 and several evaluations especially on school feeding and nutrition.<sup>72</sup> A mid-term review in July 2022 produced several recommendations notably for adjusting programmatic focus, partnership, and integration of SO2. WFP's activities in school feeding are in line with recommendations from the 2018 national school feeding programme evaluation which recommended several capacity interventions by WFP for national school feeding. Among others, WFP was recommended to a) support the Ministry of Education and Training (MoET) to capacitate the school self-reliance feeding unit to function as a secretariate and activate a multi-sector advisory board to expand resource mobilization and efficiency; b) decentralize the school feeding elements through capacitating the school principals and school feeding committees to introduce budgets for rural schools and recruit cooks locally; and c) introduce a national monitoring and accountability framework.

35. **Partnerships:** Activities were implemented in partnership with several national and international NGOs, some state universities and private sector entities, particularly for SO4 activities. CCS activities for government were conducted in coordination with several UN agencies including the United Nations Children's Fund (UNICEF), the Food and Agricultural Organization of the UN (FAO), and the World Health Organization (WHO). The most relevant partners per activity are described below (see paragraphs 41-49).

36. **Resourcing.** The initial budget of the CSP was USD 110,748,948. It was subject to four budget revisions (BR), which resulted in the budget increase to approximately USD 168,097,417 with 35.44 percent of the requirements funded according to the resource situation updated on July 10<sup>th</sup>, 2023. The only change affecting CCS activities was the inclusion of an output under Activity 5: technical assistance to the Ministry of Forestry, Range and Soil and Water Conservation to design and implement nutrition-sensitive and community-led public works programmes that are both gender and shock-responsive (BR2). A discussion of annual needs-based plans (budget), available resources and expenditures is presented in [EQ12](#).

37. The top five contributors to the CSP are flexible funding (USD 13.2 million), Japan (USD 12.0 million), UN funds excluding the Central Emergency Response Fund (CERF) (USD 10.2 million), the European Commission (USD 6.1 million) and the Government of Lesotho (USD 4.4 million).

<sup>72</sup> Evaluation of Asset Creation and Public Works Activities in Lesotho 2015-2019, Joint Evaluation of the SADC Regional Vulnerability Assessment and Analysis Programme 2017-2022, the evaluation of WFP Contribution to Market Development and Food Systems in Southern Africa 2018-2021 and the evaluation of the National School Feeding Programme in Lesotho 2007-2017

38. **Gender and protection considerations.** The CSP received a Gender and Age Marker of three out of four, meaning that gender is fully integrated, but not age.<sup>73</sup> The specific vulnerability of women and constraints to achieving zero hunger are supported through WFP's CCS activities to a varying extent. Key elements of these cross-cutting priorities are outlined in Table 5 below. Incorporation of GEWE elements is discussed in more detail in [EQ11](#).

**Table 5 Gender Equality and Women Empowerment (GEWE) and protection in CCS activities**

| SO  | GAM code <sup>74</sup> | GEWE and protection considerations  |  |
|-----|------------------------|---|--|
| SO2 | Activity 2: 4          |    | In coordination with MoET, organisation of a national campaign to promote all children receiving a primary education; collection and analysis of gender and age data in primary schools.   |
|     | Activity 3: 1          |    | Support to government to conduct vulnerability assessments that incorporate gender considerations.   |
| SO3 | 1                      |    | Technical assistance to the Government to conduct a Fill the Nutrient Gap assessment (FNG) providing nutrition-specific and nutrition-sensitive analysis of barriers to adequate and healthy diets for the groups most at risk.  |
|     |                        |    | Strengthening partnerships with gender entities for integration of gender transformative activities during provision of nutrition-related capacity strengthening support to the Government   |
| SO4 | 3                      |  | Child and Gender Protection Unit under the Ministry of Local Government, Chieftainship, Home Affairs and Police conducted gender awareness sessions under Food-Assistance-for-Assets (FFA) activities, promoting nutrition and gender transformative interventions through SBCC advocating for the inclusion of women in decision-making positions in public works programmes. |
|     |                        |  | Beneficiary selection informed by gender equality and protection considerations.   |
|     |                        |  | Work with the Ministry of Social Development's Child Protection Unit and the Lesotho Red Cross Society (LRCS) to increase sensitisation among partner staff and increase awareness of GBV issues among beneficiaries.  |

**Source:** ACRs 2019-2022 and CSP document.

39. Several CCS interventions have been implemented since 2019 within the five CSP activities that include CCS across these five pathways. The ET conducted a mapping of CCS activities implemented from 2019 to 2022 based on reports provided by WFP country office (see Annex 5).<sup>75</sup> According to WFP, the reporting system has been refined since 2021; detailed activities are only available for 2021 and 2022, while overall information is available for 2019 and 2020.

40. Paragraphs 41-50 provide summary information on the outputs and outcomes achieved from 2019 to 2022 as well as the key institutions involved in CCS activities. Importantly, WFP's corporate monitoring framework for output and outcome indicators related to CCS is not as relevant for measuring the success of CCS outcomes because it is based on quantitative indicators that do not adequately reflect the nature of activities implemented and results achieved. Narrative reports included in ACRs provide a better picture of what has been implemented and achieved but are not referenced in the objectives set for CCS activities.

<sup>73</sup> Based on CSP categorization at design. The ET did not conduct a gender and age marker assessment

<sup>74</sup> Based on ACR categorization

<sup>75</sup> Gender disaggregated data is not available.

Evaluation questions eight and nine present an analysis of CCS Activity achievements based on ACR reports as related to the objectives set in the CSP document.

41. **Strategic outcome 2, Activity 2.** The objective of Activity 2 is to complete the handover of school feeding activities to the government and build appropriate capacities for a relevant, effective, efficient, and sustainable national home-grown school feeding (HGSF) programme. WFP is an important technical partner in school feeding, providing technical assistance to national school feeding and implementing pre-primary feeding programmes based on several agreements signed between the WFP and MoET. Detailed CCS outputs as reported in ACRs are presented in Table 6. WFP did not second staff to MoET as recommended by the school feeding evaluation due to the absence of the School Feeding Secretariat (C.7). Achievements in terms of technical assistance and training were disrupted in 2020 (C.5, C.4).

**Table 6: Strategic Outcome 2, Activity 2 CCS outputs.**

|   | 2019 |        | 2020 |        | 2021 |        | 2022 |        |
|---|------|--------|------|--------|------|--------|------|--------|
|   | Plan | Actual | Plan | Actual | Plan | Actual | Plan | Actual |
| <b>C.4: Number of government/national partner staff receiving technical assistance and training<sup>76</sup></b>                              | 24   | 15     | 24   | 2      | 24   | 38     | 24   | 24     |
| <b>C.5.a Number of technical assistance activities provided</b>   | 6    | 3      | 6    | 1      | 6    | 5      | 6    | 11     |
| <b>C.7: Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support</b> | 1    | 0      | 1    | 0      | 1    | 0      | 1    | 0      |

Source: Evaluation ToR and ACR 2022. **Green**=>75% of target. **Light green**=50-75% of target. **Beige**=1-49% of target. **Brown**=0% of target

42. At the outcome level, the country office assessed WFP's contribution to 'the number of national food security and nutrition policies, programmes and system components enhanced' as the outcome indicator for Activity 2 from 2020 onwards reaching its target of one in 2022, while targets were underachieved in 2021 (0 of 3+) and 2020 (3 of 5). It was also planned that the country office would add Systems Approach for Better Education Results (SABER) School Feeding National Capacity to assess capacity strengthening under SO2 from 2020 onwards.<sup>77</sup> However, The SABER was not conducted following the transfer of the school feeding programme to the national government. Attendance and enrolment rates, disaggregated by gender, were measured in 2019 only; attendance rates were above targets while enrolment was below targets (Attendance rate measured in 2019 was 89 for girls and 87 for boys and the target was >80. Enrolment rate was 5.28 for girls and 4.56 for boys while targets were respectively 5.32 and 4.60). To be noted that the Emergency Preparedness Capacity Index was planned to be measured to assess progress in emergency preparedness as a result of all the activities within strategic outcome 2. According to the country office it was not measured because the development of its methodology was not finalized,

43. **Strategic Outcome 2, Activity 3.** The objective of Activity 3 is to strengthen national capacities in early warning, food and nutrition security monitoring and vulnerability assessment and analysis. In addition to capacity strengthening, Activity 3 aims to support the development of an early warning system based on well-functioning seasonal forecasting linked to shock-responsive social protection and early action. Detailed CCS outputs for Activity 3 as reported in ACRs are presented in Table 7. According to the 2022 ACR, additional funding in 2022 allowed for overachievement in the number of staff trained (C.4.1). In 2021, the value of assets/infrastructure handed over is zero because the handover of the LVAC dashboard to the Government was not completed (C.8.1).

<sup>76</sup> Gender disaggregated data not available.

<sup>77</sup> 2019 ACR

**Table 7: Strategic Outcome 2, Activity 3 CCS outputs.**

|   | 2019 |        | 2020 |        | 2021   |        | 2022   |        |
|---|------|--------|------|--------|--------|--------|--------|--------|
|   | Plan | Actual | Plan | Actual | Plan   | Actual | Plan   | Actual |
| <b>C.4.1: Number of government/national partner staff receiving technical assistance and training<sup>78</sup></b>                          | 15   | 6      | 410  | 1,049  | 410    | 32     | 165    | 1,003  |
| <b>C.5.2: Number of training sessions/workshops organized</b>   | 2    | 1      | 3    | 8      | 7      | 7      | 5      | 4      |
| <b>C.5.1: Number of technical assistance activities provided</b>  |      |        |      |        | 5      | 4      | 3      | 2      |
| <b>C.6.1: Number of tools or products developed</b>   |      |        |      |        | 3      | 2      | 2      | 4      |
| <b>C.8.1: USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support</b> |      |        |      |        | 30,000 | 0      | 30,000 | 30,000 |
| <b>G.7.3: Number of assessments conducted</b>   | 2    | 2      | 3    | 9      |        |        |        |        |
| <b>G.7.1: Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action</b>            |      |        |      |        | 25%    | 0      | 50%    | 50%    |

Source: Evaluation ToR and ACR 2022. **Green**=>75% of target. **Light green**=50-75% of target. **Beige**=1-49% of target. **Brown**=0% of target

44. No outcome measurements for Activity 3 are included in the ACR results framework.

45. **Strategic outcome 3, Activity 4.** This activity relates to capacity strengthening in nutrition-related programming, including support to multi-sectorial coordination, planning, evidence building and implementation of nutrition programmes and policies. Detailed CCS outputs for Activity 4 as reported in ACRs are presented in Table 8 below. Overachievement of training activities in 2022 for nutrition was due to the expansion of nutrition activities to reach more people.

**Table 8: Strategic Outcome 3, Activity 4 CCS outputs.**

|   | 2019 |        | 2020 |        | 2021 |        | 2022 |        |
|---|------|--------|------|--------|------|--------|------|--------|
|   | Plan | Actual | Plan | Actual | Plan | Actual | Plan | Actual |
| <b>C.4.1: Number of government/national partner staff receiving technical</b> | 50   | 40     | 50   | 50     | 50   | 50     | 50   | 276    |

<sup>78</sup> Gender disaggregated data not available.

|   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|
| assistance and training <sup>79</sup>                     |   |   |   |   |   |   |   |   |
| C.5.2: Number of training sessions/workshops organized    | 3 | 4 | 6 | 5 | 5 | 5 | 5 | 6 |
| C.5.1: Number of technical assistance activities provided | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 |
| C.6.1: Number of tools or products developed              | 3 | 4 | 3 | 2 | 2 | 3 | 2 | 1 |

Source: Evaluation ToR and ACR 2022. Green=>75% of target. Light green=50-75% of target. Beige=1-49% of target. Brown=0% of target

46. Outcome measurements included in the CSP results framework are measured by the number of national food and nutrition policies, programmes and system components enhanced because of WFP capacity strengthening. These were measured in 2021 and 2022. Targets were not reached for either year (2 of 3 in 2020; 1 of 2 in 2022).

47. **Strategic Outcome 4, Activity 5.** This activity aims at building the resilience of households vulnerable to climate change and land degradation through asset creation to support diversification and strengthening of livelihoods. Detailed CCS outputs for Activity 5 as reported in ACRs are presented in Table 9. According to the ACRs, WFP received additional seeds and chickens from two local NGOs with additional trees from MFRSC in 2020 resulting in an overachievement in seedlings, family gardens and chicken houses (D.1). In 2020, public works (PW) activities were delayed for nearly a year resulting in underachievement of participating households (G.10.1). In 2021, the ACRs note that the country office received additional funding which enabled overachievement of planned beneficiaries and activities; over-achievement in other output indicators was due to engagement of more beneficiaries than planned for both home community-based assets.

<sup>79</sup> Gender disaggregated data not available.

**Table 9: Strategic Outcome 4, Activity 5 CCS outputs**

|   | 2019  |        | 2020  |        | 2021  |        | 2022  |        |
|---|-------|--------|-------|--------|-------|--------|-------|--------|
|   | Plan  | Actual | Plan  | Actual | Plan  | Actual | Plan  | Actual |
| <b>D.1.98: Number of tree seedlings produced/provided</b>   | 5,000 | 5,000  | 6,000 | 14,330 | 6,000 | 35,209 | 6,000 | 16,137 |
| <b>D.1.65: Number of family gardens established</b>   | 1,400 | 800    | 1,400 | 6,800  | 1,400 | 6,922  | 1,400 | 1,400  |
| <b>D.1.11: Hectares (ha) of degraded hillsides and marginal areas rehabilitated with physical and biological soil and water conservation measures, planted with trees and protected (e.g., closure, etc.)</b> | 1,000 | 991    | 100   | 110    | 100   | 327.7  | 100   | 100    |
| <b>D.1: Hectares (ha) of community woodlots/forest planted, maintained, or protected</b>  | 250   | 250    |       |        |       |        |       |        |
| <b>D.1.82: Number of chicken houses constructed</b>   | 1,400 | 800    | 1,400 | 4,800  | 1,400 | 1,643  | 1,400 | 1,410  |
| <b>G.10.1: Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities<sup>80</sup></b>  |       |        | 5,000 | 340    | 5,000 | 2,633  | 5,000 | 35,577 |

Source: ACR 2019, 2020, 2021, 2022. **Green**=>75% of target. **Light green**=50-75% of target. **Beige**=1-49% of target. **Brown**=0% of target

48. Activity 5 indicators include four outcome indicators that were consistently measured: Food Consumption Score (FCS), FCS-Nutrition (FCS-N), reduced coping strategy index (rCSI) and the livelihood coping strategy (LCS). Importantly, these indicators measure the short-term impact of food or cash transfers rather than long-term changes in capacity to meet nutrition needs. Reporting is based on samples of beneficiaries per project. The ET does not have access to organized, individual-level datasets to provide aggregate analysis of overall achievement of SO outcome indicators.<sup>81</sup> Based on the narrative summary, in general, there was no discernable effect on FCS with variable effects on FCS-N. Food Expenditure Share (FES) was not measured in 2020 or 2021 as assessments were done virtually. Indicators related to enhanced livelihoods asset base and environmental benefits were not measured as these activities were not prioritized due to lack of funds. All outcome indicators measured are disaggregated by gender.

49. **Strategic Outcome 4, Activity 6.** Like Activity 5, this activity also aims to contribute to household resilience through the support of more efficient and inclusive value chains. Detailed outputs are presented

<sup>80</sup> Gender disaggregated data not available.

<sup>81</sup> Outcome indicator values are disaggregated by gender and intervention type

in Table 10. The targets for the number of government/national partner staff receiving technical assistance and training and number of technical assistance activities provided have been exceeded in 2021 and 2022 but not achieved in 2019 and 2020. The number of training sessions/workshops organized has only been reported in 2019 and has a very low level of realization. The expected number of tools or products developed was exceeded in 2019 and 2021 but was not attained in the other years. And the number of institutions benefiting from embedded or seconded expertise has never been achieved.

**Table 10: Strategic Outcome 4, Activity 6 CCS outputs**

|   | 2019 |        | 2020 |        | 2021 |        | 2022 |        |
|---|------|--------|------|--------|------|--------|------|--------|
|   | Plan | Actual | Plan | Actual | Plan | Actual | Plan | Actual |
| <b>C.4.1: Number of government/national partner staff receiving technical assistance and training<sup>82</sup></b>                              | 24   | 15     | 24   | 2      | 24   | 38     | 500  | 774    |
| <b>C.5.2: Number of training sessions/workshops organized</b>   | 12   | 1      |      |        |      |        |      |        |
| <b>C.5.1: Number of technical assistance activities provided</b>  | 6    | 3      | 6    | 1      | 6    | 5      | 6    | 8      |
| <b>C.6.1: Number of tools or products developed</b>   | 3    | 4      | 3    | 2      | 2    | 3      | 3    | 1      |
| <b>C.7.1: Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support</b> | 1    | 0      | 1    | 0      | 1    | 0      |      |        |

Source: Evaluation ToR and ACR 2022. **Green**=>75% of target. **Light green**=50-75% of target. **Beige**=1-49% of target. **Brown**=0% of target

50. Outcome indicators related to Activity 6 concern smallholder farmer ability to sell products through WFP-supported farmer aggregation systems. In 2019, outcome indicators were underachieved due to heavy rains which negatively affected crop quality. Targets were also not met for value and volume of sales in 2021.<sup>83</sup> A lower proportion of women farmers were able to sell their crops compared to men; this indicator was only measured in 2020.<sup>84</sup> The 2020 ACR does not present achievements for outcome indicators for Activity 6 as activities were implemented at a low scale.

## 1.4 EVALUATION METHODOLOGY, LIMITATIONS AND ETHICAL CONSIDERATIONS

51. The evaluation covers all processes and activities related to the CCS activities implemented by WFP from 2019 to the time of data collection in September 2023 within SO2, 3, and 4 of CSP 2019-2024 in Lesotho. Data collection took place from 18 September to 6 October 2023. The evaluation sought to answer the evaluation questions (EQs) presented in Table 11, defined in the evaluation ToR and reviewed during the inception phase. The EQs are organized according to the Organization for Economic Cooperation and Development's Development Assistance Committee (OECD-DAC) criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability.

<sup>82</sup> Gender disaggregated data not available.

<sup>83</sup> No specific reason provided for underachievement in the ACRs.

<sup>84</sup> The 'Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems' is the only indicator for which gender disaggregation is relevant.

**Table 11: Evaluation questions**

| <b>Relevance</b>   |
|--|
| 1. To what extent are the capacity strengthening initiatives, relevant to the needs of the groups most at risk (men and women, boys and girls) and the disabled and marginalized groups in Lesotho?  |
| 2. To what extent are the capacity strengthening initiatives designed and implemented based on a sound gender and age analysis, and are gender and age responsive?   |
| 3. To what extent was the design of capacity strengthening initiatives informed by environmental risk analysis?  |
| <b>Coherence</b>   |
| 4. To what extent were capacity strengthening initiatives coherent, with policies and programmes of the Government and other relevant interventions of other actors in Lesotho?  |
| 5. To what extent are the design and delivery of capacity strengthening initiatives in line with WFP's country capacity strengthening framework?   |
| 6. To what extent is the design and delivery of capacity strengthening initiatives in line with humanitarian principles?   |
| 7. What have been the synergies between the different capacity strengthening interventions being evaluated?  |
| <b>Effectiveness</b>   |
| 8. To what extent have the programme outputs, outcomes, and strategic results of the capacity strengthening activities been achieved? What are the key lessons extracted from the achievement of CCS activities?   |
| 9. To what extent has the WFP enhanced the capacity of government institutions, communities and other partners to achieve zero hunger and effectively respond to emergencies in the following areas (SDG2 and SDG17): <ul style="list-style-type: none"> <li>• Policies and legislation</li> <li>• Institutional effectiveness and accountability</li> <li>• Strategic planning and financing</li> <li>• Stakeholder programme design, delivery, and M&amp;E</li> <li>• Engagement and participation of community including women/men, people of different ages, different ethnicity and physical ability, civil society, and private sector.</li> </ul> What are the key lessons extracted from the progresses registered in government and partners' capacity? |
| 10. What were the main factors (internal and external) influencing the achievement and non-achievement of the objectives outlined under the capacity strengthening initiatives; what challenges did the programme face? What are the key lessons learnt from the factors that have supported or affected the achievements?   |
| 11. How effective were the WFP capacity strengthening initiatives towards promoting gender equality and women's empowerment in the country? What are the key lessons learnt on the promotion of GEWE?  |
| <b>Efficiency</b>  |
| 12. How efficient was the WFP-led capacity strengthening implemented (specifically cost-efficiency)? What are the key lessons learnt on the adequation of the resources used?  |
| <b>Sustainability</b>  |
| 13. To what extent are the benefits accruing from the WFP capacity strengthening continuing, or likely to continue after the interventions of the WFP cease?   |
| 14. To what extent can government and other relevant stakeholders replicate CCS activities on their own? What are the key lessons learnt on the perspective of replication of activities by the government and partners?   |
| <b>Impact</b>  |
| 15. To what extent strengthened capacity of government and partners institutions has resulted in more relevant, efficient, and effective programming in the benefit of the targeted beneficiaries (men, women, different age groups), especially the groups most at risk?  |
| 16. To what extent the support provided by WFP has resulted in a higher integration of GEWE and age considerations in government and partners programming?   |

52. The evaluation used a mixed methods approach combining quantitative and qualitative data collection allowing for systematic triangulation of evidence through different data sources and collection

methods. Data collection and analysis have been participatory and gender responsive (see paragraph 55). A theory-based approach<sup>85</sup> with contribution analysis has been applied to validate the theory of change with empirical evidence of implementation in relation to its context and outcomes and to assess the extent to which critical assumptions were upheld, thus drawing conclusions regarding the effectiveness of the programme as well as identifying areas that need further strengthening.

53. The evaluation questions form the evaluation's overarching analytical framework. They have been disaggregated into indicators in the evaluation matrix (Annex 6). This matrix has formed the basis for the data collection and analysis and traces a path from question to answer, providing sources of information and data collection methods. All tools and methodologies are based on this evaluation matrix.

54. The evaluation has applied the Kirkpatrick Model to align with the five pathways articulated by WFP Lesotho (See Figure 3) to specifically measure the performance of CCS activities that build on skills, knowledge, systems and institutions, and the extent to which they have contributed to improved government and key partners programming and service delivery. This model outlines four different levels of evaluating capacity strengthening, namely reaction (satisfaction), learning, behaviour, and results (organizational change). The model has been applied through the five data collection methods presented below. The four levels may be described as follows, with increasing level of importance of information:

- **Participant reaction or satisfaction:** the degree that participants feel that their time and attention has been well invested in the initiative.
- **Participant learning:** the degree to which participants have learnt new knowledge and skills.
- **Participant behaviour:** the degree to which participants are using new knowledge, skills, and approaches.
- **Results or organizational change, policy, and system:** the degree CCS activities have resulted in positive change within organization's work, relevant policies and systems.

55. **Gender, equity and inclusion consideration.** A gender and age-sensitive approach has been mainstreamed throughout all evaluation processes and activities. Evaluation questions include explicit references to GEWE, and age as reflected into the evaluation matrix and data collection tools, with the aim to carry out gender and age differentiated analysis as well as analysis specific to groups particularly at risk. Disability inclusion is explicitly addressed through EQ1. The data presented in this report is disaggregated by gender wherever possible. Analysis of gender-specific results for WFP-reported indicators is limited by the fact that available data is not systematically disaggregated by gender. The specific views and opinions of women and men were collected through separate focus group discussions in schools and with participants of resilience and value chain activities.

56. **Data collection methods and tools:** The Evaluation team used four different and complementary data collection methods, presented in Table 12.

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<sup>85</sup> Theory-based evaluation is an approach to evaluation (i.e., a conceptual analytical model) and not a specific method or technique. It is a way of structuring and undertaking analysis in an evaluation. A theory of change explains how an intervention is expected to produce its results. No specific framework will be utilized.

**Table 12: Data collection methods**

| Method   | Objective  | Achieved  |
|--|--|---|
| Documentary review   | Understand and analyze the context. Access data on activities implemented and results obtained.  | The list of documents consulted in presented in Annex 7.  |
| Qualitative semi structured interviews.: key informant interviews (KIIs), focus group discussions (FGDs) | Qualitative data collection was used to assess all evaluation criteria and was applied at the national, district and local level. It focused on assessing the fourth level of the Kirkpatrick model (Results or organizational change, policy and system). | 128 key informants’ interviews, 55 men and 73 women.<br>28 focus group conducted involving 144 women and 66 men.<br>The list of persons met is presented in Annex 8. Interview guides are presented in Annex 9. |
| Quantitative mobile survey   | The quantitative survey aimed at measuring the lower levels of the Kirkpatrick model   | 283 individuals surveyed among which 74 men (26 percent) and 207 women (84 percent). Margin of error of $\pm 4.4\%$ (see calculation in Annex 15).<br>The survey questionnaire is presented in Annex 10.        |
| Direct Observation   | Direct observation aimed at triangulating qualitative semi structured interviews and allowed the evaluation team to explore elements that were not foreseen to be discussed in each interview  | Applied during the whole field mission, in WFP and institutional partners offices and in local field visit on material outputs of CCS activities, such as community assets.                                     |

57. As presented in paragraph 40, quantitative indicators monitored by WFP do not appropriately reflect the nature of CCS activities, and therefore are not informative of CCS achievements. Consequently, the evaluation team has used the narrative report of ACRs to assess the level of achievements of planned outputs, whereas the analysis of outcomes is based on primary qualitative data collection, ACR narratives, and the review of other documents, such as government normative documents developed with the support of WFP.

58. **Quantitative survey design and sampling approach.** The survey was conducted remotely through a mobile survey approach. Initially, the ET planned to use a quota-based sampling approach because the total population of CCS activity participants was not known. The evaluation ultimately utilized a proportional sampling approach as the country office was able to provide a complete list of CCS activity participants disaggregated by CSP activities before the survey launch. Such an approach allowed the ET to align the sample with the corresponding weight of participants to different CSP activities, and therefore to better reflect population characteristics in the survey results. The target was 300 individuals; 283 were achieved (94 percent of the target) yielding a sample with 95% confidence level and a margin of error of  $\pm 4.4$  percent. The mobile survey was implemented from September 18 to 3 October. It was preceded by training of the seven enumerators who conducted the survey.

59. **Qualitative data collection sampling approach.** All relevant stakeholders at the national level identified during the inception phase were consulted, with a few exceptions for which meetings could not be arranged. The evaluation team mission covered four districts and nine implementation sites that were chosen based on the following criteria (see the field mission schedule in Annex 11):

- Coverage of the three Southern districts of Mafeteng, Mohale's Hoek and Quthing, in accordance with the evaluation ToRs, where there is a much higher concentration of CCS activities.
- Coverage of a fourth district not included in the Global Climate Adaptation Fund project: the district of Butha-Buthe was selected based on activities on urban preparedness implemented in this district.
- At the local level, the evaluation team selected community councils and implementation sites based on accessibility and convergence of CCS activities from different CSP activities.

#### Data analysis

60. **Quantitative data** analysis was done using Excel. The data has been cleaned and recoded for analysis. Descriptive statistics were performed, and results have been disaggregated as relevant and possible by district, gender, type of CCS activities and pathway.

61. **Qualitative data analysis** relied on manual qualitative analysis to triangulate findings identified in KIIs, FGDs and documentary review, organizing data according to evaluation criteria. The ET has recorded interview notes for every KII and FGD conducted using a structured format to enable comparison across interviews conducted by different ET members.

62. **Triangulation** was a vital tool for validating and analyzing findings to ensure quality and avoid bias. Triangulation was done as follows: a) source triangulation – comparing information from different sources; b) method triangulation – comparing information collected by different methods; c) using the evaluation matrix – data from different sources assisted in identifying key findings, conclusions, and results; and d) investigator triangulation – involving more than one evaluator to assess the same issues. Qualitative and quantitative data has been triangulated in the analysis of each topic and combined in the presentation of evidence and findings in this evaluation report.

63. **Quality assurance and ethical issues:** WFP decentralized evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

64. Data collection was conducted in accordance with these ethical standards. Participants were informed on the objectives of the evaluation and their role in the process and on their voluntary participation. They were also assured on the confidentiality of the information they have provided.

65. The evaluation fully adheres to the WFP Decentralized Evaluation Quality Assurance System (DEQAS) based on the UNEG norms and standards and good practice of the international evaluation community (the Active Learning Network for Accountability and Performance and the Development Assistance Commission). Quality assurance of the evaluation products occurred at two levels. The team leader held primary responsibility for producing high-quality evaluation products based on factual and verifiable primary data. KonTerra's internal quality assurance expert reviewed the draft evaluation report, providing written feedback to improve the draft before submission of the final version to WFP. Then the evaluation report has been reviewed externally under the DEQAS system and the Evaluation Reference Group. The evaluation report has been finally approved by the Evaluation Committee.

66. **Limitations:** The evaluation team has not faced significant limitations that affect the validity of the findings presented in this report. Most of the activities included in the evaluation methodology and the work planned established in the inception phase have been implemented. Nevertheless, the evaluation team could not fulfill all the activities planned in the district of Quthing due to local elections happening during data collection. As a result, only one of three planned intervention sites has been visited. However, the evaluation team interviewed all the relevant stakeholders at district level, which allowed having a full picture of the activities implemented. In addition, some of the stakeholders identified at the national level have not been consulted as they were not available during data collection. Additional remote interviews have been conducted after the evaluation mission to complement stakeholders' consultation. The evaluation team considers these factors do not affect the validity and reliability of the findings that are supported by an adequate level of triangulation of evidence.

67. As described in chapter 2.3, the monitoring and evaluation system, and especially the output and outcome indicators of the results framework are not informative of the achievements of CCS activities. This has resulted in a constraint for the evaluation team to track achievements against what has been planned in the CSP design and annually. To mitigate this limiting factor, the evaluation team systematically extracted the information of planned activities and achievements from the narratives of the CSP document and ACR reports. This has been complemented and triangulated with key informant interviews.

## 2 Evaluation findings

### 2.1 RELEVANCE

*Evaluation question 1: To what extent are the capacity strengthening initiatives, relevant to the needs of the groups most at risk (men and women, boys, and girls) and persons with disabilities and marginalized groups in Lesotho?*

**EQ1 Key Finding:** The objectives set for CCS activities under activities two through six of the CSP are fully relevant to the identified needs of some of the groups most at risk. They appropriately address major issues in the country related to food insecurity, malnutrition, exposure to disaster, environmental risk and climate change, and gender inequities. However, persons with disabilities are integrated into CCS activities only to a limited extent. CCS activities do not address capacity gaps identified for crisis response planning and implementation. CCS activity design is of good quality generating a high level of satisfaction of participants.

68. **Activity 2:** As discussed in paragraphs 17-19, school feeding is a key social protection scheme in Lesotho and has the potential to become a common platform for education, economic development and social protection outcomes. According to key informants at the national level, school feeding has demonstrated its role as an incentive for school enrollment, attendance, and transition. Based on this contextual analysis and interviewee feedback, Activity 2 objectives to complete the handover of school feeding activities to the government and build appropriate capacities for a relevant, effective, efficient, and sustainable national home-grown school feeding (HGFSF) programme are relevant to the needs of children at risk.

69. The government of Lesotho has been engaged in supporting school feeding for over twenty years;<sup>86</sup> the government was already assuming full responsibility for financing the national school feeding programme and implementation in all primary schools in the period preceding the launch of WFP 2019-2024 CSP with WFP being responsible for implementation of activities in other schools, through government funding. Considering the demonstrated engagement of government, the objective of completing the handover and reaching full ownership of the school feeding programme is appropriate.

70. Multiple sources, including the CSP document, the capacity needs mapping of MoET conducted from 2020 to 2022 as part of the CSP activities, and interviews with key stakeholders at the national, district and local level, highlighted important government capacity gaps regarding several key elements of the national school feeding programme and related to the five CCS pathways of WFP's CCS policy, such as the existence of a well capacitated dedicated school feeding management unit, the monitoring and evaluation system or capacity limitations for local procurement. These continuing capacity gaps justify the efforts and emphasis on CCS within Activity 2 to strengthen the capacities of the national school feeding programme.

71. **Activity 3:** As elaborated in chapter 1.2, progress towards SGD2 is stagnating. The country is affected by persistently high levels of food insecurity, climate change and the impact of natural disasters, notably droughts, which are key factors that affect rural livelihoods and food security. Given these identified needs, Activity 3's objective to strengthen national capacities in early warning, food and nutrition security monitoring and vulnerability assessment and analysis are relevant. The LVAC, led by DMA, has conducted annual and ad-hoc food security assessments and IPC analyses for years with the support of WFP. The aim to enable LVAC through capacity strengthening to carry out these assessments and analyses independently is relevant to the context and the food security situation.

72. Stakeholders interviewed at the national level explained that disaster management in Lesotho is essentially focused on response, including for drought. Therefore, WFP's objective to complement capacity building with the development of anticipatory action as a system to mitigate the impact of droughts is

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<sup>86</sup> The evaluation team could not elaborate a precise chronology of schools' handover to the government, but according to interviewees at national level, this process started, and the government manages school feeding in part of primary schools, since the 90s.

found relevant as it could potentially contribute to better address disaster management and reduce the impact of droughts on food security. The inclusion of seasonal forecasting as a key element of the disaster management system is relevant in responding to gaps in forecasting capacities which national-level stakeholders described as too late to support anticipatory action, and seasonal forecast communication as inappropriate for decision-making at all levels.

73. **Activity 4** As highlighted in paragraphs 11-16 progress has been made in achieving global nutrition targets, but stunting amongst children under five years old has increased between 2014 and 2018 and rates of anemia and low birth weight have stagnated or increased. Interviews with key informants at the national level also showed that the country is affected by the triple burden of undernutrition, overweight and obesity, and micronutrient deficiencies. Activity 4's focus on strengthening nutrition-related programming is therefore relevant considering those identified needs. WFP's support includes the improvement of the food quality standards regulatory framework for both locally produced and processed and imported foods, of particular importance given high dependence on food imports.

74. **Activity 5:** One of the effects of climate change in Lesotho is the increased frequency of extreme events, in particular droughts and floods, with direct short-term impact on agricultural production, as well as long-term impact through soil erosion, desertification and reduced soil fertility (see paragraph 20). Activity 5's focus on supporting community and household capacity to face this situation, notably with the creation and rehabilitation of water and soil conservation assets, is therefore relevant.

75. **Activity 6** Interviews with key informants at the national, district and local levels confirmed that agricultural value chains are affected by low productivity, high post-harvest losses and little functionality of markets and therefore limited marketing opportunities for smallholder farmers. Activity 6's aim is to address these issues and is therefore relevant.

76. According to WFP and other development partners, there are important capacity gaps in crisis response planning and implementation. According to the informants, there has been a high level of turnover in DMA in the last year and there is an acting Chief Executive, which affects DMA's capacity to optimally coordinate the response planning and implementation processes. According to WFP, a lot of advocacy has been carried out at different levels including the Office of the Prime Minister, involving the UN country team at the highest level, but these gaps remain. Nevertheless, this important element for achieving zero hunger is not addressed in CCS objectives of the CSP.

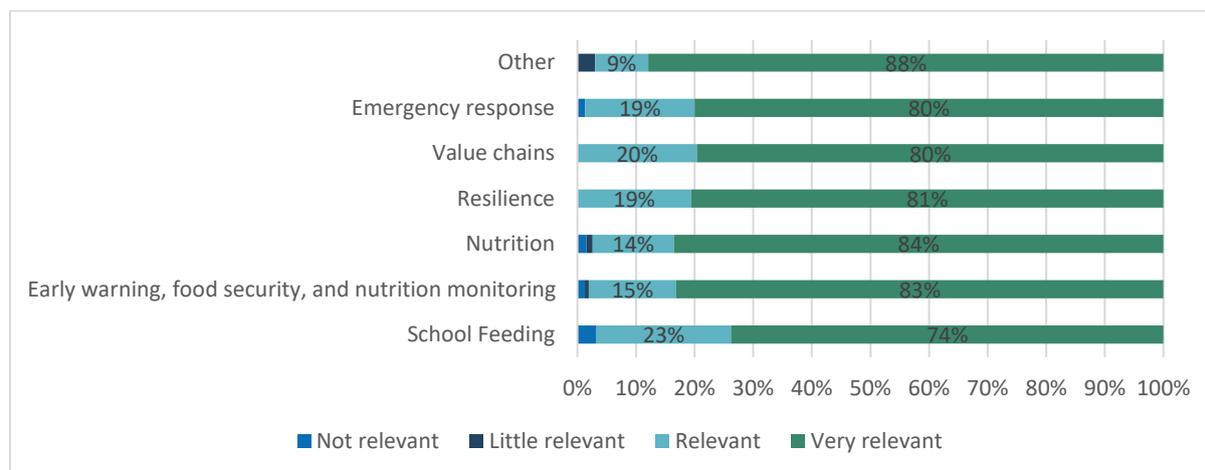
77. Persons with disabilities are integrated into the CSP design document in the situational analysis, referencing the discriminations faced by many persons with disabilities to accessing basic services, in particular education.<sup>87</sup> The CSP document states that "all interventions will be considerate of persons with disabilities". However, there is little clarity on how this was planned to be operationalized. There is only one concrete reference under Activity 3 on the support of the update of a disaster management strategy that integrates disability considerations. According to ACRs 2019 through 2022, persons with disabilities have been mainly integrated in crisis response (Activity 1 of the CSP, not covered by the evaluation) and Activity 5 through the participation in Community Based Participatory Planning (CBPP) and Public Works. Interviews with activity participants confirmed that there was equal opportunity for all community members to participate in both CBPP and Public Works. This, however, represents a limited consideration to persons with disabilities considering widespread barriers to accessing basic services, particularly education.

78. Data from the mobile survey provides evidence that confirms the high level of relevance of CCS activities to perceived needs. A large majority of survey participants consider that CCS activities implemented by WFP were either relevant or very relevant to their needs, with a large majority of 'very' relevant responses (Figure 4). Figure 5 shows similar perceptions regarding the relevance of CCS activities to participants' organizational needs.

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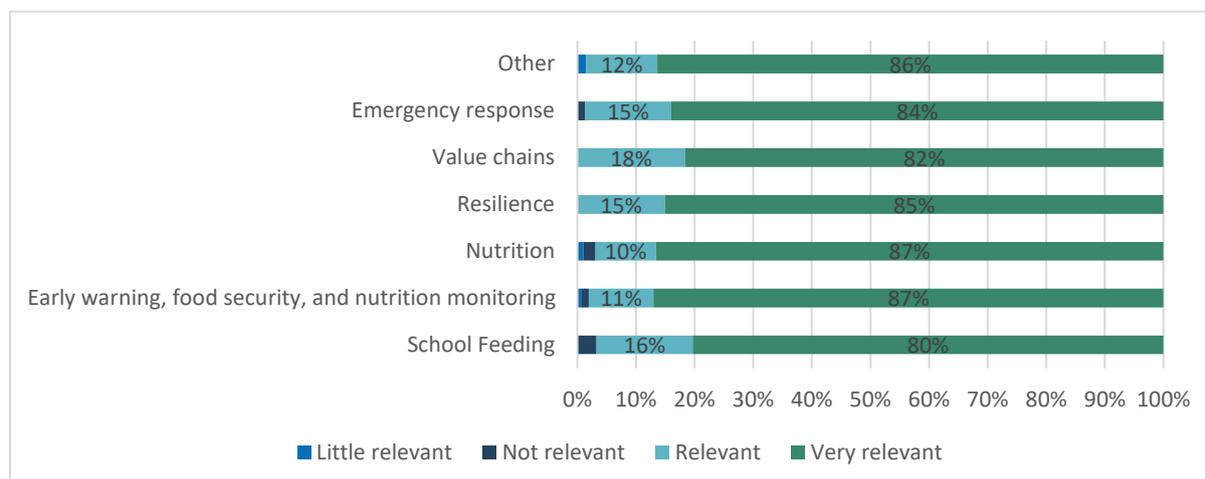
<sup>87</sup> According to a document prepared by the International Commission of Jurists in 2023 (Failed Implementation. Lesotho's Inclusive Education Policy and the continued exclusion of children with disabilities, A briefing paper. International Commission of Jurists, April 2023), despite Lesotho has adhered to international conventions on the access to quality and inclusive education for children with disabilities, it is likely that many children with disabilities remain out of school or access schools that don't have the capacity to accommodate their educational needs.

**Figure 4: Relevance of CCS activities to participants' needs, according to survey participants, by sector.**



Source: Evaluation mobile survey (targeted sample size n=300. Achieved sample n=283)

**Figure 5: Relevance of CCS activities to participants' organization needs, according to survey participants, by sector.**



Source: Evaluation mobile survey (targeted sample size n=300. Achieved sample n=283)

**Evaluation question 2: To what extent are the capacity strengthening initiatives designed and implemented based on a sound gender and age analysis, and are gender and age responsive?**

**EQ2 Key Finding:** Capacity strengthening initiatives are designed based on a sound gender analysis and are highly gender responsive and, to a lower extent, age responsive. The country office conducted a dedicated gender analysis and action plan elaborated in 2016. There are numerous specific measures benefitting women within CCS activities. Age analysis and consideration into CCS activities could be strengthened further.

79. The CSP 2019-2024 received a Gender and Age Marker of three out of four, which means that gender is fully integrated but not age (see paragraph 38). The CSP document includes a brief section presenting gender inequalities in the country, with information related to inequities regarding decision-making processes, land ownership and unpaid care and domestic work, food security, sexual and reproductive health, gender-based violence and access to services.

80. According to the WFP country office, this information was extracted from a country gender analysis carried out in 2016, which remained relevant for the CSP design. The report of this gender analysis provides a detailed description of women's situation and inequities regarding the policy framework, economic

development, education, gender-based violence, health and nutrition and food security. It also provides some limited information on specific age groups.

81. All five Activities integrate specific measures or objectives for the promotion of GEWE through CCS activities, and to a lesser extent the integration of age groups. This high level of attention dedicated to GEWE is confirmed by the evaluation's quantitative survey, in which 97 percent of respondents considered that GEWE and age considerations are integrated into CCS activities they have participated in. Specific measures integrated are further detailed in EQ11 (see Table 23). Planned activities aiming at promoting GEWE have been initiated for all the CSP activities part of the scope of this evaluation except for Activity 3

### ***Evaluation question 3: To what extent was the design of capacity strengthening initiatives informed by environmental risk analysis?***

**EQ3 Key Finding:** Addressing environmental risk is central to a significant part of CCS activities implemented by WFP. The design of these activities is clearly informed by environmental risk analysis carried out at several levels.

82. Environmental risk is at the center of several key objectives of the CSP and CCS activities, in particular activities aiming at strengthening early warning, anticipatory action and resilience programming that are specifically oriented towards drought risk and climate change adaptation.

83. Environmental risk is well integrated into the CSP document's situation analysis and constitutes the basis of the design of Activities 3 and 5 and is also addressed in Activities 2, 4 and 6 (see paragraph 94). Although the country office has not developed a more detailed document for the design of CCS activities, interviewed country office staff and the institutional partners involved in Activities 3 and 5 showed very good knowledge of environmental risks, especially drought risk that is at the center of these activities.

84. More specifically, the support provided by WFP as part of Activity 3 aims at improving, better communicating and linking with anticipatory action seasonal forecasting, which is by nature an environmental risk analysis. Under Activity 5, WFP supports the elaboration of Community Based Participatory Plans (CBPP). Interviews with district government bodies involved in this process and the review of CBPP reports show that an important part of the process is dedicated to participatory situation analysis with an emphasis on climate change, the environment, and natural resources such as land and water.

## **2.2 COHERENCE**

### ***Evaluation question 4: To what extent were capacity strengthening initiatives coherent with policies and programmes of the Government and other relevant interventions of other actors in Lesotho?***

**EQ4 Key Finding:** CCS activities are well aligned with national priorities outlined in the NSDP II and all sectoral policies relevant to the objectives of the CSP. The exception to this is the role defined for WFP in the updated school feeding policy which envisages activities that surpass what is described in the CSP with respect to WFP's expected role in school feeding infrastructures and vegetable gardens.

85. **National Strategic Development Plan.** The NSDP II represents the overall development plan for Lesotho for the period 2018-2023. CCS activities are well aligned with the NSDP II's emphasis on addressing climate change and environmental protection. Activities 4 and 6 of the CSP contribute to Key Priority Area (KPA) 1 regarding the development of sustainable commercial agriculture and food security, particularly the use of climate smart agriculture innovations. Activities 2 and 4 are aligned with KPA 2 regarding the reduction of malnutrition, reduction of vulnerability and the implementation of efficient social protection programmes. The promotion of GEWE mainstreamed in CCS activities is also coherent with the emphasis on GEWE in NSDP II.

86. **Social development policy framework.** Activity 3 of the CSP contributes to the objective of the National Social Protection Strategy to establish a shock-responsive social protection system. In addition, WFP is engaged in linking social protection with disaster management, notably, by using the Lesotho

National Information System for Social Assistance (NISSA) for beneficiary targeting of crisis response activities.

87. **Food and Nutrition Policy.** WFP CCS activities support the three strategic axes of the three-pronged approach of the nutrition policy: enabling environment, nutrition-specific and nutrition-sensitive components. CCS activities under Activity 4 support coordination in the nutrition sector, strategic planning, evidence building as well as implementation of community activities. Nutrition sensitivity is mainstreamed in other CCS activities, such as school feeding and support to value chains.

88. **School feeding.** WFP has supported the preparation of an update of the national School Feeding Policy. The preparation of the new policy was finalized in February 2023. It has not yet been endorsed by the Government. The evaluation team did not have access to the previous policy but, according to WFP, there were minimal changes in the updated policy. The analysis of coherence presented here is therefore based on the updated policy. WFP CCS activities under Activities 2 and 4 of the CSP are fully aligned with the policy supporting key axes of the policy such as support to the home-grown component with local purchases, inter-sectoral coordination, improved cost-effectiveness and cost-efficiency, appropriate monitoring, and evaluation as well as enhanced participation of communities. WFP's technical support and CCS engagement are explicitly mentioned in the policy. However, the policy includes additional roles other than those addressed by CCS activities, such as supporting the construction of school kitchens and stores and the initiation of a community gardening pilot.

89. **National Strategic Resilience Framework 2019-2030 (NSRF).** CCS activities under Activity 5 of the CSP clearly contribute to two out of the four critical "capacity areas required to build resilience" delineated within the NSRF. These two areas pertain to "strengthening preparedness" and "strengthening adaptive capacity". CCS activities exhibit a direct connection to NSRF Pillars 1, which encompasses disaster and climate risk management, Pillar 2, which centers around capacity development, as well as Pillars 5 and 6, which respectively deal with sustainable livelihoods and sustainable natural resource and environmental management.

### ***Evaluation question 5: To what extent are the design and delivery of capacity strengthening initiatives in line with WFP's country capacity strengthening framework?***

**EQ5 Key Finding:** WFP CCS initiatives in Lesotho are very well aligned with the WFP CCS framework.

90. WFP updated its CCS policy in 2022. CCS activities in Lesotho are fully aligned with the updated policy. As noted in ACRs and confirmed in interviews with WFP country office and key stakeholders at the national and district level, WFP CCS activities have been implemented in partnership or collaboration with a large range of relevant stakeholders, which is in line with the principles of partnership and complementarity with other stakeholders of WFP CCS policy. As discussed in [EQ1](#), CCS activities are well aligned with national priorities. As shown in Chapter 2.3, most of WFP's CCS interventions address the five pathways to foster capacity change defined by the policy and include activities within the three domains of enabling environment, organizational and individual domains, in a complementary manner. The explicit adoption of the five CCS pathways was progressive during the CSP implementation, with the implementation of capacity needs mapping and the development of capacity strengthening strategies for each of the CCS-oriented Activities, all structured based on the five pathways. In addition, since 2021 WFP has prepared an implementation report structured based on the five pathways.

## Evaluation question 6: To what extent is the design and delivery of capacity strengthening initiatives in line with humanitarian principles?

**EQ6 Key Finding:** The design and implementation of CCS activities are coherent with the humanitarian principles of humanity, neutrality, impartiality and independence.

91. **CCS activities are well aligned with humanitarian principles.** Key evidence of this alignment is presented in Table 13.

**Table 13: Alignment of CCS activities with humanitarian principles**

| Humanitarian principles | Definition  | Alignment of CCS activities  |
|-------------------------|---|--|
| <b>Humanity</b>         | Human suffering must be addressed wherever it is found, with particular attention to the most at risk | Although CCS activities do not directly alleviate human suffering, they are clearly oriented towards addressing the needs of some of the populations most at risk regarding food insecurity and malnutrition (see <a href="#">EQ1</a> ).   |
| <b>Neutrality</b>       | Humanitarian aid must not favour any side in an armed conflict or other dispute.                      | There is no armed conflict or other dispute in Lesotho. CCS activities promote the needs of the most at risk independently of any other considerations regarding the population's condition.   |
| <b>Impartiality</b>     | Humanitarian aid must be provided solely based on need, without discrimination                        | CCS activities were designed based on a sound assessment of the population's needs and the existing policies and systems to address those needs. Interviews with WFP country office and key institutions at the national level showed that CCS activities have been proposed based on a clear understanding of the needs from the beginning of the CSP implementation. A structured assessment of relevant institutional capacity needs was only finalized in December 2022 (see <a href="#">EQ10</a> ). <sup>88</sup> |
| <b>Independence</b>     | Autonomy of humanitarian activities from political, economic, military, or other objectives           | The evaluation did not identify any source of influence beyond the needs of the populations at risk. By their nature, CCS activities are intrinsically linked to factors related to the functioning of government institutions such as institutional stability, turnover and ownership (see Chapter 2.3). However, these factors are different from the influence of the political agenda.   |

Source: Elaborated by the evaluation team and European Civil Protection and Humanitarian Aid Operations (ECHO) for the definition of humanitarian principles<sup>89</sup>

<sup>88</sup> WFP has initiated capacity needs mappings in 2020, for school feeding, disaster preparedness, nutrition, resilience and value chains. This process was finalized in December 2022 with the finalization of capacity strengthening strategies dedicated to the key institutions involved in those sectors and systems, respectively MoET, DMA, LMS, FNCO, MFRSC and MSCM.

<sup>89</sup>[https://civil-protection-humanitarian-aid.ec.europa.eu/who/humanitarian-principles\\_en#:~:text=The%20principles%20of%20humanity%2C%20neutrality,attention%20to%20the%20most%20vulnerable.](https://civil-protection-humanitarian-aid.ec.europa.eu/who/humanitarian-principles_en#:~:text=The%20principles%20of%20humanity%2C%20neutrality,attention%20to%20the%20most%20vulnerable.)

## **Evaluation question 7: What have been the synergies between the different capacity strengthening interventions being evaluated?**

**EQ7 Key Finding:** CCS activities present a number of synergies in their design, particularly through crosscutting themes such as nutrition and adaptation to climate change. The ET observed geographical convergence, though the extent to which this convergence is strategically initiated is unclear. These synergies, if realized, could allow for a mutual contribution to those crosscutting themes and to their respective outcomes.

92. The design of the CSP 2019-2024 and CCS activities proposed multiple synergies between strategic outcomes and activities, benefiting especially the objectives of the CSP regarding nutrition and adaptation to climate change.

93. **Nutrition objectives are supported by most CCS activities, in addition to the dedicated SO3.** The reduction of child malnutrition is one of the objectives of the school feeding policy that has been updated with the support of WFP, and the satisfaction of minimum nutritional requirements is one of the three key definitional elements of school meals in the policy. WFP has built the LVAC capacity regarding nutrition analysis within LVAC assessments. As part of Activity 5, CCS activities support increased dietary diversity through the promotion of agricultural livelihoods diversification with support to vegetable gardening, poultry, and pig breeding. As far as synergies between Activities 4 and 6, WFP has supported the elaboration of food fortification policy and regulation, and small holder farmers are identified as key stakeholders to engage in food fortification. However, this element has not yet been addressed in CCS activities within Activity 6. The food fortification policy also identifies school children as key beneficiaries of food fortification through the delivery of school meals.

94. **Adaptation to climate change is another objective to which several CCS activities contribute with synergies of objectives and activities.** WFP has carried out trainings on climate change with district representatives of MoET so that climate change is effectively integrated in the primary school curriculum. As mentioned in paragraph 88, the updated school feeding policy mentions that WFP is expected to support a pilot project on community gardening that should contribute to education on climate change. However, this pilot project has not yet been initiated. The support provided to establish a well-functioning early warning system is closely linked to drought, the frequency and intensity of which is affected by climate change. As part of Activity 4 of the CSP, WFP supports nutrition clubs at community level for the diversification of their livelihoods and the adoption of climate smart agriculture techniques. Climate smart agriculture is also promoted in Activity 5 and 6, and Activity 5 is fully dedicated to resilience to shocks influenced by climate change.

95. **School feeding and support to agriculture are explicitly linked in the CSP document for the development of local purchase by the national HGSP programme.** As described in Chapter 2.3, WFP has initiated activities to strengthen capacities from both the demand and supply side, but no tangible outcomes are yet observed.

96. **Efforts are made for the geographical convergence of field activities from different activities of the CSP.** The evaluation team visited areas where activities have been implemented supporting school feeding, communication of seasonal forecasts, support to nutrition club, CBPP and public works. Such a convergence could potentially allow for a mutual contribution to outcomes of the various activities, particularly for transversal objectives. The extent to which this geographic convergence has been strategized is not clear to the evaluation team.

### **2.3 EFFECTIVENESS**

97. The evaluation team systematically sought to explore unanticipated effects, including on human rights and gender equality, throughout data collection including specific probes in primary data collection tools. No unanticipated effects were identified.

**Evaluation question 8: To what extent have the programme outputs, outcomes, and strategic results of the capacity strengthening activities been achieved? What are the key lessons extracted from the achievement of CCS activities?**

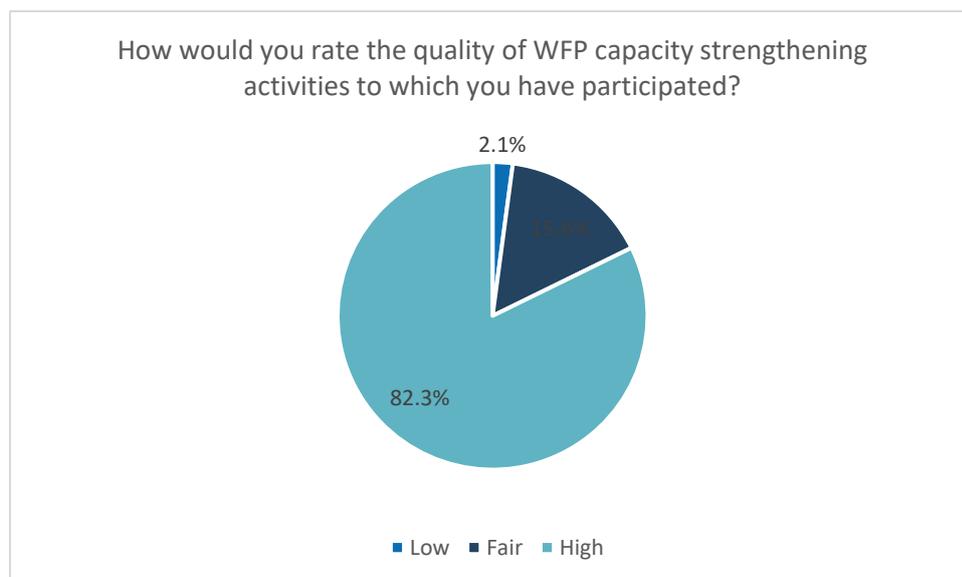
**Evaluation question 9: To what extent has the WFP enhanced the capacity of government institutions, communities, and other partners to achieve zero hunger and effectively respond to emergencies<sup>90</sup>?**

98. Evaluation questions 8 and 9 are grouped in this section as enhancing the capacity of the government and other key stakeholders (EQ9) overlaps with the achievement of outcomes and strategic results of CCS activities. The section begins with an overall assessment of CCS activities based on results from the evaluation survey<sup>91</sup> followed by a review of Activity-level achievements.

99. As discussed in the subject of the evaluation, WFP corporate indicators are ill-suited to capture the effectiveness of CCS activities (see paragraph 40). As such, the evaluation relies on qualitative analysis of ACRs and interviews with stakeholders to assess Activity effectiveness and contribution to CCS outcomes.

100. On the Kirkpatrick level of Reaction, a large majority of respondents consider that WFP CCS activities had a high level of quality (Figure 6). There was also high satisfaction with the logistical arrangements, the expertise provided, and the methodology used was adequate (Figure 7). In contrast, a significant proportion of respondents consider that the time allocated was insufficient. The issue of time allocated was confirmed by qualitative interviews with participants, for instance members of school feeding committees, who expressed that time allocated was insufficient negatively affecting their capacity to absorb the content of trainings and to effectively engage in the management of school canteens after the training.

**Figure 6: Quality of CCS activities, according to mobile survey participants**

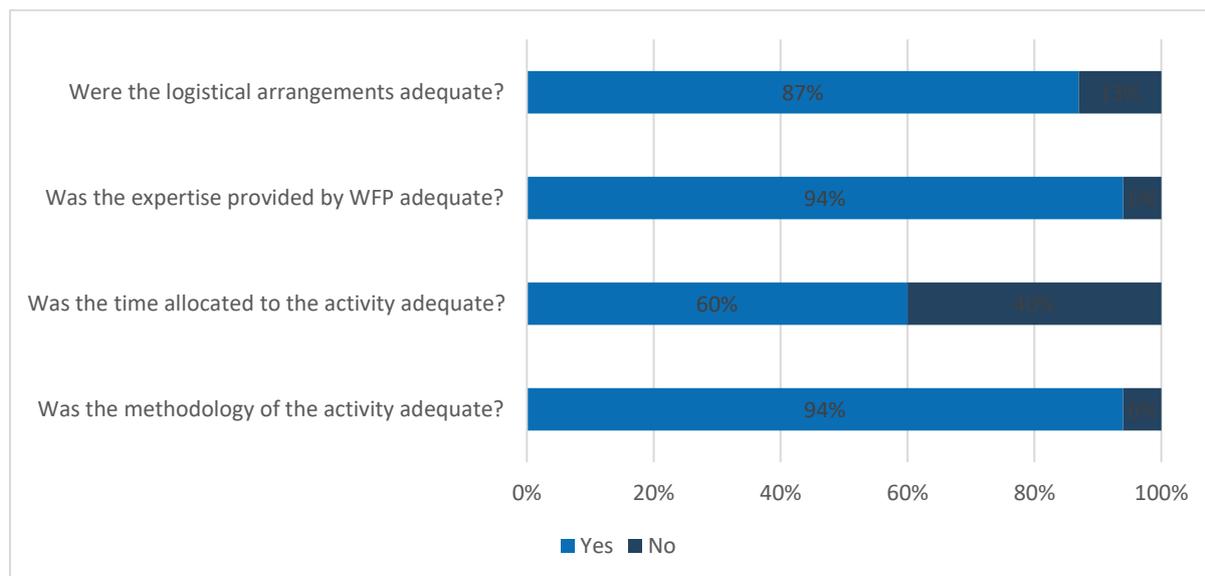


Source: Evaluation mobile survey (targeted sample size n=300. Achieved sample n=283)

<sup>90</sup> The EQ pertains to the following areas (SDG2 and SDG17): Policies and legislation; Institutional effectiveness and accountability; Strategic planning and financing; Stakeholder programme design, delivery, and M&E; Engagement and participation of community, civil society and private sector.

<sup>91</sup> Full results disaggregated by activities are presented in Annex 13.

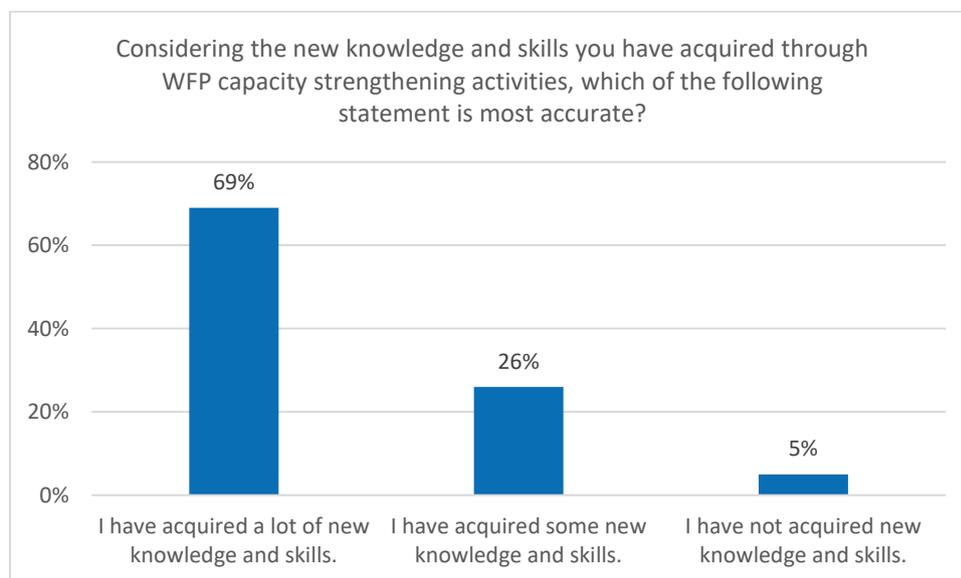
**Figure 7: Appropriateness of CCS activities arrangements, according to survey participants**



Source: Evaluation mobile survey (targeted sample size n=300. Achieved sample n=283)

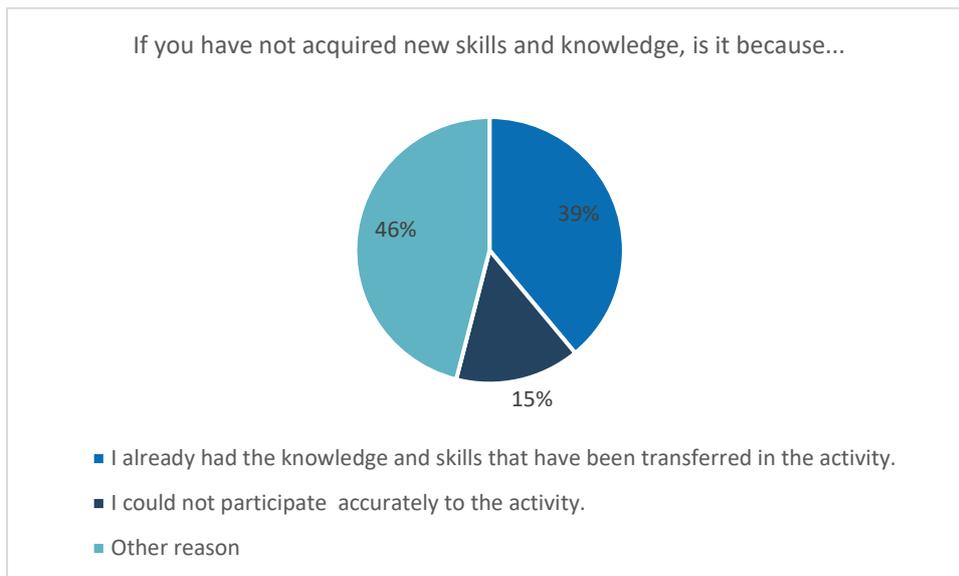
101. The majority (69 percent) of the survey participants reported that they have acquired ‘a lot’ of new knowledge and skills; 26 percent reported that they have acquired ‘some’ knowledge and skills (Figure 8). Of the five percent of respondents who reported that they did not acquire new skills and knowledge, 5 (39 percent) mentioned they already had the knowledge and skills being strengthened in the activity, 2 (15 percent) specified that this was because they could not sufficiently participate in the activity and 6 (46 percent) answered other reasons, while three of them reported that they already had the knowledge and skills and the remaining three participants reported that they don’t work in the sector supported by the CCS activity they participated in.

**Figure 8: Perception of skills and knowledge acquired, according to survey participants**



Source: Evaluation mobile survey (targeted sample size n=300. Achieved sample n=283)

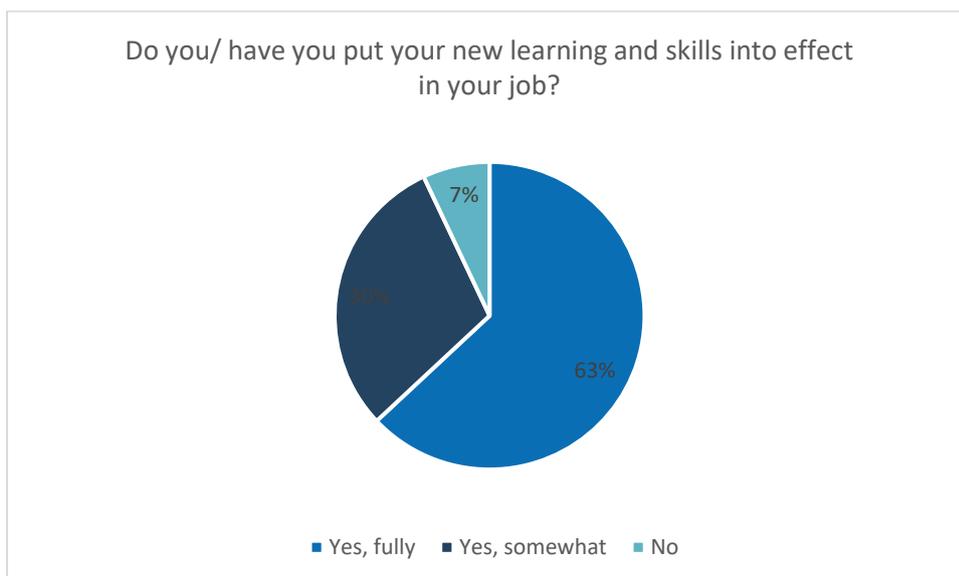
**Figure 9: Reasons for not acquiring new knowledge and skills, according to survey participants**



Source: Evaluation mobile survey (targeted sample size n=300. achieved sample n=283)

102. On the level of behaviour change of CCS activity participants, more than 90 percent of mobile survey respondents indicate that they have put or they are putting into effect the learnings they have acquired in their job (Figure 10). Most of these respondents (86 percent) said that this has contributed to changes in their organization and sector of work. Only 21 respondents answered they have not put into practice the new knowledge and skills they have acquired. Most of them (seven) said that in fact the content was not relevant to their job. Then four respondents mentioned they are no longer in their position and four respondents said they have not yet had the opportunity to put new knowledge and skills in practice. Finally, three respondents said that there are other capacity gaps affecting the possibility for them to put knowledge and skills into practice. The remaining respondents did not specify the reason why they could not put them into practice.

**Figure 10: Extent to which new learning has been put into effect, according to survey participants**



Source: Evaluation mobile survey (targeted sample size n=300. Achieved sample n=283)

## Activity 2 of the CSP (School feeding)

**EQ8/9 Key Finding (Activity 2):** Achievement of outputs and outcomes for Activity 2 is heterogeneous. WFP has engaged in most planned activities, although several activities have not yet started. Valuable contributions have been made on four out of five CCS pathways, representing a significant enhancement of governments and other key stakeholders' capacity such as National Management Agencies (NMAs), smallholder farmers and school feeding committees. This contribution has not yet resulted in tangible improvements in school feeding programming. There seems to be a bottleneck in MoET that affects the implementation of the new school feeding policy and new systems and procedures. The School Feeding Secretariat, yet to be created, is assumed to be a key element for progress.

103. **WFP has initiated CCS activities and delivered outputs for most topics that had been planned in the CSP design and the Memorandum of Understanding (MoU) with MoET through a variety of CCS approaches such as missions and tours, technical assistance, financial support, trainings, etc.** Table 14 provides a more detailed list of the activities that have been implemented against what was planned.<sup>92</sup> Planned activities are extracted from the CSP 2019-2024 document as well as the MoU signed by WFP and MoET in August 2020 that covers the period from its signature until June 2024. The MoU should have been operationalized in annual detailed work plans, but this has only been done in 2022. The list of activities implemented is therefore extracted from ACRs only. As shown in Table 6, output achievements for Activity 2 are relatively high for trainings and technical assistance activities provided except for 2020 when activity implementation was majorly disrupted by the COVID-19 pandemic. WFP has not provided staff secondment in the MoET as planned, and therefore the corresponding output was not achieved.

**Table 14: Activity 2 planned and implemented activities.**

| Planned activities  | Corresponding implemented activities  |
|---|---|
| Full handover of the school feeding programme in primary schools to the government.<br>Beginning of the handover of school feeding activities in Early Childhood Care and Development Centres (ECCDs) | Handover in primary schools completed in 2020. Not yet initiated for ECCDs.   |
| Develop a strategy for sustainable transition of the national HGSF programme  | Not implemented. The handover was accelerated due to the inability of the government to provide advance payment to WFP (ACR 2020)                 |
| Support to the improvement of school feeding infrastructure to provide hygienic, secure and environmentally friendly cooking and storage facilities   | Not implemented   |
| Support the operationalization of the school feeding secretariat  | Mission from WFP Center of Excellence Against Hunger in Brazil (2019) and elaboration of a technical note on school feeding governance structures |
| Support to inter-ministerial coordination   | Not implemented   |
| Support to the establishment of an appropriate monitoring and evaluation system for the NHGSF programme   | Support to the development of a Monitoring and Evaluation framework, endorsed by MoET in 2020   |

<sup>92</sup> Further details are presented in Annex 12.

|  |   |
|--|---|
| Support the review of the food basket so that it is more balanced nutritionally and more cost-effective  | Technical support provided for the assessment of the feasibility of integrating a new commodity into the food basket.   |
| Support the development of local purchase  | Virtual study tour in Brazil on planning, design and implementation of local purchase<br>Training of 1071 smallholder farmers (764 women) on food quality and marketable produce for school supply  |
| Support the review of the national School Feeding policy, the development of the National School Feeding Strategic Plan, the finalization of School Feeding policy guidelines and the development of the school feeding handbook | Support provided for the review of the National School Feeding policy. Other processes not engaged.   |
| Share information on nutrition and climate change  | Trainings at school level carried out in 2019, 2020 and 2022 on nutrition, health and hygiene, HIV, gender and climate change.<br>Support provided to the establishment of school gardens in ECCDs. |
| Support to the government in engaging in NMA services decentralization and NMA roll-out Plan   | Not implemented   |
| Support to the development of procedures to contract and assess performance of NMAs  | Technical and financial support to the government in undertaking performance review of the NMA  |
| Support to the development of and accountability framework for beneficiary feedback  | Not implemented   |
| Not planned in the CSP   | Implementation of a pilot project of electric pressure cooker in 5 pre-schools  |

Source: CSP document and MoU between WFP and MoET for planned activities. ACRs for implemented activities. Color code: **Not initiated**, **Partially initiated**, **Initiated/completed**.

104. The elaboration of a strategy for the handover of school feeding activities that would have provided a strategic direction for WFP CCS activities was not initiated. According to WFP informants, this is because the handover was accelerated in 2020 due to the impossibility for the government to continue financing WFP for school feeding implementation. It was not possible to frame the handover into a well-established strategy within this accelerated timeframe.

105. WFP has supported the operationalization of a School Feeding Secretariat, notably through a mission of the WFP Center of Excellence Against Hunger in Brazil in 2019. However, to date, this secretariat has not been created, which represents an obstacle to engaging in other activities such as the launch of an inter-ministerial coordination mechanism.

106. **WFP has made significant contributions in all the CCS pathways apart from Strategic Planning and Financing for which no outcomes have been registered yet.** Table 15 presents the outcomes generated by CCS activities within Activity 2 of the CSP, understood as the contribution to enhanced capacities in the four CCS pathways. Only one outcome indicator was integrated into the logical framework and reported on in ACRs for Activity 2: "Number of national food security and nutrition policies, programmes and systems components enhanced". The achievement of targets was 3 of 5 in 2020, 0 of 3 in 2021 and 1 of 1 in 2022. No target was defined for 2019 (see paragraph 42).

**Table 15: Activity 2 outcomes considering the five CCS pathways.**

| CCS pathways  | Outcomes  |
|---|---|
| <b>Policy and legislation</b>                         | <ul style="list-style-type: none"> <li>National School Feeding Policy reviewed. Not yet endorsed.</li> </ul>  |
| <b>Institutional effectiveness and accountability</b> | <ul style="list-style-type: none"> <li>Full handover of primary schools completed.</li> <li>Structure of the School Feeding Secretariat proposed. Secretariat not yet created.</li> <li>M&amp;E framework developed and endorsed. Not yet under implementation</li> </ul>                         |
| <b>Strategic Planning and Financing</b>               | <ul style="list-style-type: none"> <li>No outcomes have been registered</li> </ul>  |
| <b>Programme design and delivery</b>                  | <ul style="list-style-type: none"> <li>New model for NMAs proposed based on pilot. Not yet implemented.</li> <li>Enhanced capacity of school staff on nutrition, health, hygiene, gender, and climate change.</li> <li>Evidence generated on electric pressure cooker.</li> </ul>                 |
| <b>Engagement of Non-Government actors</b>            | <ul style="list-style-type: none"> <li>Enhanced capacity of 1,071 smallholder farmers for school supply</li> <li>Creation and enhanced capacity of school feeding committees (part of the schools)</li> <li>Enhanced capacity of NMAs for school feeding management and local purchase</li> </ul> |

Source: ACR reports, interviews with WFP, MoET at the national and district level, school staff, school feeding committees.

107. **While WFP has made significant contributions to four of the five CCS pathways, they have not yet resulted in an improved school feeding programme.** The conceptual definition of several processes supported by WFP has been finalized for a long time, ranging from several months to years ago, but their implementation has not started. This is the case of the revised National School Feeding Policy carried out in 2022 and not yet endorsed, the proposition of a structure for the School Feeding Secretariat finalized in 2020 but not created, the design of an M&E framework finalized in 2020, the proposition of a new model for NMAs and the implementation of a pilot project on electric pressure cookers. The fact that a dedicated School Feeding Secretariat responsible for school feeding implementation has not been created yet may affect progress on other key elements. According to WFP, School Feeding is managed by the national direction of primary education, which manages the entire literacy component of primary education. With this broad mandate, school feeding may not be a top priority within this direction. The creation of a dedicated School Feeding Secretariat is expected by WFP stakeholders to address this issue.

108. **At the local level, WFP has strengthened the capacity of smallholder farmers, school staff and school feeding committees.** According to WFP, the support to smallholder farmers to link with NMAs has contributed to increase local food purchase for school feeding; there is no available quantitative data to assess this outcome in detail. Trainings conducted at school level have resulted in an enhanced capacity of school staff on nutrition, health, hygiene, gender, and climate change. This is evidenced by interviews at district and school level which showed that MoET staff overall has a good understanding and knowledge of those concepts. WFP has supported the creation and training of school feeding committees. Interviews with committee members and school staff showed that there have not been significant changes in the management of school canteens since committees have been introduced and trained. School canteens have been managed by principals and teachers (food managers) for a long time and a real engagement of

newly created committees would require follow-up after training. In addition, as mentioned by school feeding committee interviewees, trainings have not allowed participants to fully understand their role and how to fulfill it.

### Activity 3 of the CSP (Food security and nutrition monitoring and early warning)

**EQ8/9 Key Finding (Activity 3):** Activity 3 level of achievement of planned outputs is high, with significant progress registered for all planned activities and the implementation of two activities not initially planned. WFP's support has generated significant outcomes in terms of early warning capacities resulting in better quality and more timely seasonal forecasts, food security and nutrition monitoring allowing for more autonomy of LVAC, and urban preparedness.

109. **WFP has achieved significant progress in the implementation of all planned activities as well as two newly initiated activities through a variety of CCS activities such as technical assistance, financial assistance, trainings, workshops, consultations, etc.** In addition, two activities that were not planned have been initiated: the support to the development of a geospatial platform to enhance territorial planning and resource allocation<sup>93</sup> and the implementation of the ECHO-funded urban preparedness project. Table 16 presents the achievements according to ACRs, against activities that were planned in the CSP document. Output indicators for Activity 3 presented in Table 7 show a good overall level of achievement of targets, although several annual targets have not been achieved notably in 2021 (see paragraph 43).

**Table 16: Activity 3 planned and implemented activities.**

| Planned activities  | Corresponding implemented activities  |
|---|---|
| <p>Strengthen the capacity of LMS, MoAFS and Ministry of Forestry, Range and Soil Conservation in generating seasonal precipitation and temperature forecasting</p> <ul style="list-style-type: none"> <li>- Adoption of a forecast-based financing approach</li> <li>- Capacity strengthening of computing power</li> <li>- Strengthening LMS archiving system and historical database</li> <li>- Installation of web-based map rooms and training on maintenance of the database</li> <li>- Developing decadal and long-term climate projections</li> </ul> | <p>Support drafting of ToRs of the early warning sectoral group.</p> <p>Support an assessment of computing infrastructure needs.</p> <p>Support LMS to join the Southern African Regional Climate Outlook Forum</p> <p>Support LMS to enhance the climate database for improved seasonal forecasting and develop online mapping services. Training on PyCPT.</p> <p>Support dissemination of seasonal forecasting, reaching around 100,000 people.</p> <p>Training of LVAC members in the use of vulnerability data to develop triggers and anticipatory actions for drought.</p> <p>Support the development of an Anticipatory Action plan</p> <p>Hand-over of 5 drones to DMA and training of DMA and NGOs on their use</p> |
| <p>Review of the existing standard operating procedures for early warning to include indicators and triggers for early action.</p>  | <p>Support DMA in facilitating workshops and consultative meetings with disaster risk reduction</p>   |

<sup>93</sup> The geospatial platform was developed and handed over to the government. It is still in working progress as data has to continue being populated. Five ministries have been linked to the platform, to date. According to WFP and participant stakeholders at the workshop on preliminary findings of the evaluation, further capacity strengthening is needed so that the government can generate the data dashboards to inform decision-making and to allow additional ministries to join the initiative.

|   |  |
|---|--|
|   | <p>stakeholders to map existing early warning systems and identify gaps and complementarities</p>  |
| <p>Update of the disaster management manuals and plans to inform the development of a disaster management strategy that includes gender, youth, and disabilities considerations</p> | <p>Support DMA in facilitating workshops and consultative meetings to review and update the DRR and Management Bill and develop the DRR strategy, Early warning strategy, Manual, Plan and Standard Operation Procedures (SOP)</p> <p>Support a dissemination campaign to promote and generate increased awareness of the DRR and early warning policy documents</p>   |
| <p>Provide technical support to the annual vulnerability assessments and analysis and ad-hoc surveys.</p>   | <p>Support the November 2019 drought assessment. Support the rapid/crop assessment in March 2020. Support the 2021 lean season vulnerability assessment and 2021 and 2022 annual vulnerability assessments with integration of market functionality index, nutrition, gender, HIV. Support most likely scenario and IPC analysis in 2020 and 2022.</p> <p>Technical assistance provision to calculate transfer value. Training provided on food security data analysis integrating nutrition, gender, HIV, protection issues and climate change. Technical assistance to conduct comparative analysis with focus on livelihood coping strategies.</p> <p>Capacity strengthening to develop the LVAC strategic plan.</p> <p>Provision of 15 laptops to DMA</p> <p>Technical and financial support to develop a food security dashboard.</p> |
| <p>New activities not mentioned in CSP</p>  | <p>Support the Office of the Prime Minister to develop a geospatial platform for territorial planning to enhance planning and resource allocation for interventions and generate evidence to inform decision-making. Information Technology (IT) assessment, procurement of satellite data and IT equipment.</p> <p>Support the piloting of the regional urban preparedness project. Support the identification of existing legal frameworks and coordination mechanisms in urban areas. Support the identification of urban vulnerability indicators and hotspots and define targeting criteria and transfer mechanisms for urban areas. Preparation of three SOPs to guide urban emergency response. Support the establishment of a cash-based transfers working group.</p>  |

Source: CSP document and ACR reports. Colour code: Not initiated Partially initiated Initiated/completed.

110. **WFP has made significant contributions in all the CCS pathways** as detailed in Table 17 below. There are no outcome measurements for Activity 3 included in the ACR results framework.

**Table 17: Activity 3 outcomes considering the five CCS pathways.**

| CCS pathways  | Outcomes   |
|---|--|
| <b>Policy and legislation</b>                         | <ul style="list-style-type: none"> <li>- Early warning strategy, manual and SOP developed</li> <li>- DRR and Management Bill updated</li> <li>- Anticipatory Action Plan developed</li> </ul>  |
| <b>Institutional effectiveness and accountability</b> | <ul style="list-style-type: none"> <li>- National Early Warning Group created and capacity strengthened</li> </ul>   |
| <b>Strategic Planning and Financing</b>               | No outcome registered  |
| <b>Programme design and delivery</b>                  | <ul style="list-style-type: none"> <li>- Improved and better communicated seasonal forecasting</li> <li>- Improved LVAC assessments with the integration of nutrition, market functionality index</li> <li>- Increased LVAC autonomy to conduct food security and nutrition analysis</li> <li>- Created the LVAC dashboard.</li> <li>- Enhanced capacity at the national, district and local levels on urban preparedness</li> </ul> |
| <b>Engagement of Non-Government actors</b>            | <ul style="list-style-type: none"> <li>- Collaboration with the University of Columbia International Research Institution for strengthening seasonal forecasting.</li> </ul>   |

Source: ACR reports, interviews with WFP, DMA, LMS at the national and district level, interviews with communities.

111. **WFP has been successful in supporting more accurate and timely seasonal forecasts, which has not resulted yet in the implementation of disaster mitigation and anticipatory measures except for the Lesotho Red Cross who has supported mitigating measures.** Within the framework of the project Improving Adaptive Capacity of Vulnerable and Food-Insecure Populations in Lesotho (IACOV), WFP has engaged with the University of Columbia International Research Institution (IRI) to support the LMS. Their collaboration has significantly enhanced the capabilities of LMS staff in conducting sub-seasonal to seasonal forecasting and in the development of online mapping services for climate data analysis and visualization. Information from government sources and documentation shows that activities carried out have empowered LMS to produce a more accurate seasonal outlook<sup>94</sup>. The 2022 UN Results report emphasized that the LMS has been able to forecast rainfall at much finer geographic scales, down to the district and council levels. This more localized forecasting is especially valuable for decision-making tailored to specific regions.<sup>95</sup> In addition, according to WFP and LMS, in 2023 a seasonal forecast was issued for the first time in June, whereas it is usually issued later in the year. Interviews with communities have confirmed that seasonal forecasts have been appropriately communicated. However, communities and households have not yet undertaken any action to mitigate the effects of the forthcoming drought. Early seasonal forecast is important to allow for mitigation messaging and the triggering of anticipatory action. WFP has supported the development of a pluriannual Anticipatory Action Plan that has not been endorsed yet. WFP has mobilized USD 3.2 million to finance anticipatory action. These funds will be engaged when the plan is endorsed. According to stakeholder interviews at the national and district level, the only actor who has initiated anticipatory action to mitigate the forthcoming drought is the Lesotho Red Cross Society, which

<sup>94</sup> WFP Lesotho annual country report 2022

<sup>95</sup> One UN Report Lesotho. United Nations Lesotho, 2022

has conducted participatory community mobilization to identify and implement mitigation measures such as climate smart agriculture.

112. On Policy and legislation, in addition to the Early Warning Strategy, manual and SOP and to the Anticipatory Action Plan, WFP has supported the update of DRR and Management Bill, which has not been endorsed.

113. According to WFP and DMA at the national and district level, CCS activities within the Programme design and delivery pathway supporting the LVAC for food security and nutrition monitoring have resulted on the one hand in the improvement of the assessments conducted during the period, and on the other hand in more autonomy from LVAC members to plan and conduct vulnerability assessments, as well as analyze the data and write the reports. The improvement consists of the integration of the market functionality index, nutrition, gender and climate change in the assessments. According to WFP and DMA, LVAC members are now fully capable of conducting the entire regular assessment process without WFP technical support. WFP's assistance is still needed for the introduction of new indicators and elements and WFP continues to provide financial assistance.

114. WFP has also supported the development of the LVAC dashboard, consisting of an online platform where all LVAC products are available to any stakeholder. The dashboard is not yet fully functioning at the time of the evaluation data collection.

115. According to district stakeholders interviewed in Butha-Buthe where the urban preparedness project has been implemented (in addition to Maseru, Mafeteng and Leribe), this project launched after the COVID-19 crisis has allowed to improve the knowledge of district stakeholders on urban vulnerability and elaborate SOPs on response coordination, vulnerability analysis and targeting. The process is still ongoing as the SOPs have just been developed and are not approved yet.

#### **Activity 4 of the CSP (Nutrition)**

**EQ8/9 Key Finding (Activity 4):** Activity 4 shows a good level of effectiveness. All the activities that were planned in the CSP design aiming at developing a Social Behaviour Change Communication (SBCC) strategy and strengthening the coordination of nutrition stakeholders and availability of evidence have been initiated and have progressed at a good speed. In addition, several key activities that were not planned, such as support to national NGOs and trainings on positive deviance and food groups represent a substantial enlargement of the expected outputs and outcomes of Activity 4. Most processes are still ongoing and have not yet produced tangible outcomes, although the National Food and Nutrition Strategy, the support provided for the implementation of the nutrition component of SADP and the Fill the Nutrient Gap study have already contributed to improved government and other stakeholders planning, such as the establishment of a nutrition sensitive platform to monitor the implementation of the Strategy, support provided to nutrition clubs or the use of new evidence made by WFP and IFAD to adjust their programming.

116. **WFP has made significant progress on all CCS activities that were planned in the CSP 2019-2024 as well as four additional activities** as presented in Table 18. For the four indicators included in the CSP result framework<sup>96</sup> targets have been achieved or were close to being achieved during the four years for which those indicators have been reported (Table 8).

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<sup>96</sup> 1. "Number of government/national partner staff receiving technical assistance and training". 2. "Number of training sessions/workshops organized". 3. "Number of technical assistance activities provided". 4. "Number of tools or products developed".

**Table 18: Activity 4 planned and implemented activities**

| Planned activities  | Corresponding implemented activities   |
|---|--|
| Support to the development and implementation of a multi-sectoral HIV sensitive Social Behaviour Change Communication (SBCC) strategy   | <p>Financial and technical assistance for the development of a three years SBCC strategy (2020-2023).</p> <p>Development of a dashboard to report on SBCC work by various sectors</p> <p>Support to the implementation of the SBCC strategy. Virtual training workshop to national technical team on the development of SBCC messages and dissemination guidelines.</p>  |
| Support to FNCO and related nutrition ministries to convene and coordinate nutrition activities by facilitating the establishment of a Scaling Up Nutrition (SUN) Business Network and other platforms. | <p>Training workshops for nutritionists, logisticians and pharmacists from MoH and other clinical partners.</p> <p>Finalization of the National Food and Nutrition Strategy, the costed action plan and nutrition mapping exercise. Sensitization on the strategy in all ten districts to technicians from various ministries involved in nutrition coordination.</p> <p>Development of a Multisectoral Development Programme targeting four districts</p> <p>Development of a nutrition dashboard as a web-based monitoring and reporting tool for nutrition stakeholders. Training ministries on monitoring and evaluation and on the use of the dashboard. Provision of 50 tablets for the Ministry of Agriculture and Food Security (MoAFS) for data collection on nutrition activities.</p> <p>Support to the implementation of the nutrition component of the Smallholder farmers Agriculture Development Project (SADP). Training of MoAFS staff in monitoring and evaluation</p> |
| Support to the implementation of the fill the nutrient gap study to address nutrient-intake gaps.   | <p>Financial and technical assistance for the implementation of the study. Results disseminated to senior government level and multi-sectorial stakeholders.</p>   |
| New activities not mentioned in CSP   | <p>Development of food fortification legislation and standards.<sup>97</sup> Financial support for the dissemination of the legislation. Development of the National Food Fortification guidelines.</p> <p>Purchase of vitamin A, iodine and iron tests for the government.</p> <p>Support to two national NGOs to implement small-scale project for people living with HIV in three southern districts: livelihood diversification and enhancement, reduction of post-harvest losses, income generation</p> <p>Training of staff from MoAFS, MoH, MoSD, MoET on positive deviance. Training of MoAFS on food groups.</p> <p>Training of MoAFS staff on Monitoring and Evaluation related to the development of a Standard Operating Procedure to guide and define roles for effective monitoring of nutrition and agricultural activities</p>   |

Source: CSP document and ACRs. Color code: Not initiated. Partially initiated Initiated/completed.

<sup>97</sup> The support to the development of a food fortification legislation and standard was initiated before the current CSP. According to WFP, although it is not mentioned in the CSP document, it was planned to continue this process.

117. The process of development of a food fortification legislation and standards initiated before the launch of the CSP has been finalized and followed by the development of guidelines aligned with the legislation. WFP has also purchased test kits for testing vitamin A, iodine, and iron. WFP has supported two national NGOs for the implementation of small-scale nutrition-sensitive livelihood projects in the three southern districts of the country. Support for the nutrition component of SADP is a substantial addition to planned activities. This project includes six outputs that contribute to different planned activities. For instance, the first and second outputs refer to the implementation of communication campaigns on nutrition-related topics and to nutrition messaging that reinforces the outputs of the SBCC strategy. The third output refers to the mapping of nutrition stakeholders, contributing to the support to FNCO for coordination of nutrition interventions. Output six of the SADP project supports the establishment of nutrition clubs at community level that are supported with trainings and support to climate smart livelihood diversification. According to SADP reports, 450 nutrition clubs have been created and are functional.

118. **WFP has made substantial contributions on the five CCS pathways. Nevertheless, most of the processes supported are still ongoing with few tangible outcomes** as detailed in

119. Table 19 below. Only one outcome indicator is integrated into the CSP results framework for activity 4: "Number of national food and nutrition policies, programmes and systems components enhanced". According to ACRs this indicator was measured in 2021 and 2022 and targets have not been achieved (2 out of 3 in 2021 and 1 out of 2 in 2022).

**Table 19: Activity 4 outcomes considering the five CCS pathways.**

| CCS pathways  | Outcomes  |
|---|---|
| <b>Policy and legislation</b>                         | <ul style="list-style-type: none"> <li>- SBCC strategy developed and endorsed</li> <li>- Food and Nutrition Strategy endorsed</li> <li>- Food Fortification Strategy and guidelines endorsed</li> </ul> |
| <b>Institutional effectiveness and accountability</b> | <ul style="list-style-type: none"> <li>- Nutrition coordination capacity strengthened with SBCC dashboard, nutrition dashboard, nutrition actors mapping</li> </ul>                                     |
| <b>Strategic Planning and Financing</b>               | <ul style="list-style-type: none"> <li>- Fill the nutrient gap study implemented.</li> </ul>  |
| <b>Programme design and delivery</b>                  | <ul style="list-style-type: none"> <li>- SBCC strategy implementation</li> <li>- SADP nutrition component evaluation</li> <li>- Capacity enhanced on positive deviance and food groups</li> </ul>       |
| <b>Engagement of Non-Government actors</b>            | <ul style="list-style-type: none"> <li>- Support to national NGOs for small scale project implementation</li> <li>- Private sector capacity on food fortification enhanced</li> </ul>                   |

Source: ACR reports, interviews with WFP, FNCO, MoAFS at the national and district level, interviews with nutrition clubs.

120. Tangible outcomes in terms of improved government planning are mainly observed in the ongoing implementation of the National Food and Nutrition Strategy (endorsed in September 2019). A nutrition sensitive platform at the national and district level was established to monitor the strategy implementation. In addition, improved nutrition programming of MoAFS through the nutrition component of SADP is also already visible at field level. Interviews with nutrition clubs and field observations allowed observing outcomes in terms of improved food security, food diversification, and the implementation of the positive deviance approach. Finally, the Fill the Nutrient Gap study represents a key tool available for all stakeholders to review and adjust their strategy according to the evidence provided. According to ACRs, WFP and IFAD have already used the evidence to adjust their planning, respectively adjust the food basket delivered in emergency response for WFP and the design of a new adaptation project for IFAD.

## Activity 5 of the CSP (Resilience)

**EQ8/9 Key Finding (Activity 5):** Activity 5 implementation show a satisfactory level of effectiveness. Most of the expected outputs related to the development of a National Climate Change Awareness and Communication Strategy, improved participatory community planning and Public Works have been achieved or are in process. Outcomes in terms of improved government programming, and particularly the adoption of new innovative approaches promoted by WFP is still limited.

121. **Activities have been initiated and have significantly progressed for the four CCS activities planned in the CSP design, in addition to asset creation captured in the corporate results framework indicators.** Output indicators included in the CSP results framework for Activity 5 refer to community and households' assets created or rehabilitated with the support of WFP. As presented in Table 9, almost all the planned outputs have been achieved or exceeded with a few exceptions. The output indicators are a better reflection of achievements in Activity 5 compared to the results framework indicators of other Activities under this evaluation. However, they only provide information on achievements related to asset creation at community and household level and do not cover CCS activities at other levels. Other output achievements according to ACR narrative sections in relation to the activities planned in the CSP design are summarized in Table 20.

**Table 20: Activity 5 planned and implemented activities.**

| Planned activities  | Corresponding implemented activities   |
|---|--|
| Develop and implement a National Climate Change Awareness and Communication Strategy  | Support to the development of the National Climate Change Communication Strategy.  |
| Strengthen government capacity in community-based participatory planning to facilitate seasonal livelihood planning and the development of community-based adaptation plans | <p>Strengthen the capacity of national stakeholders on the WFP Three-pronged approach in partnership with the National University of Lesotho.</p> <p>Support to the implementation of the seasonal livelihood programming tool in Mohale's Hoek, Mafeteng and Quthing.</p> <p>Support to the implementation of 21 CBPPs in the three southern districts.</p>   |
| Support the government to coordinate the design, planning and implementation of community-led public works.   | <p>Support to the development of the public works technical guidelines that include nutrition, gender and responsiveness.</p> <p>Handover one vehicle to Ministry of Forestry, Range and Soil Conservation (MoFRSC)</p> <p>Provision of technical assistance to MoFRSC on targeting, planning of assets, quality assurance on asset creation, life skills development and livelihood diversification.</p> <p>Technical support for the inclusion of households at risk in public works programmes and adjustments to work norms to comply with COVID-19 Standard Operating Procedures (SOPs).</p> <p>Support to the development of district action plans and creation of project coordination teams.</p> <p>Support to the Environmental and Social Safeguard study and soil survey.</p> <p>Implementation of the joint evaluation of asset creation activities.</p> <p>Dissemination of awareness material on soil and water conservation for use by extension workers.</p> |

Source: CSP document and ACRs. Color code: Not initiated. Partially initiated Initiated/completed.

122. **WFP's contribution to improved government planning on resilience programming can be observed in the pathways of Policy and legislation, Strategic Planning and Financing, and Programme design and delivery, while no outcomes are registered for the two other pathways** (see Table 21). The CSP results framework includes five outcomes indicators that reflect the short-term effect of food and cash transfers to beneficiaries, but not the longer-term effect of capacity strengthening (see paragraph 46).

**Table 21: Activity 5 outcomes considering the five CCS pathways.**

| CCS pathways  | Outcomes   |
|---|--|
| <b>Policy and legislation</b>                         | <ul style="list-style-type: none"> <li>- Public Works Guidelines developed and endorsed</li> <li>- National Climate Change Adaptation Communication Strategy developed and endorsed</li> </ul>   |
| <b>Institutional effectiveness and accountability</b> | No outcomes registered   |
| <b>Strategic Planning and Financing</b>               | <ul style="list-style-type: none"> <li>- Joint evaluation of asset creation activities (strategic recommendations)</li> </ul>  |
| <b>Programme design and delivery</b>                  | <ul style="list-style-type: none"> <li>- Seasonal Livelihood Programming adopted and applied</li> <li>- CBPP adopted and applied</li> <li>- Enhanced capacity for programme implantation of MoFRSC</li> <li>- Joint evaluation of asset creation activities (operational recommendations)</li> </ul> |
| <b>Engagement of Non-Government actors</b>            | No outcomes registered   |

Source: ACR reports, interviews with WFP, FNCO, MoAFS at the national and district level, interviews with nutrition clubs.

123. On Policy and legislation, the National Climate Change Adaptation Communication Strategy is under implementation and is expected to produce outcomes in terms of increased awareness of climate change adaptation within a short timeframe. The new Public Works Guidelines, which introduced innovations as recommended by the evaluations of past asset creation activities, has just been endorsed. This evaluation conducted in 2022 provided strategic and operational recommendations aiming at increasing the relevance, effectiveness and sustainability of Public Works activities. Innovations include aspects such as the longer participation of beneficiaries (3 months instead of 30 days), the division of work split between community assets and household assets (half day each) and a focus on targeting households at risk. Interviews with MoFRSC at the national and district level, as well as interviews with public works participants showed that these innovations have been adopted in public works projects supported by WFP through Improving Adaptive Capacity of Vulnerable and food Insecure Populations in Lesotho (IACOV), but not in other projects of MoFRSC. This incomplete adoption shows a low level of ownership of the new guidelines, which may be justified by the fact that they have not yet been endorsed.

124. Interviews at district level showed that seasonal Livelihood Programming and CBPP approaches have been adopted collectively by all relevant stakeholders including relevant government ministries and NGOs within district project coordination teams. In addition to the direct outputs they have produced, those processes have contributed to enhancing collaborations and coordination among stakeholders at district level. Whether these arrangements will be adopted beyond the scope of the activities supported by WFP still needs to be demonstrated. As far as the adoption of CBPP, field visits and interviews with communities showed that no other activities prioritized in CBPPs other than those supported by WFP have been supported by other actors. This evidence suggests that the level of ownership of CBPP is still limited. In addition, there is no clear leadership identified among district stakeholders for the coordination of CBPP implementation. MoFRSC is given a responsibility to operationalize CPBB priorities as the lead agency for Public Works, but CBPP must involve other sectors.

## Activity 6 of the CSP (Market interventions)

**EQ8/9 Key Finding (Activity 6):** Although targets defined for outputs indicators of activity 6 present varying levels of achievement, ACRs demonstrate progress for the two activities planned in the CSP, which include technical market and climate smart agriculture support to smallholder farmers. Efforts are still ongoing; no significant outcomes have been generated yet.

125. **Activities have been initiated for the two activities including in the CSP design** (see Table 23). As shown in Table 10, output indicators of the CSP results framework show varying levels of attainment of targets among the five indicators and between years of implementation.

**Table 22: Activity 6 planned and implemented activities**

| Planned activities  | Corresponding implemented activities   |
|---|--|
| Provide technical market support to smallholder farmers to increase capacity in food production, aggregation capacity, food storage and handling, and quality control | <ul style="list-style-type: none"> <li>Support to the implementation of a post-harvest situational assessment</li> <li>Support to the development of district post-harvest action plans in three districts</li> <li>Support to the implementation of the national market assessment analysis</li> <li>Support to National Food Systems Dialogues Stakeholder Engagement</li> <li>Support to registration of cooperatives to Public Works beneficiaries</li> <li>Training on post-harvest technologies. Training on aggregation and food quality</li> <li>Support to local purchase task forces</li> <li>Support to the establishment of linkages between buyers and local producers</li> </ul> |
| Provide support in climate smart agriculture to smallholder farmers   | Training on climate smart agriculture, soil and water conservation.  |

Source: CSP document, ACRs and interviews with WFP CO. Colour code: Not initiated, Partially initiated, Initiated/completed.

126. **According to WFP interviewees, all these activities are still ongoing, and no tangible outcomes have been produced yet.** Details on the implementation status of these initiatives are as follows:

- The post-harvest situational assessment was followed by the development of three district post-harvest management action plans. These plans have been finalized; implementation is being initiated at the time of the evaluation data collection.
- The national market assessment was completed in five districts in 2022. This assessment is expected to support supply chain capacity strengthening that has not yet been initiated.
- The support of the national food systems dialogue aimed at enabling the preparation and participation of Lesotho in the World Food System Summit in September 2021. WFP is supporting the engagements taken by the government within Activity 5 and 6 of the CSP.
- The support provided to the local purchase task force is in its initiation phase. The platform is in process of been structured.
- Finally, WFP has supported the creation of linkages between buyers and sellers through six district buyers/sellers' meetings, one market day and one market linkage forum. According to WFP country

office, the outcome of this activity is limited to a few supply agreements formalized between buyers and sellers.

**Evaluation question 10: What were the main factors (internal and external) influencing the achievement and non-achievement of the objectives outlined under the capacity strengthening initiatives; what challenges did the programme face? What are the key lessons learnt from the factors that have supported or affected the achievements?**

**EQ10 Key Finding:** Internally, the variety of partnerships for the implementation of CCS activities is a key element that has contributed to achievements, although formalization of collaborations can be further developed. CCS activity planning has improved with the development of CCS strategies and a more operational planning system, accompanied by an enhanced monitoring and evaluation system which has also improved since 2021. This could contribute to optimizing informed decision-making and achievements. The WFP country office has implemented CCS activities since 2019 without fully taking advantage of available corporate technical resources, such as technical support from RBJ and HQ. Externally, institutional instability and government staff turnover at higher and political level, leadership and limited availability of government resources to engage and sustain CCS activities are key factors negatively affecting CCS activity achievements. Leadership within government institutions has been variable within different ministries targeted, supporting effectiveness in some activities (like seasonal forecasting) while detrimental to effectiveness for other activities (like school feeding).

### Internal (implementation) factors

127. **Partnership and institutional arrangements.** CCS activities involve many government institutions that, according to interviews with national stakeholders, are relevant to each activity.<sup>98</sup> Several CCS activities have been implemented in partnership with other stakeholders or represent a contribution to a larger effort involving other UN agencies or stakeholders. This level of collaboration is found to be a positive factor for the achievement of expected results, as collaboration allows the mobilization of expertise that is not available in-house, sharing financial resources, and raising awareness on WFP CCS activities among development partners. A few examples of key collaboration are the contribution of Sodexo in the feasibility study of adding a new commodity to the school feeding basket, under Activity 2. Under Activity 3, WFP implemented an ECHO-funded project to strengthen early warning systems and is working with Columbia University Research Institute to strengthen LMS capacity in seasonal forecasting with FAO and UNICEF. WFP chairs the United Nations Disaster Risk Management Team (UNDRMT) that provides technical support to LVAC. Under Activity 4, UNICEF and WHO participate in efforts to improve nutrition programming and coordination and WFP contributed together with IFAD to the Fill the Nutrient Gap assessment. Under Activity 5, WFP partnered with the National University of Lesotho for the development of new Public Works Guidelines. WFP contributed together with Women and Law in Southern Africa and the United Nations Populations Fund (UNFPA) to awareness on gender norms. ACRs report collaboration with nine UN agencies and entities<sup>99</sup>, 10 organizations of the civil society and NGOs<sup>100</sup>, two academic

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<sup>98</sup> According to a Presentation prepared by WFP for the evaluation titled *Overview of WFP CSP in Lesotho 2019-2024*, and confirmed interviews with those institutions, 15 government institutions have been involved in CCS activities at national and/or district level: DMA, MoSD, FNCO, Ministry of Local Government, Ministry of Police, MoH, MoET, MoAFS, LMS, LVAC, Ministry of Trade, MoFRSC, Ministry of Small Business Development, Cooperatives and Marketing, Ministry of Gender, Office of the Prime Minister.

<sup>99</sup> FAO, UNICEF, United Nations Environment Programme (UNEP), UNDRMT, International Organization for Migration (IOM), Office of the Resident Coordinator, IFAD UNFPA, WHO.

<sup>100</sup> Phelisanang Bophelong, Thembaletu Care and Development, Lesotho National Farmers Union, Women and Law in Southern Africa, Lesotho Red Cross Society, Rural Self-Help Development Association, World Vision, Lesotho Association of People Living with HIV, Lesotho Network of AIDS Services Organizations, Baylor College of Medicine Children's Foundation Lesotho.

institutions<sup>101</sup>, four private sector entities<sup>102</sup> in addition to NMAs and one South-South cooperation initiative with the WFP Center of Excellence Against Hunger in Brazil.

128. Due to time limitations for data collection, the evaluation team did not have the opportunity to assess the content of each of these collaborations, but interviews with a large panel of stakeholders (see the list of persons met in Annex 8) confirmed that WFP has actively looked for collaborations and synergies for CCS activity implementation. The evaluation team did not identify additional relevant stakeholders that had been excluded from WFP CCS activities. Nevertheless, participants in the preliminary findings workshop for this evaluation, held in December 2023, highlighted that there is high demand from the private sector to be further involved in public-private partnerships, and the private sector could be further involved in the national systems supported by WFP. Workshop participants also highlighted that opportunities for South-South and triangular cooperation, in particular within the region, are not fully exploited and lessons learnt from other countries on CCS may be further exploited in Lesotho, as well as the sharing of Lesotho's experience.

129. According to the documentation made available by WFP to the evaluation team, most of these collaborations have not been formalized. Formal MoUs have only been signed with MoET, MoFRSC, LMS and Vodacom. Consequently, mutual commitments and responsibilities are not always explicit, which may affect their completion. For instance, as discussed in [EQ8/9](#), the evaluation found that several processes supported by WFP are blocked at the level of endorsement or implementation within key partner institutions. As explained below, institutional leadership and ownership are key factors for the achievement of expected results (see paragraph 135); formalizing commitments could potentially contribute to enhancing these factors.

130. **WFP country office capacity and corporate resources.** The WFP country office has not substantially taken advantage of the corporate technical resources, such as tools and technical assistance from RBJ. This has affected implementation processes such as monitoring and evaluation. The CSP 2019-2024 orientation, emphasizing CCS activities as the main strategy to contribute to the achievement of zero hunger, represents an important shift from direct implementation. According to interviews with WFP country office and RBJ, the country office has received little support to operate this shift and upgrade its capacity. As a result, the country office has operated this shift with little guidance and understanding of available CCS tools. This changed in early 2022 when country office staff started to be invited and participate in webinars on CCS. WFP corporate CCS policy, guidelines and tools have been updated during the implementation of the CSP; technical resources are more developed now compared to at the beginning of the CSP. The country office has made few requests for support from RBJ, despite the presence of a regional CCS advisor available since 2019. Importantly, technical assistance from RBJ is provided on demand and must be financed by the country office; this may have represented a constraint. RBJ also highlighted that other countries in the region with similar emphasis on CCS have created a full-time position of CCS focal point occupied by a CCS expert.

131. **CCS activity planning.** The CSP document provides a relatively detailed list of planned CCS activities. However, the identification of these activities was not based on a comprehensive assessment of the capacity gaps affecting the relevance, effectiveness, efficiency, and sustainability of the national systems that WFP focuses on strengthening. Such an assessment was made later, from 2020 to December 2022 with capacity gaps mappings and development of CCS strategies. These strategies now provide a more comprehensive approach to address gaps in these systems but have not yet been operationalized into detailed work plans. Discussions that took place during a workshop on the preliminary findings of the evaluation in December 2023 showed that there is no clear understanding among stakeholders of what systems are being supported by WFP and what a "system" is. In addition, by design, the CSP document does not provide details on how each of the proposed activities will be implemented and what mix of CCS approaches (trainings, technical and financial support, staff secondment, etc.) would be employed. WFP has signed MoUs with the MoET, MoFRSC and LMS in October 2020 which provide roughly the same level of details as the CSP document. No other more detailed planning document, in particular annual CCS plans, was developed at the time the CCS strategies were finalized for each CSP activity in December 2022. CCS strategies provide more detailed objectives and activities structured around the five CCS pathways, but they

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<sup>101</sup> National University of Lesotho, Columbia University Research Institute.

<sup>102</sup> Sodexo, Vodacom, bean packers, Lesotho Flour Mills.

still do not represent operational planning documents with clear deadlines and approaches for each activity implementation. According to the WFP country office, despite this apparent lack of formal detailed activity planning, the country office teams had a good knowledge of the direction they wanted to take. However, WFP staff also recognized that there was no prioritization of activities considering elements such as the results already achieved or the resources available. The absence of formalized detailed operational planning, together with insufficient monitoring described in paragraph 132, affects the analysis of achievements and informed decision-making.

132. **Monitoring and evaluation and evidence generation.** Until 2021 and the preparation of detailed activity report structured around the five CCS pathways, the monitoring and reporting of CCS activities were centered on ACRs and the CSP results framework outputs and outcomes indicators. As it has been observed in the process of this evaluation and described under [EQ8/9](#), ACRs provide a good narrative of the activity implementation, but outputs and outcomes indicators are inappropriate to measure CCS progress. The monitoring, tracking and reporting of CCS activities has improved since 2021, thanks to the introduction of specific CCS activity reports that provide a detailed list of activities implemented organized by CSP activity and CCS pathway. However, these reports are not linked to the planning, and therefore do not allow measuring progress against plans. In addition, they provide a list of activities but there is not an analysis of outcomes in term of real contributions to government and other stakeholders capacity strengthening, and to what extent identified capacity needs are being satisfied.

### **External (contextual) factors**

133. **Institutional instability and government staff turnover.** According to WFP and government interviewees, there is a high level of turnover in government institutions linked to frequent changes of government. It particularly affects high level and political staff whereas technical staff tend to be more stable, although the evaluation team met several technical staff that were new in the job. This was evidenced in the evaluation by the substantial number of interviewees who been in the position for a short period of time. This factor represents a challenge for capacity strengthening achievements as it makes the continuity of processes and capitalization of experience difficult. As an example, the evaluation team met several government officers in districts that were not aware of WFP CCS activities despite their institution having been involved in the past. Turnover has particularly affected DMA at senior executive level, with high turnover in the last years and interim occupation of the position of Executive Director. High turnover also has consequences for the leadership capacity of the DMA (see paragraph 135 below). WFP has not integrated this factor in its CCS strategy, beyond briefing new staff on past CCS activities and ongoing processes. According to RBJ, achievement through trainings is usually particularly affected; other CCS modalities should be utilized to the extent possible. In addition, a possible mitigation approach would be the support to developing SOPs that would allow for systematic inception of new officers.

134. **Limited financial government capacities.** According to the WFP country office, the investment made by WFP in CCS should result in increased cost-effectiveness of national systems. Nevertheless, WFP CCS activities also represent new tools and processes that will need to be sustained by national stakeholders in the future. For example, the review of the National School Feeding Policy included a cost analysis of school meals that resulted in an increase in unit meal cost from 3.54 to 8 Maloti. The creation of the school feeding secretariat will require dedicated staff and resources. The investment in enhancing early warning systems and anticipatory action is expected to save resources invested by the government and development partners in crisis response. However, it also represents new processes for which continuity will represent dedication and possibly costs. All field activities assessed during the evaluation require field support in the medium/long run to be sustained by local stakeholders. Adoption of such new processes or techniques by the population cannot be achieved within a short-term or one-off action. The lack of resources for field monitoring and follow-up is a constant for all key institutions involved in WFP CCS field activities. Resources for transportation are provided by WFP, interviewees from all districts confirmed that resources available at institutional level are nonexistent.

135. **Leadership and ownership within government institutions.** Interviews with LMS at the national level showed a high level of leadership and ownership of processes supported by WFP to improve seasonal forecasting. On the contrary, DMA's limited leadership on disaster response planning and implementation coordination is recognized by all non-government stakeholders interviewed. It affects its ability to fulfill its mandate of leading disaster risk management. The absence of a dedicated school feeding secretariat also creates challenges in the leadership of the HGSF programme. It is currently managed by the direction of

primary education which has additional priorities other than school feeding, which may affect leadership and the achievement of expected results. Varying levels of leadership and ownership among district institutions was also found during district interviews. For instance, the evaluation team found a higher level of leadership and ownership in Quthing than in Mohale's Hoek, which resulted in improved planning and coordination of WFP supported activities in Quthing compared to Mohale's Hoek.

136. **COVID-19 pandemic.** The implementation of CCS activities was largely affected by the COVID-19 pandemic in 2020, especially those activities that required in-person activities. For instance, planned activities such as the organization of an important forum on market linkages were postponed to 2021. The closure of government offices has also affected the ability of officers to engage in CCS activities as most of them do not have IT facilities at home. WFP has proceeded to adjust the approach to this situation. For instance, the organization of Public Works was modified to align with COVID regulations on social distancing and use of personal protection equipment. However, according to WFP country office and the 2020 ACR, the timely implementation of CCS activities was affected overall.

**Evaluation question 11: How effective were the WFP capacity strengthening initiatives towards promoting gender equality and women's empowerment in the country? What are the key lessons learnt on the promotion of GEWE?**

**EQ11 Key Finding:** Activities to promote GEWE have been initiated for all CSP Activities covered by the evaluation. The GEWE ACR outcome indicator provides a limited picture of achievement showing some progress in the participation of women in decision-making regarding the use of cash transfers among Activity 5 beneficiaries. The exposure of men to nutrition messaging and gender parity in Activity 5 also demonstrate gains in gender equality given the promotion of men and women in spaces they are normally excluded from. Women have been empowered through improved access to productive assets and the benefits from their own livelihood activities supported by Activity 5.

137. **Planned activities aiming at promoting GEWE have been initiated for all the CSP activities that are part of the scope of this evaluation except for Activity 3** (see Table 23).

**Table 23: GEWE activities implemented versus planned activities**

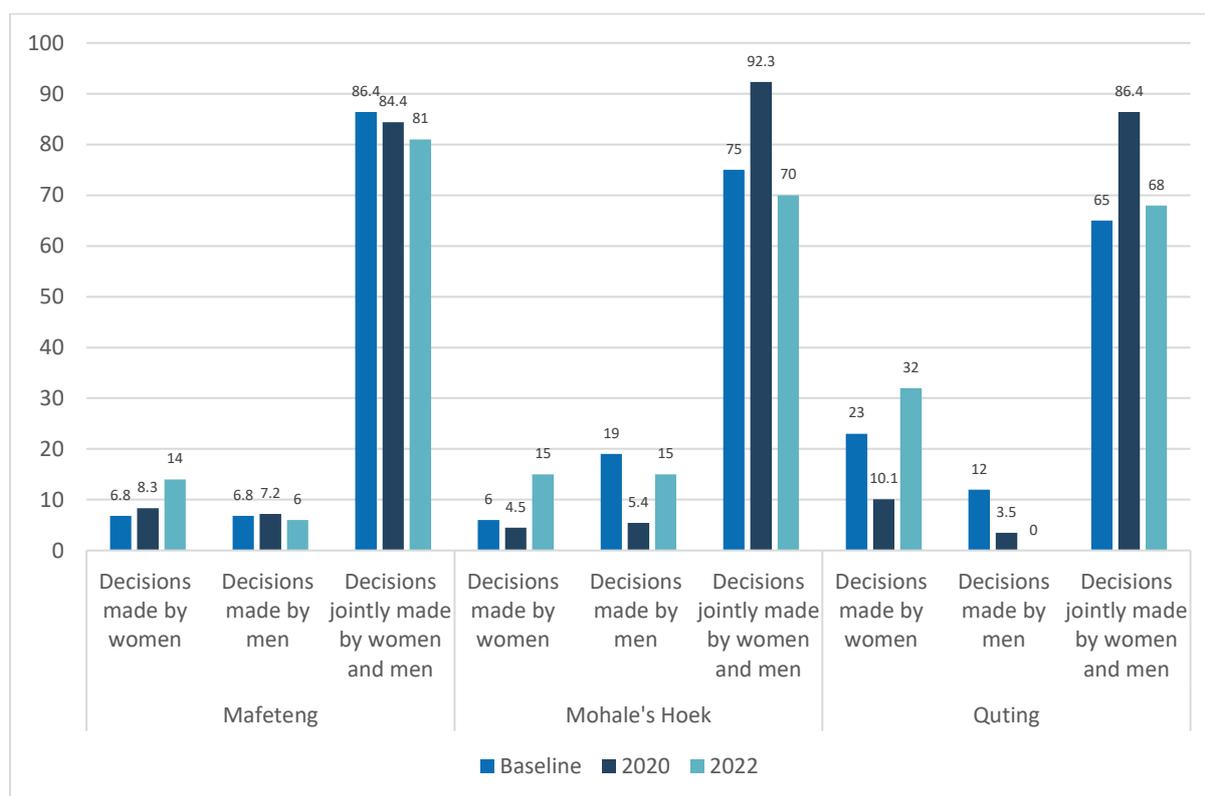
|            | Planned GEWE activities   | Implemented GEWE activities   |
|------------|---|---|
| Activity 2 | <ul style="list-style-type: none"> <li>Technical assistance to the Government in planning and implementing gender responsive social protection programmes.</li> </ul>   | <ul style="list-style-type: none"> <li>Support to the MoET training "Education for All" to promote more access to primary education for boys</li> </ul>                   |
|            | <ul style="list-style-type: none"> <li>Collaboration with UNFPA to build knowledge and awareness on discriminatory gender norms.</li> </ul>   | <ul style="list-style-type: none"> <li>Gender awareness sessions and production of a booklet on gender norms and promotion of women's role in decisions making</li> </ul> |
|            | <ul style="list-style-type: none"> <li>Support to establishment of a gender responsive monitoring and evaluation system for the national school feeding programme.</li> </ul>                                       | <ul style="list-style-type: none"> <li>Integration of gender consideration within the school feeding monitoring and evaluation framework</li> </ul>                       |
| Activity 3 | <ul style="list-style-type: none"> <li>Clear integration of gender into a new disaster management strategy.</li> <li>Integration of gender into annual and ad-hoc vulnerability assessments and surveys.</li> </ul> | <ul style="list-style-type: none"> <li>No activities reported</li> </ul>  |
| Activity 4 | <ul style="list-style-type: none"> <li>Government capacity strengthening to provide comprehensive gender transformative social behaviour change communication.</li> </ul>   | <ul style="list-style-type: none"> <li>Awareness sessions targeting men and women on topics usually with women leadership such as meal</li> </ul>                         |

|            | Planned GEWE activities  | Implemented GEWE activities   |
|------------|--|---|
|            | <ul style="list-style-type: none"> <li>Inclusion of populations at risk including pregnant and breastfeeding women and girls, children under five, adolescents, young women and people living with HIV and tuberculosis among the target population of SO3.</li> </ul>   | preparation, dietary choices, health and hygiene and child caring practices   |
| Activity 5 | <ul style="list-style-type: none"> <li>Support to the development of a national climate change awareness and communication strategy that includes the dissemination of messages that seek to benefit women, men, girls and boys to promote gender parity in participation.</li> <li>Promotion of equal participation of women and adolescent girls, including marginalized group to asset creation.</li> </ul> | <ul style="list-style-type: none"> <li>Gender awareness sessions in Public Works in partnership with the Child and Gender Unit to the Ministry of Police</li> <li>Integration of GEWE into Public Works guidelines</li> <li>Promotion of the integration of women in decision-making positions in all the 32 public works sites supported by WFP</li> <li>Integration of gender messages in the National Climate Adaptation Communication Strategy</li> </ul> |
| Activity 6 | <ul style="list-style-type: none"> <li>Within support to value chains, priority given to women and youth's farmer organizations by promoting labor-saving technologies and gender awareness training for men and women.</li> </ul>   | <ul style="list-style-type: none"> <li>Partnership with private sector to undertake financial literacy and build market access skills targeting women.</li> </ul>   |

Source: CSP document and ACR reports. **Not initiated.** **Partially initiated** **Initiated/completed.**

138. The CSP results framework includes one outcome indicator to measure GEWE achievements, which refers to the participation of women in decision-making in the use of cash transfers as part of Public Works activities. It was not measured in 2019 and 2021 for chronically food insecure population, which is the target of Activity 5 participants. Available measurements of the indicator are presented in Figure 11. In the three southern districts there has been an increase in the proportion of households where decisions are made by women from the baseline to 2022 with a corresponding decrease in the proportion of households where decisions are made only by men. In Mafeteng and Mohale's Hoek, the proportion of households making decisions jointly decreased; in contrast, this proportion slightly increased in Quthing.

**Figure 11: GEWE indicator measurement: Participation of women in decision-making on the use of cash transfers distributed to Public Works activity participants.**



Source: ACRs

139. The aforementioned indicator only reflects achievements of GEWE promotion activities as described in Table 23 to a limited extent. Qualitative data collection allowed the ET to identify several contributions in terms of integration of GEWE considerations into government planning, in activity 2, 4 and 5. In Activity 2, one of the key activities identified is the promotion of the participation of women in school feeding committees. Interviews with committees showed that women are effectively present in existing committees. However, as described in [EQ8/9](#), school feeding committees do not have a clear understanding of their role and are not active. Consequently, the participation of women in committees does not mean that women play an enhanced role in the management of school feeding.

140. Regarding activity 4, as confirmed in interviews with nutrition clubs, efforts have been made to promote the participation of men in nutrition clubs. There were one or two male members in all seven nutrition clubs interviewed during field visits. As part of their participation to nutrition clubs, these men have participated in trainings on Positive Deviance that allowed them to be involved in discussions and activities on child feeding and care. This represents an achievement considering the traditionally exclusive engagement of women in nutrition subjects. Apart from male participation in clubs, according to MoAFS, 104 nutrition clubs have been supported and granted with financial resources and inputs to support homestead food diversification also contributing to GEWE.

141. As far as activity 5 is concerned, field visits to Public Works showed that women have the same opportunities as men to actively participate in CBPP and to Public Works, as well as to retain a benefit of the assets created. This is confirmed by ACRs that report nearly forty thousand women benefitting from cash transfers (and therefore participating in Public Works),<sup>103</sup> accounting for at least half of these Activity participants between 2019 and 2022.<sup>104</sup> FGDs with women showed that women have been empowered to generate and manage their own livelihood activities and are benefiting from the in-kind and financial benefits of these activities through this participation. Participation in Public Works has also allowed women

<sup>103</sup> 39,621 women. ET calculation based on 2019-2022 ACRs

<sup>104</sup> 2019: 53%; 2020: 53%; 2021: 51%; 2022: 53%. ACRs 2019-2022

participants to improve access to land as they have equal access to the land that communities have made available for the projects' implementation. Through the support to the registration of groups, women have acquired skills on bookkeeping and marketing.

142. The evaluation team has not identified additional outcomes at this stage. Lessons learned on GEWE are included within the Lessons section (see paragraph 196).

## 2.4 EFFICIENCY

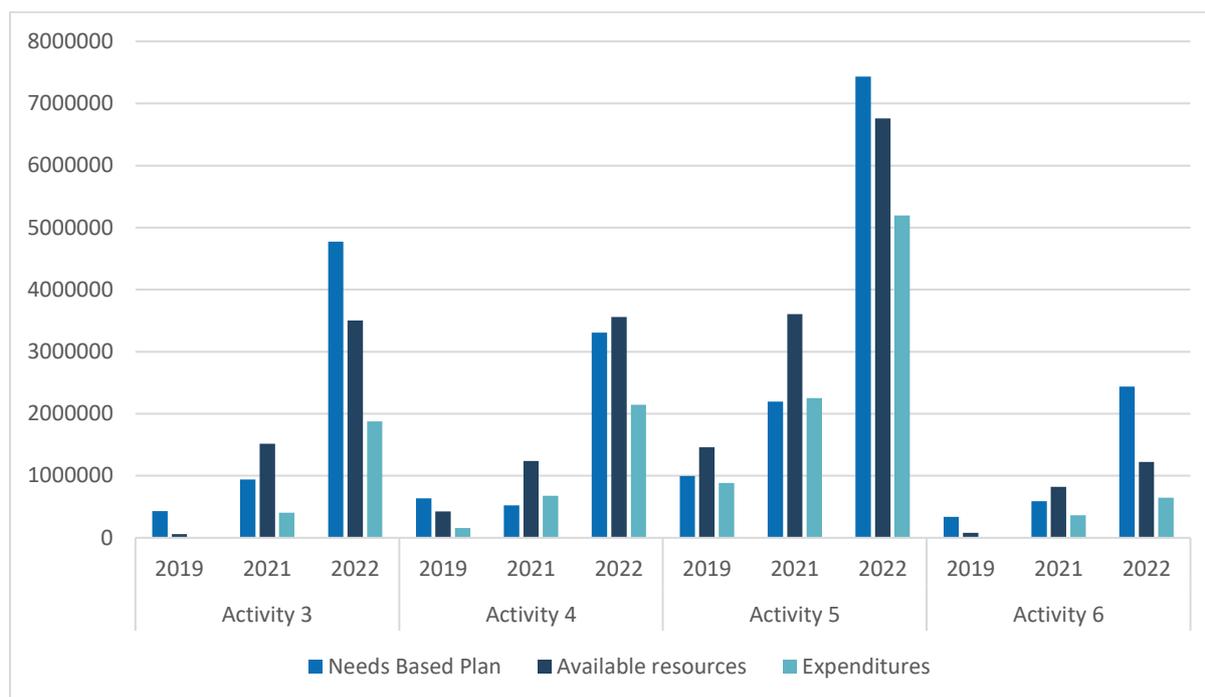
***Evaluation question 12: How efficient was the WFP-led capacity strengthening implementation (specifically cost-efficiency)? What are the key lessons learnt on the adequacy of the resources used?***

**EQ 12 Key Finding:** The level of resources available throughout project implementation has been relatively high and overall does not represent a significant limiting factor for activity implementation and achievements although some activities, especially those within Activities 3 and 4 and those not included in the IACOV project have suffered funding gaps. However, WFP did not have the capacity to use all the resources available and even to implement the needs-based plans. WFP interviewees indicated that cost-effectiveness is not a criterion considered for decision-making and activity planning. Activities have been implemented timely to the extent the evaluation can ascertain. The exception was the development of capacity needs mappings and CCS strategies, which took approximately three years,

143. Figure 12 compares annual needs-based plans (budget), available resources and expenditure for Activity 3, 4, 5 and 6 and 2019, 2021 and 2022. Activity 2 is not presented because ACRs, where the information has been extracted, do not separate school feeding direct implementation in ECCDs and CCS activities. The year 2020 is not included because the 2020 ACR does not provide financial information disaggregated by activity.

144. **Overall, resourcing does not seem to be a significant limiting factor for CCS activity implementation and achievements.** The level of resources mobilized varies by activity and year, with expenditures consistently far lower than available resources and, in most cases, below the needs-based plan. This suggests that WFP implementation capacity may have been lower than planned activities (Figure 12). This was confirmed by WFP interviewees, who indicated that the funding gap has been much more important for direct implementation (both Activity 1 of the CSP and direct implementation of school feeding in ECCDs under Activity 2) than for CCS activities for which costs are much lower and resource availability is not the primary factor determining implementation success. Importantly, the level of resourcing presented in Figure 12 for each CSP activity may obscure differences between sub-activities. According to the WFP CO, this is particularly the case for Activities 3 and 4 where the IACOV project represents a large part of resources mobilized whereas sub-activities that are not covered by the IACOV project have suffered from funding gaps.

**Figure 12: Needs based plan, available resources, expenditure, by activity and year**



Source: ACR 2019, 2021, 2022

145. Required resources, as well as available resources, have significantly increased from 2019 to 2022. The evaluation team has not identified the reasons for this increase. As discussed in EQ11, there is not an operational plan for CCS activities that would allow identifying planned activities for each year (see paragraph 131). Therefore, it is not possible to verify that the budget increase corresponds to an increase in activities planned.

146. WFP interviewees indicated that cost-effectiveness is not a criterion taken in account for decision-making and the prioritisation of activities.

147. The absence of an operational plan disaggregated by year also limits the possibility to assess the timeliness of the implementation of CCS activities. Nevertheless, none of the evidence collected by the evaluation team suggests that any activity was implemented particularly late or at an inappropriate time with the exception of the development of capacity needs mappings and CCS strategies. The process that includes these two elements was carried throughout three years, from the beginning of 2020 to December 2022, which is a very long time. According to the RBJ, the same process developed in other countries usually lasts for about one year.

148. While there were no major challenges raised by stakeholders concerning resource adequacy, the Country Office could use resources more efficiently through designing CCS strategies that are sensitive to the dynamics of partner institutions. As discussed in EQ10, CCS strategies have not been responsive to high turnover. The reliance on training has thus produced inefficiencies. According to RBJ, other CCS modalities should be utilized to the extent possible. In addition, mitigation measures such as developing SOPs could retain benefits more efficiently.

## 2.5 SUSTAINABILITY

**Evaluation question 13: To what extent are the benefits accruing from the WFP capacity strengthening continuing, or likely to continue after the interventions of the WFP cease?**

**Evaluation question 14: To what extent can government and other relevant stakeholders replicate CCS activities on their own? What are the key lessons learnt on the perspective of replication of activities by the government and partners?**

**EQ14 Key Finding:** Government financial and technical capacity are prominent barriers to sustaining observed benefits of CCS activities. While sustainability was not initially documented, the development of CCS strategies in December 2022 provides a more comprehensive approach addressing all the factors that affect sustainability and replicability. However, these strategies have not yet been operationalized.

149. Evaluation questions 13 and 14 are grouped as the extent to which the benefit generated with the contribution of WFP CCS activities may continue after the interventions of the WFP cease (EQ 13) is closely linked and determined by the same factors as the extent to which national stakeholders can replicate activities on their own (EQ14).

150. As mentioned in [EQ10](#), CCS activity design was not based on the well-structured framework around the five CCS pathways that has only been provided in 2022 for any of the Activities. As a result, CCS activity design does not comprehensively address all the factors and capacity gaps that affect the sustainability and replicability of activities and their benefit. The CCS strategies specific to each system supported by WFP seeks to address this issue, but these strategies have not been yet operationalized.

151. **School feeding.** As described in chapter [EQ8/9](#), WFP has made significant contributions to all CCS pathways except Strategic Planning and Financing. Though WFP has contributed to designing a new policy and improvement on several key elements of the management of the national HGSF programme, such as the structure of the school feeding Secretariat or a M&E framework, none of them is being implemented. Consequently, there is not yet any benefit from WFP CCS activities in terms of improved government programming that can be continued or replicated. Nonetheless, the evaluation had the opportunity to discuss with key stakeholders several key factors of the sustainability of the school feeding programme improved with the support of WFP, detailed below.

152. As discussed in [EQ10](#), leadership/ownership and financial capacity are essential elements influencing the implementation of activities and achievement of results. They also represent key factors determining the future sustainability for school feeding (as well as for the other systems supported by WFP). The MoET's responsibility of school feeding in some primary schools for decades and all primary schools since 2020 is a clear indicator of the government's strong ownership, particularly by the MoET, of the national HGSF programme. On the contrary, there is a lack of leadership for the management of the programme, which jeopardizes not only the implementation of the systems improved with the support of WFP, but also their future sustainability and replicability. The creation of a dedicated School Feeding Secretariat seems to be a critical condition for sustainability, as it would address this lack of leadership.

153. As for financial capacity, according to WFP and MoET, the national HGSF programme budget has constantly decreased in the last five years until the current school year when it increased significantly, from 156 to 229 million Maloti. According to MoET, this increase should align the national budget with the unit meal cost of 3.54 Lutis; the budget of previous years did not account for this unit cost resulting in missed days of school meal provision. However, the budget remains insufficient to cover the updated meal cost of 8 Lutis (see paragraph 134). Despite the budget increase, the budget is currently less than half of the estimated school meal cost in the reviewed National School Feeding Policy for delivering diversified meals based on local purchases within a well-managed programme with an appropriate M&E system. Given continued budget insufficiency to fulfil the cost analysis of the updated National School Feeding Policy, it seems that proposed improvements are unlikely to be realized, let alone sustained/replicated, under current conditions.

154. **Food security and nutrition monitoring and early warning.** Most CCS activities supporting outcomes for early warning are funded by the IACOV project. According to WFP and DMA, this project lacks

a long-term transition and sustainability strategy for when the project concludes. As discussed in [EO10](#), the DMA has experienced particularly high turnover at senior executive level with an interim occupation of the Executive Director which has affected ownership, and thus sustainability, of efforts

155. For food security and nutrition monitoring, the support provided by WFP aims to enable LVAC members to independently conduct activities historically implemented by WFP. Interviews with DMA at the national and district level showed that there is appropriate technical and organizational leadership; LVAC runs the activities with increasing autonomy. However, there are not adequate financial resources for sustained implementation, as WFP continues to provide financial assistance (see paragraph 113).

156. The clear mandate and leadership of LMS is a positive factor for the sustainability of improvements in early warning capacities and systems supported by WFP. The technical complexity and capacity transfer seems more extensive than for food security monitoring, but the evaluation team could not determine the extent to which it is manageable for LMS to sustain in the future. Importantly, regardless of capacity, according to WFP and DMA there is not yet ownership from the government or other key stakeholders (such as donors) of the anticipatory action agenda, one of the most important innovations in this area. The lack of leadership within DMA described in chapter 2.3 may represent a limiting factor for the promotion, adoption, and sustainability of this approach in the country.

157. **Nutrition.** Interviews with key stakeholders at the national level showed that ownership and leadership within the FNCO is still weak despite the progress made on the enabling environment and capacity for nutrition programming and coordination. Within the agriculture sector, as mentioned in chapter 2.3, there are differences observed through interviews at district level between different districts. There is coordinated planning among relevant institutions in Quthing, with strong leadership and ownership of the Field Implementation team with, for instance, well working annual planning and monthly coordination meetings, which is seen as a positive factor for future sustainability. Interviewees had a clear understanding of the WFP-supported interventions and knew that they were informed by the sector strategies through the Ministry of Agriculture and Food Security Planning Unit. In contrast, this level of coordination and understanding was not observed in interviews conducted in Mohale's Hoek; when asked if the activities supported by WFP were WFP's activities or district institutions' activities, interviewees answered they were WFP's activities. High staff turnover within district institutions is also an issue for sustainability and replication. For instance, two out of three FNCO district officers met were new in the position; interviews with them showed that capacity building for improvements in multisectoral nutrition planning and programming had been lost. Factors such as inappropriate management systems, lack of succession plans and weak supervision may have contributed to this.

158. **Resilient livelihoods and food systems.** As discussed in chapter 2.3, the new Public Works Guidelines, which introduced innovations as recommended by the evaluations of past asset creation activities, have just been endorsed by MFRSC and have not been disseminated; there is not currently a replication of the approach beyond the IACOV project. According to interviews with WFP and MFRSC, considering that the approach does not imply higher costs or expensive technical expertise, it is reasonable to think that it could be replicated once the new public works guidelines are approved and disseminated. On support to value chains, chapter 2.3 showed that most of the activities are still in process and there are not yet benefits to sustain or activities to replicate.

159. **There are gaps in potential sustainability of Public Works due to ownership and capacity issues at the community and household level.** This is evidenced by interviews with national, district and local stakeholders as well as field observations. Key observations are as follows:

- While resilience activities are identified based on a participatory planning process, a positive for local ownership, the fact that CBPP documents are not available at community level indicates that communities are not fully empowered to implement these plans. In addition, community assets chosen to be supported with the public works programme do not always match the first priorities expressed by community members, and they do not know why.
- Several key elements for sustainability of community assets are considered such as the registration of beneficiary organizations. However, the lack of technical assistance has led to the loss of several assets, such as animals and trees.

- Following the guidance provided by WFP, according to interviews with beneficiaries, some participants to Public Works have invested part of the cash they have received into their livelihoods, allowing for a multiplication of the effect of the project.

## 2.6 IMPACT

### ***Evaluation question 15: To what extent has the strengthened capacity of government and partner institutions resulted in more relevant, efficient and effective programming for the benefit of the targeted beneficiaries (men, women, different age groups), especially the groups most at risk?***

**EQ15 Key Finding:** There are minimal observations on impact at this stage as there have been few observable outcomes in terms of improved government and other stakeholder programming. At this stage, two observations can be made. First, the deterioration in the quality of school meals since the handover to government management highlights the continued support needs of the government, both financial and technical. Second, at the population level, WFP's direct implementation has improved access to food and diet diversification among participating households; households interviewed do not perceive improvements in programming at local level.

160. The evaluation confirmed the evaluation ToR's assessment that no significant impact of WFP CCS activities was expected at this stage. As discussed in chapter 2.3, there are few observable outcomes in terms of improved government and other stakeholders' programming. As a result, only a few comments can be made at this stage on the impact of WFP CCS activities.

161. Interviews with district and local stakeholders show that, despite WFP CCS interventions, the quality of school meals has decreased significantly in primary schools since WFP handed over school meal management to the government. According to interviewees, frequent delays in supplying food result in the inability to deliver meals for periods. NMAs mention numerous critical elements that limit their capacity including systematically late payments for their service by the MoET, the lack of smallholder farmer capacity to deliver food to school, and the too low unit rate for meal.<sup>105</sup> NMA's have also made suggestions to improve the School Feeding programme, such as further involving the private sector for the financing of the programme. WFP and MoET have not capitalized on this change. These elements confirm that there is a gap in the development of a strategic and shared approach among all interested stakeholders for supporting the national HGSP programme, as already indicated in chapter 2.3.

162. The evaluation team has identified through interviews with communities that there is limited change in their lives because of WFP CCS activities. These essentially relate to field activities and the support to nutrition clubs and resilience activities, while interventions at the national level have not yet resulted in perceived improvements of programming at local level. Interviews with participants show that community-based resilience activities have strengthened access to food and the diet diversification of participating households.

163. Despite systematic investigation of unanticipated effects of WFP CCS activities, the evaluation team did not identify any.

### ***Evaluation question 16: To what extent has the support provided by WFP resulted in a higher integration of GEWE and age considerations in government and partner programming?***

164. The evaluation has not identified additional effects in the integration of GEWE and age considerations in government and partner programming that those already described in response to [EQ 11](#) (increased participation of women in decision-making on the use of cash transfers among Activity 5 beneficiaries, increased exposure of men to nutrition messaging and increased gender parity in opportunities to participate to public works).

<sup>105</sup> NMAs interviewed mentioned they were not aware of the budget increase of the national HGSP programme and that this increase has not been reflected in their contractual arrangements yet.

# 3 Conclusions and recommendations

## 3.1 CONCLUSIONS

165. **Relevance and coherence. WFP's CCS activities in Lesotho are highly relevant and are clearly aligned with national priorities, including with WFP's CCS framework especially the CCS corporate policy, and integrate the promotion of GEWE. However, they do not address all the capacity needs identified for achieving zero hunger.**

166. Overall, WFP's CCS activities in Lesotho are highly relevant to meet the needs of food and nutrition insecure populations; CCS activities are clearly aligned with national priorities. WFP works with national institutions to help them achieve the objectives they have defined for the country; expectations are aligned with CCS efforts except for the revised National School Feeding Policy which details a larger role for WFP than what has been covered by CCS activities. WFP has operated a shift from direct implementation to CCS within this CSP that is found relevant to adequately address zero hunger in a sustainable way in the long run.

167. Activities two through six, aim at improving systems and programs that are key to achieving zero hunger in the country such as social protection, disaster management, nutrition programming and resilience. However, CCS activities do not address all the identified capacity needs identified for achieving zero hunger. Notably, crisis response planning and implementation is not integrated despite important capacity gaps that have been identified by WFP and other development partners. While WFP's introduction of anticipatory action within national systems is appropriate and expected to provide benefits in terms of effectiveness and efficiency of the disaster management system, AA efforts should be considered as complementary to a well-functioning crisis response planning and implementation system that will continue to be necessary in the future considering the exposure of the country to climate change.

168. WFP CCS activities integrate the promotion of GEWE to a very large extent and are based on a sound gender analysis; they do not fully integrate different age groups and do not clearly address the needs of persons with disabilities within the sectors where WFP intervenes, notably access to education where critical needs are identified.

169. CCS activities are well aligned with WFP's CCS framework, especially the CCS corporate policy updated in 2022, and are highly coherent to each other. Both nutrition and adaptation to climate change represent key elements for achieving zero hunger. In addition to being addressed within dedicated CSP activities, these two elements are supported by activities under other SOs or CSP Activities that will potentially lead to a larger impact. The country office has not fully made use of available CCS resources within WFP, specifically technical human resources available at regional level.

170. **Effectiveness. WFP has made significant CCS contributions within the five CSP activities and on the five CCS pathways, including through the promotion of innovative solutions. A large majority of activities planned in the CSP design have been initiated, though they have generated limited outcomes at this stage. This particularly applies to school feeding. Leadership and ownership by national stakeholders are key factors of success.**

171. CCS participant survey respondents were very positive about the quality of the activities implemented, the new skills and knowledge they have acquired and the extent to which they have been able to apply this new knowledge in their jobs. The only element survey respondents highlighted as requiring an improvement in activity implementation is the insufficient time allocated to activities.

172. Most of the CCS activities planned in the CSP design have been initiated or completed, showing a satisfactory level of effectiveness of the implementation. However, this has not always led to the achievement of the expected outcomes. Many activities are still in progress and tangible outcomes are not expected at this stage. However, a few elements deserve special attention for an effective contribution to

government and other key stakeholders' capacity to achieve zero hunger. WFP has supported the introduction of important innovations such as the geospatial platform to enhance territorial planning and resource allocation, and nutrition and LVAC dashboard that will support planning and coordination when fully operational.

173. CCS activities have contributed to several important contributions to school feeding, such as the review of the school feeding policy, the development of a monitoring and evaluation framework for the national HGSF programme and the review of the NMA model. Despite finalization of the conceptual definition several months or years ago, none of these elements are being implemented by MoET. The absence of a dedicated School Feeding Secretariat seems to be a key factor limiting progress as it would address the lack of leadership within MoET on school feeding.

174. Support for food security and nutrition monitoring has progressed well and there are already significant tangible outcomes, in particular the implementation of food security and nutrition assessments and IPC analysis by LVAC almost fully autonomously. The improvement of seasonal forecasts, with a forecast issued in June instead of September for the first time in 2023 is also a major improvement. These achievements are key to supporting the programming of anticipatory and early action, which could potentially contribute to increased efficiency and effectiveness of disaster management in the future. Importantly, anticipatory action is a new concept in Lesotho and there is not yet ownership by the government and other key stakeholders such as donors. Therefore, achieving adoption and an impact will require a long-term sustained effort.

175. There have also been substantial contributions to nutrition programming on the five CCS pathways although most of the processes supported are still ongoing and tangible outcomes in terms of improved government and stakeholders programming essentially relate to the support provided to the development of the National Food and Nutrition, endorsed in 2019 and under implementation. The Fill the Nutrient Gap study is also a key contribution that will potentially support improved programming. Evidence shows that WFP and IFAD have already made use of the study for the design of their interventions.

176. All the activities planned under Activity 5 on resilience are well advanced. The National Climate Change Adaptation Communication Strategy, developed with the support of WFP, is being implemented and the field component that includes several innovations such as livelihood seasonal programming, CBPPs and improvements in the approach of Public Works also show a good level of progress. The implementation of these innovations is however limited to the programming directly implemented under the IACOV project. There is not yet adoption by other stakeholders, which may show a limited level of ownership on their part.

177. Activities planned in support of value chains have all been initiated and are in progress. There are not yet outcomes generated or lessons to be learnt on this component of WFP intervention.

178. WFP has done a lot to promote GEWE in government programming as planned in the CSP design, with the integration of gender considerations into government regulations, and the support to several training and awareness activities. To date, evidence suggests an increase in the participation of women in decision-making within households receiving transfers from WFP and to equal opportunities provided to participate in community-based activities resulting in increased access to productive assets, the development of their own livelihoods' activities and the benefit of these activities.

179. Institutional instability, government staff turnover, particularly at high and political level, ownership and leadership, key factors affecting CCS activity effectiveness, have varied according to the government agency engaged. For instance, a lack of leadership seems to have negatively affected progress on the school feeding component whereas it has been a positive factor for early warning. There are also differences between districts. In contrast to variation in ownership/leadership, the limited financial capacity of the government is a constant detracting from CCS effectiveness affecting the implementation and especially the sustainability of the improvements provided to national systems. Little has been done on the CCS pathway of Strategic Planning and Financing.

180. Internally, WFP has created a positive collaboration with a large range of relevant stakeholders, which was found to be an important positive factor. However, commitments have not always been formalized and monitored, which has detracted from their strength. The initial design of CCS activities was not based on a comprehensive needs assessment of the systems that WFP focuses on strengthening. Such an assessment was conducted later but has not yet been integrated in operational planning. Also, there is

no clear and common understanding among stakeholders of what ‘system’ means and what the systems supported by WFP are. Activity effectiveness may have been affected by a lack of such planning with clear and revisable deliverables and deadlines. Informed decision-making is also affected by an inappropriate monitoring and evaluation system that does not track achievements against planning, although this has improved since 2021. The country office has not fully taken advantage of WFP corporate resources available and has worked alone to make the difficult shift from direct implementation to CCS. The country office has not requested support available, especially the technical support from RBJ.

**181. Efficiency. The performance of CCS activities has been supported by an overall high level of resource mobilization, although some activities suffered from funding gaps, though the country office has not been able to use all the resources available. Cost-effectiveness is not integrated into decision-making. Operational efficiency is high although the development of specific CCS strategies was delayed.**

182. The level of availability of resources varies across activities and implementation years; overall it has been relatively high. However, WFP expenditure has generally been below available resources, this suggests that the implementation capacity may have been lower than planned activities. According to WFP stakeholders, cost-effectiveness is not a criterion commonly impacting decision-making of CCS activities.

183. The evidence collected suggests activities have been implemented timely and at a good speed, although the process of conducting capacity gap assessments and elaborating CCS strategies for each national system supported was completed late, in December 2022.

**184. Sustainability. Key factors that affect the sustainability and replication of CCS activities and achievements include the ownership and leadership of the national systems supported by WFP and the limited financial capacity of the governments.**

185. The continuation of the benefits generated by WFP CCS activities and their replication by the government and other key stakeholders is largely determined by similar contextual factors that have influenced the implementation of the activities. Appropriate ownership and leadership are necessary conditions for government institutions to continue to prioritize the systems strengthened with the contribution of WFP. As discussed under Effectiveness, the lack of leadership is an issue for the MoET concerning the school feeding programme and DMA who must play a key leadership and coordination role for all issues related to disaster management. The lack of financial capacity of the government to sustain most of the improvements, innovations and/or new processes developed with the support of WFP is another important factor undermining sustainability, although some of these changes are expected to reduce costs.

186. Additional elements determining the sustainability of field activities also should be considered such as the level of empowerment of communities on CBPP implementation or the technical assistance provided to new community or household’s livelihood activities.

**187. Impact. No significant impact of CCS activities has been observed yet. The handover of the school feeding activities to the government has resulted in a deterioration of the effectiveness of the HGSF programme.**

188. As anticipated during the planning phase of the evaluation, there is not yet an impact generated by WFP CCS activities in the country. Nevertheless, the deterioration in school feeding following the handover of the School Feeding programme has resulted in a decrease in the effectiveness of the programme and frequent delays in school supply resulting of the inability to deliver school meals for periods. This highlights the need for a strategic and shared approach for the support to the HGSF programme.

## **3.2 LESSONS**

189. Conventional monitoring systems based on quantitative output and outcome indicators are of limited utility to measure CCS achievements if not accompanied by a solid qualitative tracking system. CCS activities are complex, diversified (trainings, technical assistance, financial support, staff secondment, exchanges of experience, etc.), address different CCS pathways and domains and require flexibility to adapt implementation to existing capacity of national stakeholders. Tracking of achievements require a solid and well-structured baseline that did not exist prior to the current CSP 2019-2024. This baseline now exists thanks to the capacity gap mapping carried out from 2020 to 2022. The monitoring system could be

designed based on the structure of the mapping and CCS strategies developed for each national systems supported by WFP.

190. Effectiveness in terms of the implementation of the planned activities does not automatically result in improved government programming outcomes. The generation of outcomes depends on internal processes and dynamics within national institutions. While there were no major challenges raised by stakeholders concerning resource adequacy, the Country Office could use resources more efficiently through designing CCS strategies that are sensitive to these dynamics.

191. Proximity and the identification of leverages can support the development of needed knowledge of internal processes and dynamics. A good approach is the staff secondment within partner institutions, which was planned but has not been implemented.

192. Achieving the strengthened capacity of a large range of stakeholders requires time and persistence. The adoption of new knowledge, concepts, systems, and practices cannot be achieved through a single activity or intervention; it requires a range of activities and follow-ups.

193. Partnership and collaboration are key criteria for success. Through relevant collaborations, the WFP country office has been able to mobilize expertise not available in-house and to share resources with other actors benefitting from the achievements of the objectives of all parties involved.

194. Leadership and ownership are additional key factors of success and sustainability of CCS activities and must be promoted as much as possible. A fine balance must be struck between proactivity of WFP and respect to the rhythm of national stakeholders.

195. Support from political leadership is of paramount importance; when senior leaders demonstrate a strong commitment to capacity building, it frequently results in improved outcomes. DMA Senior Staff turnover stalled progress in most cases.

196. The promotion of the participation of men as part of nutrition clubs has produced good results to raise awareness among men on issues such as nutrition that are traditionally exclusively under women responsibility. This approach allows men to have a better understanding not only of children's nutrition issues, but also of specific constraints faced by women. It represents a relevant complementary approach to GEWE approaches focused only on women.

### **3.3 RECOMMENDATIONS**

197. The following recommendations are derived from the conclusions which flow logically from the evaluation findings. Recommendations were developed by the ET and validated through a preliminary findings presentation to the Evaluation Reference Group. As noted in the findings section, CCS has adequately mainstreamed GEWE, activities are highly gender responsive. Thus, no specific recommendation is included on GEWE.

| Recommendation   | Grouping  | Responsibility     | Other contributing entities (if applicable)                             | Priority | By when                                 |
|--|-----------|--------------------|---|----------|---|
| <p><b>Recommendation 1: Continue transitioning towards a holistic approach for supporting national systems contributing to achieve zero hunger and strengthening strategic and operational planning of CCS activities.</b> CCS activities included in the 2019-2024 CSP have not been identified based on a comprehensive review of national systems addressing hunger and assessment of capacity gaps. A more holistic approach has been initiated during the implementation of the CSP with capacity gap mappings and the development of CCS strategies aligned with the five CCS pathways. The deployment of this approach should be continued in operationalizing CCS strategies, engaging further national stakeholders so that WFP and stakeholders have a common understanding of what systems are and what the existing gaps at all levels of national systems addressing hunger are as well as to allow national stakeholders to fully institutionalize and sustain improved systems. National stakeholders should also play a more important role in the leadership and implementation of CCS activities. The WFP CO should request support to RBJ and the headquarters to fine tune the CCS strategy in Lesotho considering all relevant CCS approaches including coaching, mentorship and secondments. More attention should also be given to the pathway of strategic planning and financing to ensure the sustainability of national systems is strengthened. For all CCS activities, develop annual plans and reviews of planned achievements within annual planning workshops to better prioritize CCS activities, clarify commitments and contributions, and ensure appropriate coordination together with relevant institutional partners.</p> | Strategic | WFP country office | All relevant institutions involved in CCS activities. RBJ, Head quarter | Medium   | During the design phase of the next CSP |

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| <p><b>Recommendation 2: Continue expanding and strengthening partnerships.</b> The large range of partnerships established by WFP was found to be a positive factor for CCS activity performance. The WFP country office should develop a partnership strategy with the aim of expanding and strengthening existing partnerships. On the one hand, there are additional opportunities that could be explored, especially with the private sector aiming at strengthening public-private collaborations, and within South-South and Triangular cooperation to take advantage of the experience acquired in other countries, particularly, in the Southern African region. The WFP CO should carry out a consultation with national stakeholders to identify opportunities for strengthening the participation of the private sector in the systems that it supports and strengthen collaboration with RBJ to identify relevant experiences in the region.</p>  | Strategic   | WFP country office | All relevant institutions involved in CCS activities. RBJ | Medium | During the design phase of the next CSP to integrate further private sector collaboration and South-South and Triangular cooperation in the CSP strategic approach |
| <p><b>Recommendation 3: M&amp;E evidence should inform decision making for CCS activities. It is recommended that output and outcome indicators of the results framework be monitored and integrated based on the CCS corporate and country-specific indicators to better reflect CCS achievements, and to develop an M&amp;E dashboard that would allow tracking of planned CCS activities.</b> This recommendation should contribute to the development of annual development planning and to inform decision-making for CCS activities. It is recommended that output and outcome indicators of the results framework be reviewed based on the CCS corporate indicators to better reflect CCS achievements, and to develop an M&amp;E dashboard that would allow tracking CCS activities against activities that are planned in the CSP design. In addition, collaboration with national entities should be strengthened on monitoring and evaluation from the design stage of activities to ensure that all necessary elements are included in the monitoring system.</p> | Operational | WFP                | RBJ   | Medium | During 2024 and when new CCS activities arise  |

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| <p><b>Recommendation 4: Promote strengthened leadership and ownership of CCS activities among key government institutions and stakeholders.</b> Weak leadership and ownership, as well as high turn-over at senior and political are a threat for the achievements and sustainability of CCS objectives and must be addressed to the largest extent possible. It also affects the endorsement of new regulatory frameworks, policies and guidelines, WFP should develop an advocacy and communications strategy and continue to advocate for improved leadership, especially with new senior and political staff, if needed, together with the UN country team and other stakeholders at the highest possible level. WFP should consider the possibility of identifying a well-respected high-level officer with relationships at high levels to support advocacy. In addition, the commitments, and responsibilities of all the institutions involved in CCS activities should be clarified and formalized in MoUs reviewed annually based on the achievements assessed within annual planning workshops. Finally, possible budget implications of new regulatory frameworks, policies and guidelines should be carefully assessed during the formulation of these new elements that should be used to support resource mobilization.</p> | Strategic   | WFP country office including country director together with key institutions to each CSP activity (MoET for Activity 2, LMS and DMA for Activity 3, FNCO and MAFS for Activity 4, MFRSC for Activity 5, MAFS for Activity 6. |           | High   | For advocacy, at key moments such as the presentation of the findings of the evaluation and during the design of the next CSP.<br><br>New MoUs should be signed at the beginning of the next CSP and reviewed annually |
| <p><b>Recommendation 5: Strengthen the internal capacity of WFP country office to deliver and monitor CCS activities.</b> The country office has made limited use of WFP corporate resources on CCS. It is recommended to better take advantage of available corporate resources through an increased collaboration with RBJ and headquarters and the consideration of a dedicated and experienced CCS advisor within the country office. Relevant corporate tools and resources should be incorporated into the country office planning ensuring appropriate budgeting is made.</p>   | Operational | WFP country office , RBJ and Headquarters  |           | High   | 2024 for the review of the available CCS corporate tools.<br><br>As soon as possible for the integration of a CCS advisor in the CO  |
| <p><b>Recommendation 6: Strengthen the approach for supporting resilience.</b> There is a demand for further capacity strengthening of national stakeholders so that they can fully adopt and implement the three-pronged approach. In addition, efforts</p>   | Operational | WFP country office   | MFRSC, MA | Medium | Planning phase and implementation  |

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| <p>should be made to empower communities for the implementation of CBPPs to the largest extent possible and clearly define where resilience activities should be housed. This should include the highest possible flexibility of WFP's programming to address the first priorities defined in CBPPs and support community planning to implement all activities that require limited external financial support. WFP and relevant institution should provide adequate technical assistance, especially to new assets of livelihoods activities that are not well known locally. The WFP CO should explore lessons learnt from other countries on how strengthening community ownership of CBPPs.</p>  |                  |   |   |               | <p>of new Public Works.</p>                              |
| <p><b>Recommendation 7: Adapt strategy to account for institutional instability and staff turnover within CCS activities.</b> This is an important factor affecting achievements and their sustainability. WFP should integrate this factor in the design of CCS activities, mitigating to the largest extent possible its influence on CCS activities implementation and sustainability. As done in the IACOV project, WFP should involve relevant technical and senior staff that are less likely to be affected by changes in the government. WFP should support the development of handover procedures between staff involved in CCS activities and improved knowledge management to ensure there is a handover and continuity of the activities and achievements supported by WFP. WFP should consider approaching the educational system and support integration within the curriculum design of professional skills and knowledge needed for sustaining the national systems supported by CCS activities. Less emphasis should be given to the individual sphere of CCS, in the benefit of the organizational and enabling environment spheres.</p> | <p>Strategic</p> | <p>WFP country office</p>   | <p>Relevant institutions involved in CCS activities</p> | <p>Medium</p> | <p>2024 and throughout the next CSP</p>                  |
| <p><b>Recommendation 8: Better address the needs of persons with disabilities in CCS activities.</b> The needs of persons with disabilities are not addressed by CCS activities though their lack of access to basic services is well identified. WFP should</p>   | <p>Strategic</p> | <p>WFP country office with the Ministry of Social Development</p> | <p>Relevant institutions involved in CCS activities</p> | <p>Medium</p> | <p>In the design and implementation of the next CSP.</p> |

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| integrate persons with disabilities in the design of the next CSP, with an explicit definition on how their needs will be addressed and should look for collaboration with specialized agencies to address those needs. |  |  |  |  |  |
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# 4 Annexes

## ANNEX 1. SUMMARY TERMS OF REFERENCE

# Thematic Evaluation of Country Capacity Strengthening Activities in Lesotho from 2019 to 2022



## Summary Terms of Reference

### 1. Introduction

1. These summarized terms of reference (ToR) are for the thematic evaluation of Country Capacity Strengthening (CCS) activities in Lesotho. The evaluation was commissioned by the World Food Programme (WFP) Lesotho Country Office (CO) and covers the period June 2019 to December 2022 under the ongoing Country Strategic Plan (CSP) 2019-2024. The ToR provides key evaluation information to stakeholders, guidance to the evaluation team, and specifies expectations during the various phases of the evaluation.

### 2. Subject and focus of the Evaluation

2. The evaluation will cover CCS interventions implemented under the CSP Strategic Outcomes (SO2, SO3, SO4) where capacity strengthening is embedded in school feeding, early warning, nutrition support, and food systems for resilience. Although crisis response (SO1) does not carry any capacity strengthening activities, it provides a platform to understand the Government and partners' capacity to respond during emergencies. SO5 is excluded from the evaluation scope because its activities include service delivery to the Government and its partners, without any specific focus on capacity strengthening.
3. The CSP strategic outcomes and activities covered by the evaluation include: -

4. **Strategic outcome 1: Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis.** WFP targets women, men, girls, and boys affected by shocks, with the aim to support them to meet their basic food and nutrition needs during times of crisis, through cash and commodity vouchers (Activity 1).
5. **Strategic outcome 2: Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe, and nutritious food all year round.** WFP supports the Government in evidence-based planning, design, management, and implementation of social protection programmes, including by handing over the home-grown school meals programme (Activity 2). In addition, WFP aims to strengthen the technical capacity of the Government in early warning, food, and nutrition security, monitoring and vulnerability assessment and analysis through forecast-based financing approaches (Activity 3).
6. **Strategic outcome 3: Vulnerable populations in Lesotho have improved nutritional status, at each stage of the lifecycle, in line with national targets by 2024.** WFP provides capacity strengthening to the Government and other actors relating to multi-sectoral coordination, planning, evidence-building and implementation of

equitable nutrition policies and programmes (Activity 4).

7. **Strategic outcome 4: Communities in targeted areas, especially women and youth, have resilient and diversified livelihoods, and increased marketable surplus by 2024.**

WFP supports the design and implementation of assets that are nutritionally relevant to improve and diversify the livelihoods of vulnerable communities and households affected by climate change and land degradation (Activity 5). WFP also provides technical support to smallholder farmers and other value chain actors, particularly women, in climate-smart agriculture, food quality and safety, marketing of nutritious foods and financial services (Activity 6).

8. The design, implementation, management, monitoring and evaluation, and reporting for the components in each of the above SOs are to be covered in this evaluation. The scope of evaluation will, therefore, cover the national level and 10 districts including local levels with a specific focus on three southern districts.

9. The evaluation will also cover technical and financial assistance activities implemented during the period of June 2019 to December 2022. In addition to the strategic outcomes and activities above, the evaluation will assess the integration of gender and inclusion issues relating to the capacity-strengthening approach and interventions supported by WFP in Lesotho.

### 3. Objectives and Stakeholders of the Evaluation

10. The objectives of the evaluation are: -

- **Accountability** – The evaluation will assess and report on whether the capacity strengthening activities were effective in supporting the Government to achieve zero hunger.
- **Learning** – The evaluation will determine the reasons why certain results occurred or did not occur, derive good practices, and provide pointers for

learning. It will also provide evidence-based findings to inform operational and strategic decision-making. The findings will be actively disseminated and incorporated into relevant communication and knowledge-sharing systems.

11. The evaluation will seek the views of, and be useful to, a broad range of WFP's internal and external stakeholders. Internally, the evaluation findings and recommendations will be used to a) modify the overall CSP strategy, and programme implementation for the remaining implementation period until mid-2024, b) better engage the Government, c) better position WFP as a strategic partner to the Government for emergency preparedness response, resilience building and for broader engagement with social protection and its delivery systems.

12. External stakeholders such as the government have a direct interest in the alignment of WFP activities to their priorities, harmonization with other partners and the expected results. Non-governmental organizations (NGOs) that are WFP partners will use the evaluation findings and lessons to inform future implementation modalities, strategic orientations, and partnerships. Donors will use the evaluation findings for accountability purposes. Beneficiaries who are the key stakeholders in WFP work are interested in the appropriateness and effectiveness of the interventions.

### 4. Evaluation Questions

13. The evaluation will address the key questions presented below according to the evaluation criteria. The questions will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase.

#### Relevance/ Appropriateness

**Question 1:** To what extent are the capacity strengthening initiatives relevant to the Government priorities and needs of the most vulnerable groups (men and women,

boys, and girls) and the disabled and marginalized groups in Lesotho?

**Question 2:** To what extent was the design of capacity strengthening initiatives based on a sound gender analysis?

**Question 3:** To what extent was the design and implementation of the capacity strengthening interventions gender sensitive i.e., considered gender equality and women empowerment issues?

**Question 4:** To what extent was the design of capacity strengthening initiatives informed by environmental risk analysis?

### Coherence

**Question 5:** To what extent were the capacity strengthening initiatives coherent with policies and programmes of the Government and other relevant interventions of other actors in Lesotho?

**Question 6:** To what extent are the design and delivery of capacity strengthening initiatives in line with WFP's Country Capacity Strengthening framework?

**Question 7:** To what extent are the design and delivery of capacity strengthening initiatives in line with humanitarian principles?

**Question 8:** What have been the synergies between the different capacity strengthening interventions being evaluated?

### Effectiveness

**Question 9:** To what extent is WFP's capacity strengthening interventions contributing to the achievement of Sustainable Development Goals- SDG2 and SDG 17?

**Question 10:** To what extent has WFP enhanced the government's capacity to achieve zero hunger and effectively respond to emergencies in the following areas: (i) Policies and legislation (ii) Institutional effectiveness and accountability (iii) Strategic planning and financing (iv) Stakeholder programme design, delivery,

and monitoring and evaluation (M&E) (v) Engagement and participation of community including women/men, people of different ages, different ethnicity and physical ability, civil society, and private sector.

**Question 11:** To what extent has the WFP support built the capacity of local government institutions, communities, and other partners?

**Question 12:** To what extent have the targeted outputs, outcomes, and strategic results of the capacity strengthening activities been achieved?

**Question 13:** What were the main factors (internal and external) influencing the achievement and non-achievement of the capacity strengthening objectives? (i.e., Resource mobilisation, Partnerships and collaboration, Quality of assessment and analysis, WFP capacity, etc.)

**Question 14:** How effective has WFP been in ensuring and promoting gender equality and women's empowerment in country capacity strengthening work?

### Efficiency

**Question 15:** Was the provision of technical assistance to government intervention efficiently implemented (specifically cost-effectiveness/value for money, /timeliness)?

**Question 16:** What lessons, regarding ensuring value for money, are emerging from different capacity strengthening approaches?

### Sustainability/Scalability

**Question 17:** To what extent are the benefits of the WFP capacity strengthening programmes sustainable i.e., continuing, or likely to continue after the WFP interventions cease?

**Question 18:** To what extent and how, could the capacity strengthening initiatives be replicated elsewhere?

**Reference:** Full ToR available at <https://www.wfp.org/publications>

14. While the evaluation will not be able to investigate the impact of the capacity strengthening initiatives due to the short implementation period, the analysis will address key questions: -
- i. What changes have the programmes made on the targeted beneficiaries (including specifically the most vulnerable groups)? Their households? How did the programme change their lives and livelihoods?
  - ii. What were the gender-specific changes that were realised due to WFP capacity strengthening interventions?
  - iii. What have been the benefits or changes realised by the public and private institutions due to the technical assistance to the Government of Lesotho?

## 5. Methodology

15. This evaluation will use a mixed methods approach where both qualitative and quantitative approaches are employed, and the results are triangulated to ensure rigour. The methodology will be developed with, and enhanced, by the evaluation team during the inception phase. The methodology should: -
- a. Employ the relevant evaluation criteria of relevance/appropriateness, coherence, effectiveness, efficiency, and sustainability.
  - b. Apply an evaluation matrix geared towards addressing the key evaluation questions considering the data availability challenges, the budget and timing constraints.
  - c. Use mixed methods, ensure that women, girls, men, and boys from different stakeholder groups participate and that their different voices are heard and considered.
  - d. Demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative,

qualitative, participatory etc.) and different primary and secondary data sources.

- e. Consider WFP's approach to protection and accountability to affected populations (AAP) as per WFP's Policy on Humanitarian Protection and WFP strategy on AAP.
- f. Use capacity strengthening assessment tools such as the [Kirkpatrick Model](#) (as an example) to evaluate and analyze the results of educational, training and learning programmes.

In addition, the methodology chosen should: -

- a. Demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory etc.) to ensure triangulation of information from different primary and secondary data sources.
  - b. Systematically triangulate across evaluators, and across methods, including documents from different sources, a range of stakeholder groups, including beneficiaries, and direct observations in different locations, etc.
  - c. Consider any challenges to data availability, validity, or reliability, as well as any budget and timing constraints.
  - d. Ensure that the primary data collected is disaggregated by sex and age. An explanation should be provided if this is not possible.
  - e. Be sensitive in terms of Gender Equality and Women Empowerment (GEWE), equity, and inclusion, by ensuring that voices of diverse groups (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) are included in the evaluation.
16. The evaluation findings, conclusions and recommendations must reflect gender and equity analysis. The findings should include a discussion on the intended and unintended effects of the intervention on

gender equality and equity dimensions. The report should provide lessons/ challenges/ recommendations for conducting gender and equity-responsive evaluations in the future.

17. The evaluation must conform to the United Nations Evaluation Group (UNEG) ethical guidelines for evaluation which include but are not limited to; ensuring informed consent, protecting privacy, confidentiality, and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities.

## 6. Roles and Responsibilities

18. **Evaluation Team:** The evaluation team will consist of one international and two national evaluators with expertise in disaster risk reduction and early warning systems, nutrition and food security, food systems, resilience, capacity strengthening, statistics/quantitative and qualitative methods. To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess the gender dimensions of the subject.
19. The evaluation team will be required to ensure data quality (validity, consistency, and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on the disclosure of information, available in WFP's Directive CP2010/001 on Information Disclosure.
20. **Evaluation Manager:** The evaluation process will be managed by Lindiwe Kwidini based at the WFP Regional Bureau for Southern Africa (RBJ). The Country Office Focal Point for the evaluation is Lineo Sehloho.

21. **Evaluation Committee:** The evaluation committee is chaired by the WFP Lesotho Country Director, Aurore Rusiga. This committee will oversee the evaluation process, make key decisions, and review evaluation products submitted to the chair for approval. The overall purpose of the committee is to ensure a credible, transparent, impartial, and quality evaluation process in accordance with the WFP Evaluation Policy (2022-2030).
22. **Evaluation Reference Group:** The evaluation reference group (ERG), chaired by the WFP Lesotho Country Director, Aurore Rusiga, acts as the advisory body. The ERG will review and comment on the draft evaluation products and ensure a transparent impartial and credible evaluation process. The ERG members include internal stakeholders (CO and Regional Bureau) and external stakeholders from the Disaster Management Authority, Lesotho Meteorological Services, Ministry of Education and Training, Ministry of Agriculture and Food Security, Ministry of Forestry, Range and Soil Conservation, Lesotho Red Cross Society, and the Food and Agriculture Organisation.

## 7. Communications

23. The evaluation team should emphasize transparent communication with key stakeholders to achieve a smooth and efficient process and maximize learning from this evaluation. This can be achieved through clear agreements on the channels and frequency of communication.
24. The evaluation team will present preliminary findings to WFP stakeholders in the CO, and the Regional Bureau during a face-to-face end-of-fieldwork debriefing session at the end of the data collection phase. Furthermore, a face-to-face workshop will be conducted in Lesotho to share the evaluation results with the stakeholders to promote ownership and use of the findings and recommendations by stakeholders.

25. The final evaluation report will be made available to the public on the WFP internal and external websites. The evaluation findings will be proactively and widely disseminated as outlined in the communication and knowledge management plan.

|      |   |
|------|---|
| RBJ  | WFP Regional Bureau for Southern Africa |
| SDGs | Sustainable Development Goals           |
| SO   | Strategic Outcome                       |
| UNEG | United Nations Evaluation Group         |
| WFP  | World Food Programme                    |

## 8. Timeliness and Key Milestones

**Preparation Phase:** Approved ToR; Evaluation team contract; and draft communication and knowledge management plan: June 2023.

**Inception Phase:** Inception Report with methodology, evaluation matrix, data collection tools, field schedule; stakeholders comments matrix: mid-June - August 2023.

**Data collection:** Raw and cleaned data sets; PowerPoint exit debrief/ presentation of preliminary findings: end-August – mid-September 2023.

**Data Analysis and Reporting:** Approved evaluation report; stakeholder comments matrix: mid-September – mid-December 2023.

**Management Response and Dissemination:** Evaluation report and presentation of evaluation results by the evaluation team; Management response plan published; and other dissemination products as required: mid-December 2023 – mid-February 2024.

## 9. List of Acronyms

|      |  |
|------|--|
| AAP  | Accountability to affected populations |
| CCS  | Country Capacity Strengthening         |
| CSP  | Country Strategic Plan                 |
| CO   | Country Office                         |
| ERG  | Evaluation Reference Group             |
| ET   | Evaluation Team                        |
| FAO  | Food and Agriculture Organisation      |
| M&E  | Monitoring and Evaluation              |
| GEWE | Gender Equality and Women Empowerment  |
| NGO  | Non-Governmental Organization          |

**Reference:** Full ToR available at <https://www.wfp.org/publications>

## ANNEX 2. CSP 2019-2014 LOGICAL FRAMEWORK

|   | WBS Code    | Description   | WINGS / Short Description   | Category  | Tags  | Assumptions  | Status         |
|---|-------------|---|-----------------------------|---|---|--|----------------|
| Logframe (version 2.0)<br>Type: CSP-based | LS02        | Lesotho (2019 Jul - 2024 Jun)   |                             |   | Gender marker:<br>4 Fully integrates gender and age |  | RB<br>Approved |
| <b>Strategic Goal 1</b>                   |             | <b>Support countries to achieve zero hunger</b>   |                             | <b>SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</b>  |   |  |                |
| <b>Strategic Objective 1</b>              |             | <b>End hunger by protecting access to food</b>  |                             |   |   |  |                |
| Strategic Result 1                        | LS02.01     | Everyone has access to food (SDG Target 2.1)  | Everyone has access to food | SDG Target: 2.1 By 2030, end hunger and ensure access by all people, in particular, the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round |   |  | approved       |
| Strategic Outcome 01                      | LS02.01.011 | Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis | Food transfer               | 1.1: Maintained/enhanced individual and household access to adequate food   | - Nutrition Sensitive<br>- Focus: Crisis Response   | The Government declares the state of emergency and issue an appeal | approved       |
| Outcome Indicator 1.1.1                   |             | Food Consumption Score  |                             |   |   |  |                |
| Outcome Indicator 1.1.2.2                 |             | Consumption-based Coping Strategy Index (Average)   |                             |   |   |  |                |
| Outcome Indicator 1.1.2.3                 |             | Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)                     |                             |   |   |  |                |

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|                         |                   |  |                        |   |                          |  |          |
|-------------------------|-------------------|--|------------------------|---|--------------------------|--|----------|
| Outcome Indicator 1.1.3 |                   | Food Expenditure Share   |                        |   |                          |  |          |
| Outcome Indicator 1.1.6 |                   | Food Consumption Score – Nutrition   |                        |   | Nutrition Sensitive      |  |          |
| Activity 01             | LS02.01.011. URT1 | Provide cash and/or food transfers to populations affected by shocks   | 01 Cash/food transfers | URT: Unconditional resource transfers to support access to food | - Focus: Crisis Response |  | approved |
| Output A                |                   | Targeted populations receive cash and/or food transfers, including specialized foods, that meet basic food and nutrition requirements and support early recovery |                        | A: Resources transferred  |                          | The Government declares the state of emergency and issue an appeal |          |
| Output Indicator A.1*   |                   | Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers                                     |                        |   |                          |  |          |
| Output Indicator A.13   |                   | Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening (new)                       |                        |   |                          |  |          |
| Output Indicator A.2    |                   | Quantity of food provided  |                        |   |                          |  |          |
| Output Indicator A.3    |                   | Total amount of cash transferred to targeted beneficiaries   |                        |   |                          |  |          |
| Output Indicator A.9*   |                   | Number of women, men, boys, and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers                  |                        |   |                          |  |          |
| Output B                |                   | Targeted populations receive cash and/or food transfers, including specialized foods, that meet basic food and nutrition requirements and support early recovery |                        | B: Nutritious foods provided                                    |                          | The Government declares the state of emergency and issue an appeal |          |
| Output Indicator B.2    |                   | Quantity of specialized nutritious foods provided  |                        |   |                          |  |          |
| Output Indicator B.3*   |                   | Percentage of staple commodities distributed that is fortified   |                        |   |                          |  |          |
| Output E*               |                   | Targeted households benefit from improved knowledge of nutrition, health,  |                        | E*: Social and  |                          | The Government   |          |

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|                          |                   | hygiene and other care practices that contribute to improved food consumption and nutritional status   |                      | behaviour change communication (SBCC) delivered                           |   | declares the state of emergency and issue an appeal  |          |
| Output Indicator E*.4    |                   | Number of people reached through interpersonal SBCC approaches   |                      |   |   |  |          |
| Output Indicator E*.5    |                   | Number of people reached through SBCC approaches using media   |                      |   |   |  |          |
| Strategic Outcome 02     | LS02.01.021       | Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe, and nutritious food all year round | Capacity Development | 1.1: Maintained/enhanced individual and household access to adequate food | - Nutrition Sensitive<br>- Focus: Root Causes | That the Government of Lesotho commits to taking over pre-primary school feeding<br>The Lesotho Government will commit to the handover and embrace the capacity development process. | approved |
| Outcome Indicator 1.1.10 |                   | Enrolment rate   |                      |   |   |  |          |
| Outcome Indicator 1.1.11 |                   | Attendance rate (new)  |                      |   |   |  |          |
| Outcome Indicator 1.1.14 |                   | Drop-out rate  |                      |   |   |  |          |
| Outcome Indicator 1.1.18 |                   | Emergency Preparedness Capacity Index  |                      |   |   |  |          |
| Outcome Indicator 1.1.61 |                   | Number of national food security and nutrition policies, programmes, and system components enhanced as a result of WFP capacity strengthening (new)            |                      |   |   |  |          |
| Outcome Indicator 1.1.67 |                   | SABER School Feeding National Capacity (new)   |                      |   |   |  |          |
| Activity 02              | LS02.01.021. SMP1 | Support the Government in evidence-based planning, design, management, and implementation of social protection   | 02 Food transfer     | SMP: School meal activities   | - Focus: Root Causes                          |  | approved |

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|                       |  | programmes, including by handing over the home-grown school meals programme   |  |                          |  |  |
|-----------------------|--|---|--|--------------------------|--|--|
| Output A              |  | Pre- and primary school boys and girls receive an adequate and nutritious meal every school day to increase attendance  |  | A: Resources transferred |  | That the Government of Lesotho commits to taking over pre-primary school feeding<br>The Lesotho Government will commit to the handover and embrace the capacity development process. |
| Output Indicator A.1* |  | Number of women, men, boys and girls receiving food/cash-based transfers/ commodity vouchers/capacity strengthening transfers                                       |  |                          |  |  |
| Output Indicator A.2  |  | Quantity of food provided   |  |                          |  |  |
| Output Indicator A.6  |  | Number of institutional sites assisted  |  |                          |  |  |
| Output A              |  | Pre and primary school boys and girls, teachers and caregivers benefit from gender awareness sessions that strengthen equitable access to safe and nutritious food. |  | A: Resources transferred |  | That the Government of Lesotho commits to taking over pre-primary school feeding<br>The Lesotho Government will commit to the handover and embrace the capacity development          |

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|-----------------------|--|--|--|--|--|--|--|
|                       |  |  |  |  |  | process.   |  |
| Output Indicator A.1* |  | Number of women, men, boys, and girls receiving food/cash-based transfers/ commodity vouchers/capacity strengthening transfers   |  |  |  |  |  |
| Output B              |  | Pre- and primary school boys and girls receive an adequate and nutritious meal every school day to increase attendance   |  | B: Nutritious foods provided                           |  | That the Government of Lesotho commits to taking over pre-primary school feeding<br>The Lesotho Government will commit to the handover and embrace the capacity development process. |  |
| Output Indicator B.2  |  | Quantity of specialized nutritious foods provided  |  |  |  |  |  |
| Output Indicator B.3* |  | Percentage of staple commodities distributed that is fortified   |  |  |  |  |  |
| Output C              |  | Pre- and primary school boys and girls and local communities benefit from strengthened Government capacity to manage, fully own and implement the home-grown school meals programme and thus to improve dietary intake and nutrition status. |  | C: Capacity development and technical support provided |  | That the Government of Lesotho commits to taking over pre-primary school feeding<br>The Lesotho Government will commit to the handover and embrace the capacity                      |  |

|                       |  |   |  |  |  |  |  |
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|                       |  |   |  |  |  | development process.   |  |
| Output Indicator C.4* |  | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |  |  |
| Output Indicator C.5* |  | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |  |  |
| Output Indicator C.7* |  | Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)   |  |  |  |  |  |
| Output C              |  | Targeted populations benefit from strengthened Government capacity to design, implement and coordinate efficient and equitable shock responsive social protection programmes to ensure access to food |  | C: Capacity development and technical support provided |  | That the Government of Lesotho commits to taking over pre-primary school feeding<br>The Lesotho Government will commit to the handover and embrace the capacity development process. |  |
| Output Indicator C.4* |  | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |  |  |
| Output Indicator C.5* |  | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |  |  |

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|-----------------------|-------------------|---|-------------------------|--|----------------------|--|----------|
| Output N*             |                   | Pre- and primary school boys and girls receive an adequate and nutritious meal every school day to increase attendance  |                         | N*: School feeding provided                            |                      | That the Government of Lesotho commits to taking over pre-primary school feeding<br>The Lesotho Government will commit to the handover and embrace the capacity development process. |          |
| Output Indicator N*.1 |                   | Feeding days as percentage of total school days   |                         |  |                      |  |          |
| Output Indicator N*.2 |                   | Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator)  |                         |  |                      |  |          |
| Output Indicator N*.6 |                   | Number of children covered by Home-Grown School Feeding (HGSF)  |                         |  |                      |  |          |
| Activity 03           | LS02.01.021. AAA1 | Strengthen technical capacity of the Government in early warning, food and nutrition security monitoring and vulnerability assessment and analysis through forecast-based financing approaches                                  | 03 Capacity development | AAA: Analysis, assessment and monitoring activities    | - Focus: Root Causes |  | approved |
| Output C              |                   | Vulnerable populations benefit from strengthened capacity of the Government and partners in early warning and food and nutrition security monitoring and analysis which helps beneficiaries meet their food and nutrition needs |                         | C: Capacity development and technical support provided |                      | That the Government of Lesotho commits to taking over pre-primary school feeding<br>The Lesotho Government will commit to the  |          |

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|                       |  |   |  |  |  | handover and embrace the capacity development process.                |  |
| Output Indicator C.4* |  | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |   |  |
| Output Indicator C.5* |  | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |   |  |
| Output Indicator C.6* |  | Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)  |  |  |  |   |  |
| Output Indicator C.8* |  | USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support (new)   |  |  |  |   |  |
| Output G              |  | Vulnerable populations benefit from strengthened capacity of the Government and partners in early warning and food and nutrition security monitoring and analysis which helps beneficiaries meet their food and nutrition needs |  |  |  | G: Linkages to financial resources and insurance services facilitated |  |
| Output Indicator G.10 |  | Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities  |  |  |  |   |  |
| Output Indicator G.7  |  | Percentage of tools developed or reviewed to strengthen national capacities for Forecast-based Anticipatory Action  |  |  |  |   |  |
| Output Indicator G.7* |  | Number of tools developed to strengthen national systems for forecast-based early action (new)  |  |  |  |   |  |
| Output Indicator G.8* |  | Number of people provided with direct access to information on climate and  |  |  |  |   |  |

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|                              |                   | weather risks   |                                  |   |                      |   |          |
| Output Indicator G.9         |                   | Number of people covered and assisted through Forecast-based Anticipatory Actions against climate shocks  |                                  |   |                      |   |          |
| <b>Strategic Objective 2</b> |                   | <b>Improve nutrition</b>  |                                  |   |                      |   |          |
| Strategic Result 2           | LS02.02           | No one suffers from malnutrition (SDG Target 2.2)   | No one suffers from malnutrition | SDG Target: 2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons |                      |   | approved |
| Strategic Outcome 03         | LS02.02.033       | Vulnerable populations in Lesotho have improved nutritional status at each stage of the lifecycle, in line with national targets by 2024  | Capacity Development             | 2.3: Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations   | - Focus: Root Causes | That the Country Office will attract new donors and more funding for nutrition programmes | approved |
| Outcome Indicator 2.3.19     |                   | Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)  |                                  |   |                      |   |          |
| Activity 04                  | LS02.02.033. CSI1 | Provide capacity strengthening to the Government and other actors with regard to multi-sectoral coordination, planning, evidence-building and implementation of equitable nutrition policies and programmes | 04 capacity building             | CSI: Institutional capacity strengthening activities  | - Focus: Root Causes |   | approved |
| Output C                     |                   | Nutritionally vulnerable populations in Lesotho including Pregnant and Lactating Women/Girls (PLW/G), children under 5,   |                                  | C: Capacity development and technical support provided  |                      | That the Country Office will attract new donors and                                       |          |

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|                       |  | adolescents, youth and people living with HIV and tuberculosis, benefit from the enhanced capacity of Government to coordinate multi-sectoral platforms for improved nutrition outcomes   |  |  |  | more funding for nutrition programmes   |  |
| Output Indicator C.4* |  | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |   |  |
| Output Indicator C.5* |  | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |   |  |
| Output C              |  | Nutritionally vulnerable populations in Lesotho including PLW/G, children under 5, adolescents, youth and people living with HIV and tuberculosis, benefit from the enhanced capacity of the Government to coordinate multi-sectoral platforms for improved nutrition outcomes. |  | C: Capacity development and technical support provided |  | That the Country Office will attract new donors and more funding for nutrition programmes |  |
| Output Indicator C.5* |  | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |   |  |
| Output C              |  | Targeted populations benefit from enhanced capacity of the Government and other actors to provide comprehensive gender transformative social behaviour change communication (SBCC) for ending all forms of malnutrition   |  | C: Capacity development and technical support provided |  | That the Country Office will attract new donors and more funding for nutrition programmes |  |
| Output Indicator C.4* |  | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |   |  |
| Output Indicator C.5* |  | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |   |  |

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| Output Indicator C.6*        |             | Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)  |                              |   |  |  |          |
| Output I                     |             | Nutritionally vulnerable populations in Lesotho including PLW/G, children under 5, adolescents, young women and men and people living with HIV and tuberculosis, benefit from the enhanced capacities of government and other actors to implement programmes and services to improve nutrition outcomes |                              | I: Policy engagement strategies developed/ implemented  |  | That the Country Office will attract new donors and more funding for nutrition programmes      |          |
| Output Indicator I.1         |             | Number of policy engagement strategies developed/implemented  |                              |   |  |  |          |
| <b>Strategic Objective 3</b> |             | <b>Achieve food security</b>  |                              |   |  |  |          |
| Strategic Result 4           | LS02.04     | Food systems are sustainable (SDG Target 2.4)   | Food systems are sustainable | SDG Target: 2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality |  |  | approved |
| Strategic Outcome 04         | LS02.04.041 | Communities in targeted areas, especially women and youth, have resilient, efficient, and inclusive food systems by 2024  | Capacity building            | 4.1: Improved household adaptation and resilience to climate and other shocks   | Nutrition Sensitive - Focus: Resilience Building | Targeted households and communities are fully committed and own the assets created beyond food | approved |

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|                           |                   |   |                   |   |                              | assistance          |          |
|---------------------------|-------------------|---|-------------------|---|------------------------------|---------------------|----------|
| Outcome Indicator 4.1.1   |                   | Food Consumption Score  |                   |   |                              |                     |          |
| Outcome Indicator 4.1.15  |                   | Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems  |                   |   |                              |                     |          |
| Outcome Indicator 4.1.21  |                   | Rate of smallholder post-harvest losses   |                   |   |                              |                     |          |
| Outcome Indicator 4.1.2.2 |                   | Consumption-based Coping Strategy Index (Average)   |                   |   |                              |                     |          |
| Outcome Indicator 4.1.22  |                   | Value and volume of smallholder sales through WFP-supported aggregation systems   |                   |   |                              |                     |          |
| Outcome Indicator 4.1.2.3 |                   | Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)   |                   |   |                              |                     |          |
| Outcome Indicator 4.1.28  |                   | Economic capacity to meet essential needs (new)   |                   |   |                              |                     |          |
| Outcome Indicator 4.1.3   |                   | Food expenditure share  |                   |   |                              |                     |          |
| Outcome Indicator 4.1.34  |                   | Rate of post-harvest losses (Zero Food Lost Initiative) - (new)   |                   |   |                              |                     |          |
| Outcome Indicator 4.1.4   |                   | Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base   |                   |   |                              |                     |          |
| Outcome Indicator 4.1.5   |                   | Proportion of the population in targeted communities reporting environmental benefits   |                   |   |                              |                     |          |
| Outcome Indicator 4.1.8   |                   | Food Consumption Score – Nutrition  |                   |   |                              | Nutrition Sensitive |          |
| Activity 05               | LS02.04.041. ACL1 | Support the design and implementation of assets that are nutritionally relevant to improve and diversify the livelihoods of vulnerable communities and households affected by climate change and land degradation | 05 Asset creation | ACL: Asset creation and livelihood support activities | - Focus: Resilience Building |                     | approved |

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|                       |                   |  |                      |   |                              |   |          |
|-----------------------|-------------------|--|----------------------|---|------------------------------|---|----------|
| Output D              |                   | Targeted households participating in public works and other productive safety nets benefit from assets that are nutritionally relevant to improve food security and resilience to shocks and climate change    |                      | D: Assets created   |                              | Targeted households and communities are fully committed and own the assets created beyond food assistance |          |
| Output Indicator D.1  |                   | Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure   |                      |   |                              |   |          |
| Output G              |                   | Targeted households participating in public works and other productive safety nets benefit from climate change and risk management activities  |                      | G: Linkages to financial resources and insurance services facilitated |                              |   |          |
| Output Indicator G.10 |                   | Number of people benefiting from assets and climate adaptation practices facilitated by WFP's Risk Management activities   |                      |   |                              |   |          |
| Activity 06           | LS02.04.041. SMS1 | Provide technical support to smallholder farmers and other value chain actors, particularly women, in climate-smart agriculture, food quality and safety, marketing of nutritious foods and financial services | 06 Capacity building | SMS: Smallholder agricultural market support activities               | - Focus: Resilience Building |   | approved |
| Output C              |                   | Communities in Lesotho benefit from more efficient national supply chains and retail systems that improve their access to safe and nutritious food   |                      | C: Capacity development and technical support provided                |                              | Targeted households and communities are fully committed and own the assets created beyond food assistance |          |
| Output Indicator C.4* |                   | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)   |                      |   |                              |   |          |
| Output Indicator      |                   | Number of capacity strengthening   |                      |   |                              |   |          |

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| C.5*                  |  | initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)   |  |  |  |   |  |
| Output Indicator C.6* |  | Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)  |  |  |  |   |  |
| Output C              |  | Food value-chain actors including local traders, processors, and institutional buyers, are supported to enhance supply chain efficiency and access to structured markets [Category C]   |  | C: Capacity development and technical support provided |  | Targeted households and communities are fully committed and own the assets created beyond food assistance |  |
| Output Indicator C.4* |  | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |   |  |
| Output Indicator C.5* |  | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |   |  |
| Output C              |  | Smallholder farmers, especially women and young women and young men in targeted areas benefit from strengthened national policies, systems, capacities and facilities that enhance their access to formal markets (including through home grown school meals) |  | C: Capacity development and technical support provided |  | Targeted households and communities are fully committed and own the assets created beyond food assistance |  |
| Output Indicator C.4* |  | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)  |  |  |  |   |  |
| Output Indicator C.5* |  | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition   |  |  |  |   |  |

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|                       |  | stakeholder capacities (new)   |  |   |  |   |
| Output Indicator C.6* |  | Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)   |  |   |  |   |
| Output E*             |  | Targeted households benefit from access to timely, tailored climate services and other information services that improve awareness of best practices in agriculture, climate adaptation, nutrition, healthcare, gender equality and protection and improve their productivity and nutritional status |  | E*: Social and behaviour change communication (SBCC) delivered        |  | Targeted households and communities are fully committed and own the assets created beyond food assistance |
| Output Indicator E*.4 |  | Number of people reached through interpersonal SBCC approaches   |  |   |  |   |
| Output Indicator E*.5 |  | Number of people reached through SBCC approaches using media   |  |   |  |   |
| Output F              |  | Food value-chain actors, including local traders, processors and institutional buyers, are supported to enhance supply chain efficiency and access to structured markets   |  | F: Purchases from smallholders completed                              |  | Targeted households and communities are fully committed and own the assets created beyond food assistance |
| Output Indicator F.1  |  | Number of smallholder farmers supported/trained  |  |   |  |   |
| Output Indicator F.2  |  | Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers   |  |   |  |   |
| Output G              |  | Targeted households benefit from access to timely, tailored climate services and other information services that improve awareness of best practices in agriculture, climate adaptation, nutrition, healthcare, gender equality and protection and improve their productivity and nutritional status |  | G: Linkages to financial resources and insurance services facilitated |  | Targeted households and communities are fully committed and own the assets created beyond food assistance |

|                              |                  |  |  |   |                              |                    |          |
|------------------------------|------------------|--|--|---|------------------------------|--------------------|----------|
| Output Indicator G.7*        |                  | Number of tools developed to strengthen national systems for forecast-based early action (new)   |  |   |                              |                    |          |
| Output Indicator G.8*        |                  | Number of people provided with direct access to information on climate and weather risks   |  |   |                              |                    |          |
| <b>Strategic Goal 2</b>      |                  | <b>Partner to support implementation of the SDGs</b>   |  | <b>SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development</b>   |                              |                    |          |
| <b>Strategic Objective 5</b> |                  | <b>Partner for SDG results</b>   |  |   |                              |                    |          |
| Strategic Result 8           | LS02.08          | Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16) | Sharing of knowledge, expertise and tech | SDG Target: 17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries |                              |                    | approved |
| Strategic Outcome 05         | LS02.08.051      | Government and partners in Lesotho have access to effective and reliable services throughout the year  | service                                  | 8.1: Enhanced common coordination platforms   | - Focus: Resilience Building | partners available | approved |
| Outcome Indicator 8.1.1      |                  | User satisfaction rate   |  |   |                              |                    |          |
| Activity 07                  | LS02.08.051.CPA1 | Provide expertise and services on supply chain, and cash-based transfers on behalf of Government and partners                                  | 07 service                               | CPA: Service provision and platforms activities   | - Focus: Resilience Building |                    | approved |

Reference: Full ToR available at <https://www.wfp.org/publications>

|                       |                      |   |                           |   |                             |  |          |
|-----------------------|----------------------|---|---------------------------|---|-----------------------------|--|----------|
| Output H              |                      | Vulnerable communities benefit from WFP supply chain and other services to government and partners that improve the efficiency of development and humanitarian programmes.    |                           | H: Shared services and platforms provided       |                             |  |          |
| Output Indicator H.1  |                      | Number of shared services provided, by type   |                           | H: Shared services and platforms provided       |                             |  |          |
| Activity 08           | LS02.08.051.<br>CPA2 | Provide on-demand cash transfer services to government partners, UN Agencies, and national and international NGOs.  | 08 Cash transfer services | CPA: Service provision and platforms activities | -Focus: Resilience building |  | approved |
| Output                |                      | Vulnerable communities benefit from Cash Based Transfer and other services to government and partners that improve the efficiency of development and humanitarian programmes. |                           |   |                             |  |          |
| Output Indicator H.11 |                      | Number of agencies using common cash-based transfer platforms   |                           | H: shared services and platforms provided       |                             |  |          |
|                       |                      |   |                           |   |                             |  |          |

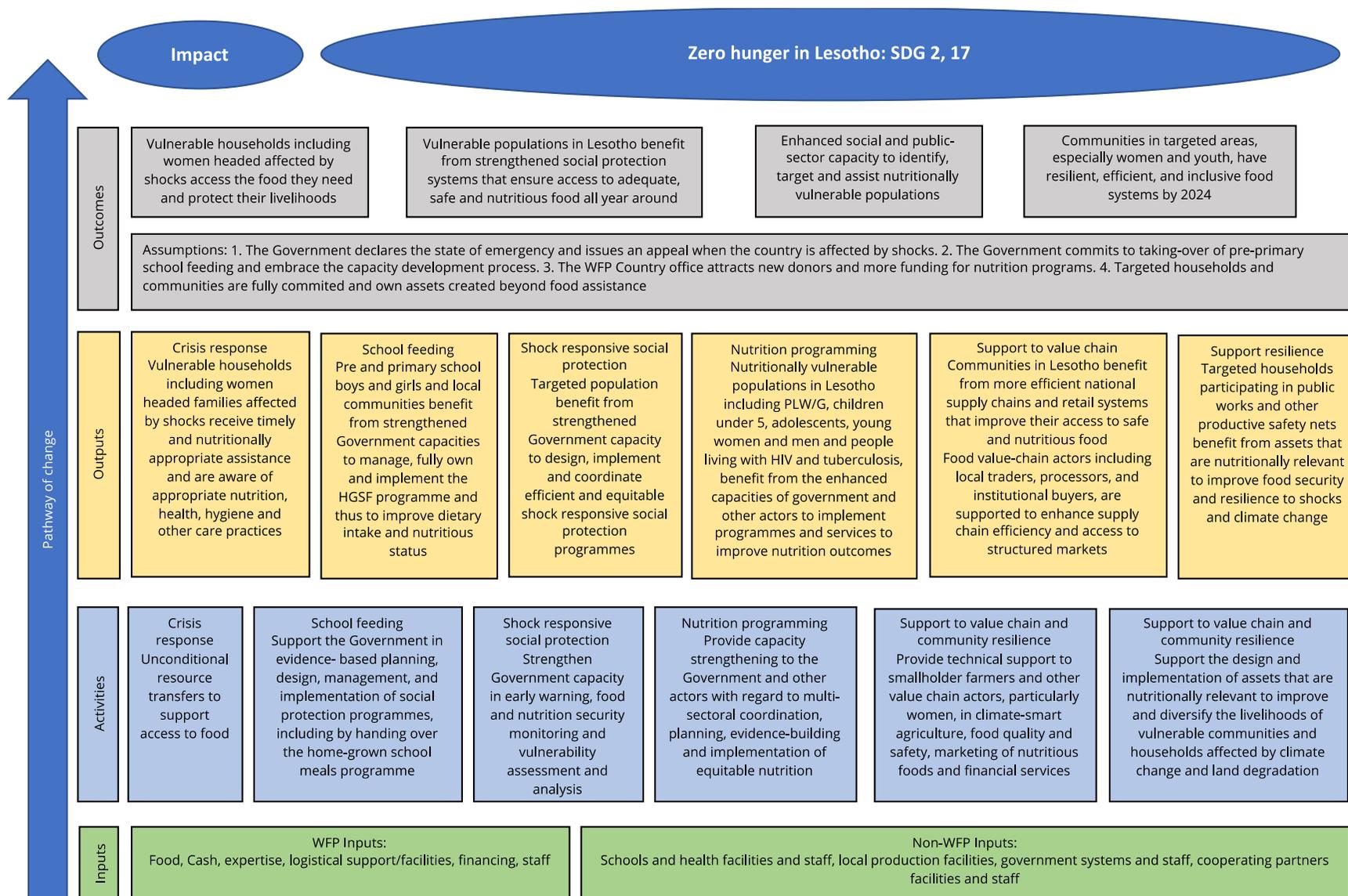
# ANNEX 3. CSP 2019-2024 LINE OF SIGHT

## LESOTHO Country Strategic Plan (2019 -2024)

| Collective Outcome  |   | Collective Outcome   | Collective Outcome   | Collective Outcome  |
|---|---|--|--|---|
| UNSDCF Outcome  |   | UNSDCF Outcome   | UNSDCF Outcome   | UNSDCF Outcome  |
| SR 1 – Access to food (SDG Target 2.1)  |   | SR 2 – End malnutrition (SDG Target 2.2)   | SR 4 – Sustainable food systems (SDG Target 2.4)   | SR 8- Enhance Global Partnership (SDG Target 17.16)   |
| CRISIS RESPONSE   | ROOT CAUSES   | ROOT CAUSE   | RESILIENCE BUILDING  | RESILIENCE BUILDING   |
| <p><b>OUTCOME 1</b><br/>Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis</p>   | <p><b>OUTCOME 2</b><br/>Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe and nutritious food all year round</p>   | <p><b>OUTCOME 3</b><br/>Vulnerable populations in Lesotho have improved nutritional status, at each stage of the lifecycle, in line with national targets by 2024</p>  | <p><b>OUTCOME 4</b><br/>Communities in targeted areas, especially women and youth, have resilient and diversified livelihoods, and increased marketable surplus by 2024</p>  | <p><b>OUTCOME 5</b><br/>Government and partners in Lesotho have access to efficient and reliable services throughout the year</p>   |
| <p><b>OUTPUT 1:</b></p> <p>1.1. Targeted populations [Tier 1] receive sufficient cash and/or food transfers, including specialized foods, in order to meet basic food and nutrition requirements and support early recovery [Category A]</p> <p>1.2. Targeted households [Tier 2] benefit from improved knowledge of nutrition, health, hygiene and other care practices that contribute to improved food consumption and nutritional status [Category E]</p> | <p><b>OUTPUTS</b></p> <p>2.1 Pre and primary school boys and girls, teachers and caregivers [Tier 1] benefit from gender awareness sessions [category A].</p> <p>2.2 Pre and primary school boys and girls, [Tier 1] receive an adequate and nutritious meal [SR 2] every school day in order to increase attendance [SDG 4] [Category A, 2]</p> <p>2.3 Pre- and primary school boys and girls and local communities [Tier 3] benefit from strengthened Government capacity [SDG 17] to manage, implement and fully own the home grown school meals programme, to help meet their basic food and nutrition needs [SR 4] [Category C]</p> <p>2.4 Targeted populations [Tier 3] benefit from strengthened government capacities to design, implement and coordinate efficient social protection programmes to ensure access to food [Category C]</p> <p>2.5 Vulnerable populations [Tier 3] benefit from strengthened capacity of the government and partners in early warning and food and nutrition security monitoring and analysis which helps beneficiaries meet their food and nutrition needs [Category C]</p> | <p><b>OUTPUTS</b></p> <p>3.1. Targeted populations [Tier 3] benefit from Government and other actors' strengthened capacities to provide comprehensive social behaviour change communication (SBCC) for improved nutrition outcomes [Category C]</p> <p>3.2 Vulnerable populations in Lesotho [Tier 3], including pregnant and lactating women and girls, children under 5, adolescents, and people living with HIV and TB, benefit from enhanced capacities of Government and other actors to implement programmes and services for improved nutrition outcomes [Category C]</p> <p>3.3 Vulnerable populations in Lesotho [Tier 3] including pregnant and lactating women and girls, children under 5, adolescents, and people living with HIV and TB, benefit from enhanced capacities of Government to coordinate multi-sectoral platforms for improved nutrition outcomes [Category C]</p> | <p><b>OUTPUTS</b></p> <p>4.1 Targeted households [Tier 1] participating in public works and other productive safety nets benefit from nutrition sensitive assets to improve food security and resilience to shocks and climate change [SDG 13] [Category D]</p> <p>4.2 Targeted communities and households (Tier 3) benefit from strengthened government capacity to plan, design, manage and implement nutrition sensitive and community-led public works programmes that are gender and shock responsive</p> <p>4.3 Targeted households [Tier 2] benefit from access to information services to improve awareness of best practices in agriculture, climate services, nutrition, healthcare, gender and protection to improve their productivity and nutritional status [Category E]</p> <p>4.4 Smallholder farmers, especially women, and farmer organizations in targeted areas [Tier 3] benefit from strengthened national policies, systems, capacities and facilities to access formal markets (including through home grown school meals) [Category C]</p> <p>4.5 Food value-chain actors [Tier 2], including local traders, processors and institutional buyers, are supported to enhance supply chain efficiency and access to structured markets [Category C]</p> <p>4.6 Communities [Tier 3] in Lesotho benefit from more efficient national supply chains and retail systems to improve their access to safe and nutritious food [Category C]</p> | <p><b>OUTPUTS</b></p> <p>5. Vulnerable communities [Tier 3] benefit from WFP's supply chain and other services to government and partners [category H] that improve the efficiency of development and humanitarian programmes</p> <p>5.1 Vulnerable Communities benefit from cash transfers Services to government and partners that improve the efficiency of development and humanitarian programmes.</p> |
| <p><b>ACTIVITY 1</b><br/>Provide cash and/or food transfers to populations affected by shocks [Category 1; Modality: food/CBT, CS]</p>  | <p><b>ACTIVITY 2</b><br/>Support the Government of Lesotho in evidence based planning, design, management and implementation of social protection programmes, including by handing over the home grown school meals programme [Category 9, modality : CS, food, SD]</p>   | <p><b>ACTIVITY 4</b><br/>Provide capacity strengthening to the Government of Lesotho and other actors in multi-sectoral coordination, planning, evidence-building and implementation of nutrition policies and programmes [Category 9; Modality CS]</p>  | <p><b>ACTIVITY 5</b><br/>Support the design and implementation of nutrition sensitive assets to improve and diversify the livelihoods of vulnerable communities and households affected by climate change and land degradation [Category 2; Modality: food/CBT, CS]</p>  | <p><b>ACTIVITY 7</b><br/>Provide expertise and services on supply chain on behalf of government and partners [Category 10, SD]</p>  |
|   | <p><b>ACTIVITY 2</b><br/>Strengthen the capacity of the government in Early Warning, food and Nutrition security, monitoring and vulnerability assessment and analysis [Category 12; Modality: CS,]</p>   |  | <p><b>ACTIVITY 6</b><br/>Provide technical support to smallholder farmers and other value chain actors, particularly women, in climate smart agriculture, food quality and safety, marketing of nutritious foods and financial services [Category 7; Modality: CS, SD]</p>   | <p><b>ACTIVITY 8</b><br/>Provide on demand cash transfer services to government partners, UN Agencies, and national and international NGOs. [Category 10. Service provision and platform activities. Modality: CTS, SD]</p>   |

Reference: Full ToR available at <https://www.wfp.org/publications>

## ANNEX 4. RECONSTRUCTED THEORY OF CHANGE



Reference: Full ToR available at <https://www.wfp.org/publications>

## ANNEX 5. MAPPING OF CCS ACTIVITIES IMPLEMENTED FROM 2019 TO 2022

Table 24: Mapping of CCS activities, Strategic Outcome 2, Activity 2

| Date of activity | Type of activity   | Participants         |               | Level (national, district, local) | Location      |
|------------------|--|----------------------|---------------|-----------------------------------|---------------|
|                  |  | Number               | Agency        |                                   |               |
| 2019             | Provided technical support to the Ministry of Education and Training through the WFP Brazil Centre of Excellence Against Hunger in reviewing and assessing the existing roles and structure of institutions involved in the school feeding programme     | <i>Not available</i> | MoET          | National                          |               |
| 2019             | Facilitated training of cooks, teachers and ECCD caregivers in good health, nutrition and hygiene practices  | <i>Not available</i> | Not available | Not available                     | Not available |
| 2019             | Provided technical support, through WFP's global partnership with Sodexo, to MoET to assess the feasibility of adding new commodity to the school feeding basket and to assess the food quality and safety practices across the different feeding models | <i>Not available</i> | MoET          | National                          |               |
| 2020             | Partnered with Lesotho Red Cross Society to train 100 ECCD caregivers as gatekeepers in HIV prevention and sexuality education   | 100                  | Not available | Not available                     | Not available |
| 2020             | Supported MoET to adjust various activities such as strengthening the delivery and quality of home-schooling curricula and planning for the eventual and safe reopening of schools   | <i>Not available</i> | MoET          |                                   |               |
| 2021             | Support to MoET to develop and contextualize guidelines for re-opening of schools after Covid-19 school closures   | <i>Not available</i> | MoET          |                                   |               |
| 2021             | Meetings with WFP facilitation to share experiences between MoET and South African basic education system  | <i>Not available</i> | MoET          |                                   |               |
| 2021             | M&E Framework adopted and approved by MoET for use in school feeding   | <i>Not available</i> | MoET          |                                   |               |
| 2021             | MoET assisted to improve on the template used in contracting NMAs in the school feeding programme  | <i>Not available</i> | MoET          |                                   |               |

Reference: Full ToR available at <https://www.wfp.org/publications>

|   |   |                      |   |          |                    |
|---|---|----------------------|---|----------|--------------------|
| <b>June 2021</b>                        | Pilot project - WFP working with 4 ECCDs selected to pilot use of electric pressure cookers as substitute to biomass fuels  | <i>Not available</i> | MoET, school proprietors  |          |                    |
| <b>2021</b>                             | Review the National management Agencies (NMAs) school feeding recruitment of consultant underway.   | <i>Not available</i> | MoET  |          |                    |
| <b>2021</b>                             | Virtual tour (by Government of Lesotho – School feeding unit and other stakeholders) of Brazil school feeding programme organised by the CO and facilitated by Brazil embassy in Pretoria, Government of Brazil (national school feeding programme directorate) and WFP `s Brazil Centre of Excellence. | <i>Not available</i> | MoET, Ministry of Agriculture, Ministry of Finance, Ministry of Development Planning, FMU, FNCO, Lesotho Flour Mills, UNICEF, FAO |          |                    |
| <b>May 2022</b>                         | Trainings on vegetable production for ECCD centers in the southern districts  | 47                   | Ministry of Agriculture, MoET, school proprietors   | District | Southern districts |
| <b>May-June 2022</b>                    | Trainings on vegetable production for ECCD centers in the northern districts  | 38                   | Ministry of Agriculture, MoET, school proprietors   | District | Northern districts |
| <b>2022</b>                             | Regular sensitization and on the job trainings  | 7                    | MoET  |          |                    |
| <b>June 2022</b>                        | Provided support in the development of TOR for the review of school feeding policy  | <i>Not available</i> | MoET  |          |                    |
| <b>September-<br/>November<br/>2022</b> | Training on monitoring and evaluation: <ul style="list-style-type: none"> <li>- Programming</li> <li>- Data collection tools</li> <li>- Data analysis and reporting</li> </ul>  | 31                   | MoET  |          |                    |
| <b>September<br/>2022</b>               | Training of National Management Agency (NMA) on implementation of school feeding  | 10                   | National Management Agency, MoET  |          |                    |

**Table 25: Mapping of CCS activities, Strategic Outcome 2, Activity 3**

| Date of activity   | Type of activity  | Participants   |  | Level (national, district, local) | Location |
|--------------------|---|----------------|--|-----------------------------------|----------|
|                    |   | Number         | Agency   |                                   |          |
| 2019               | Facilitated the engagement of a consultant to support the Disaster Management Authority (DMA) in facilitating workshops and consultative meetings with disaster risk reduction stakeholders   | N/A            | DMA  | National                          | Maseru   |
| 2020               | Supported the approval of three of the policy documents that were developed or updated. The Early Warning Strategy, Early Warning Manual and Early Warning Plan were approved by the Principal Secretary in the Prime Minister's Office | N/A            | DMA  | National                          | Maseru   |
| 2020               | Supported DMA with a dissemination campaign to promote and generate increased awareness and understanding of the Disaster Risk Reduction and Early Warning policy documents at national and subnational levels.                         | N/A            | DMA  | National                          | Maseru   |
| February 2021      | Support Disaster Management Authority to conduct rapid assessment for heavy rains   | N/A            | DMA  | National                          | Maseru   |
| March 2021         | Technical support to LVAC to conduct rapid lean vulnerability assessment  | No information | LMS, FNCO, FAO, World Vision, Red Cross  | National                          | Maseru   |
| March and May 2021 | Workshop to develop the TORs for National Early Warning Group   | 13             | DMA, LMS, MOAFS Lesotho Red Cross Society, Early warning Systems Project II                  | National                          | Maseru   |
| April 2021         | Workshop on seasonal forecasting and information tailoring  | 60             | LRCS, DMA, LMS, Early Warning Systems II project, MOAFS, MoFRSC and Local Government         | National                          | Maseru   |
| November 2021      | Re-orientation workshop for DMA technical staff on IACOV project  | 32             | DMA technical staff from the 10 districts, Lesotho Red Cross Society, Lesotho Meteorological | National                          | Maseru   |

**Reference:** Full ToR available at <https://www.wfp.org/publications>

|                                |  |     |  |          |        |
|--------------------------------|--|-----|--|----------|--------|
|                                |  |     | Services and Early Warning Systems II Project.   |          |        |
| <b>November 2021</b>           | Workshop to train LMS on climate data tool (CDT) supported by IRI  | 11  | Lesotho Meteorological Service   | National | Maseru |
| <b>June 2021</b>               | Technical and financial support to LVAC to conduct Annual Vulnerability Assessment   | 15  | DMA ,LVAC  | National |        |
| <b>June 2021</b>               | Technical and financial support to LVAC to conduct Market Assessment using the Market Functionality Index  | 14  | DMA, LVAC  | National | Maseru |
| <b>July 2021</b>               | Financial support to disseminate annual vulnerability assessment findings during RVAA dissemination meeting (Service delivery)                   | N/A | DMA  | National | Maseru |
| <b>May 2021</b>                | Conduct the Integrated Context Analysis - 1st consultation meeting with stakeholders   | 8   | DMA LVAC   | National | Maseru |
| <b>February 2022</b>           | Regional Urban Preparedness (RUP) Project National Workshops to introduce stakeholders on participatory mapping, communication and coordination. | 73  | MOLG, Town Clerks and Mayors (Botha Bothe, Hlotse, Maputsoe, Mafeteng, Maseru), Thuso e tla tsoa kae handicapped centre, Karabo ea Bophelo, Mt Royal High School, MCC, RDC (Lithabaneng), Phomolong Support Group, DMA District Managers, MOSD (NISSA), FNCO, MoH, Housing, MAFS, Nutrition, BOS, LMS, LRCS LENEPWHA, Touch Roots Africa), UN Habitat for Humanity Lesotho, UNICEF |          |        |
| <b>February 2022</b>           | Technical and financial support to LVAC to design and develop the dashboard-Engagement of the service provider                                   | N/A | DMA, LVAC  | National | Maseru |
| <b>February 2022</b>           | Technical and financial support to LVAC to design and develop the dashboard-Consultation workshop  | 12  | DMA, LVAC  | National | Maseru |
| <b>February 2022</b>           | Workshop to train technical LMS staff on python Climate Predictability Tool (PyCPT) supported by IRI remotely                                    | 12  | LMS  | National | Maseru |
| <b>February and March 2022</b> | Workshop to generate the ENACTS data by technical LMS team supported by IRI virtually  | 12  | LMS  | National | Maseru |

**Reference:** Full ToR available at <https://www.wfp.org/publications>

|                           |  |     |  |          |        |
|---------------------------|--|-----|--|----------|--------|
| <b>March 2022</b>         | Regional Urban Preparedness (RUP) Project District level Workshops to train stakeholders on participatory mapping, communication and coordination.         | 417 | DMA, District RUP Teams of Botha Bothe, Leribe, Mafeteng and Maseru; Community Member of Various Wards within the Community Council  | District |        |
| <b>March 2022</b>         | Technical and financial support to Office of Prime Minister to establish Geospatial  | N/A | Office of the Prime Minister and other key ministries such as Local  | National | Maseru |
| <b>April 2022</b>         | Virtual workshop on introduction and usage of map rooms and Data library   | 7   | LMS  | National | Maseru |
| <b>April and May 2022</b> | District Workshops - Participatory Mapping and Hotspot Identification, with community representative from all the Wards within each Urban Council of focus | 222 | DMA, District RUP Teams of Botha Bothe, Leribe, Mafeteng and Maseru; Community Member of Various Wards within the Community Councils | District |        |
| <b>May 2022</b>           | Workshop on vulnerability data, interpretation and use to indicate climate hazards supported by IRI remotely   | 27  | LVAC   | National | Maseru |
| <b>May-June 2022</b>      | Workshop by IRI experts (in-person) on technical seasonal, sub seasonal forecasting using NextGen and in-depth training on data libraries and map-rooms    | 8   | LMS  | National | Maseru |
| <b>June 2022</b>          | Technical and financial support to LVAC to conduct Annual Vulnerability Assessment   | 15  | DMA, LVAC  | National | Maseru |
| <b>June 2022</b>          | Technical and financial support to LVAC to conduct Market Assessment using the Market Functionality Index  | 14  | DMA, LVAC  | National | Maseru |
| <b>June 2022</b>          | Workshop on Trigger settings and Map tool use  | N/A | LVAC & EW Team   | National | Maseru |

**Reference:** Full ToR available at <https://www.wfp.org/publications>

**Table 26: Mapping of CCS activities, Strategic Outcome 3, Activity 4**

| Date of activity | Type of activity   | Participants |   | Level (national, district, local) | Location |
|------------------|--|--------------|---|-----------------------------------|----------|
| 2019             | Financial support for technical consultant undertaking feasibility analysis on the use of Development Impact Bonds (DIBS) to fund projects aimed at reducing stunting (WFP participated as a member of a consortium)                           | N/A          | World Vision & Food and Nutrition Coordinating Office | National                          | Maseru   |
| 2019             | Financial and technical consultant for development of the Advocacy, Social and Behaviour Change Communication (ASBCC) strategy   | N/A          | Food and Nutrition Coordinating Office                | National                          | Maseru   |
|                  | (i) Technical and financial Support for ASBCC Development Inception workshop   | 22           | Food and Nutrition Coordinating Office                | National                          | Maseru   |
|                  | (ii) Technical and financial support for data collection, analysis and report writing for Formative Research   | 23           | Food and Nutrition Coordinating Office                |                                   |          |
|                  | (iii) Technical and financial support for workshop on development and pretesting of messages   | 24           | Food and Nutrition Coordinating Office                |                                   |          |
| 2019             | Technical and financial support for a workshop training nutritionists, logisticians, pharmacists from Ministry of Health and other clinical partners to ensure proper implementation of the treatment of moderate acute malnutrition programme | 42           | Ministry of Health                                    | National                          | Maseru   |
| 2020             | Financial support for printing copies of the national nutrition policy   | N/A          | Food and Nutrition Coordinating Office                | National                          | Maseru   |
| 2020             | Financial support for development of Food fortification legislation and regulations  | N/A          | Food and Nutrition Coordinating Office                | National                          | Maseru   |
| 2020             | Financial support for dissemination of the food fortification legislation and regulations  | N/A          | Food and Nutrition Coordinating Office                | National                          | Maseru   |
| 2020             | Procurement of iodine test kits for iodized salt   | N/A          | Food and Nutrition Coordinating Office                | National                          | Maseru   |

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|      |   |     |  |                      |        |
|------|---|-----|--|----------------------|--------|
| 2020 | Supported the Government of Lesotho to design a Multisectoral Nutrition Programme (MIP) targeting four districts with highest stunting prevalence. The Programme was officially launched in November 2020 | N/A | FNCO, Ministry of Trade (Department of Standards)              | National & Districts |        |
| 2021 | Financial and technical support for validation Workshop of the Stigma Index 2 REPORT  | 22  | Lesotho Network for people Living with HIV and AIDS (LENEPWHA) | National             |        |
| 2021 | Financial support towards printing costs for the Food Fortification legislation   | N/A | Food and Nutrition Coordinating Office                         | National             |        |
| 2021 | Financial support for dissemination of the food Fortification legislation in the ten districts  | 185 | Food and Nutrition Coordinating Office                         | District             |        |
| 2021 | Financial and technical support to facilitate the formulation of food fortification guidelines to ensure compliance. The draft food fortification guidelines have been developed                          | N/A | Food and Nutrition Coordinating Office                         | National             |        |
| 2021 | Financial and technical support to facilitate the nutrition stakeholder and action mapping workshop to support multistakeholder coordination and planning   | N/A | Food and Nutrition Coordinating Office                         | National             |        |
| 2021 | Financial and technical support on virtual training workshop provided to ASBCC National Technical Team on the development of ASBCC messages and dissemination guidelines                                  | 11  | Food and Nutrition Coordinating Office                         | National             |        |
| 2021 | Training of media personalities -radio & TV presenters, Journalists, reporters on food fortification legislation  | 27  | Food and Nutrition Coordinating Office                         | National             |        |
| 2021 | Financial and technical support for formulation of the national climate change communication strategy -with nutrition themes included as core   | 11  | Lesotho Meteorological Services                                | National             | Maseru |
| 2022 | Technical support in the formulation of food fortification guidelines to ensure compliance  | N/A | Food and Nutrition Coordinating Office                         | National             |        |
| 2022 | Financial and technical support for training workshop on food fortification testing methods   | 26  |  |                      |        |

Reference: Full ToR available at <https://www.wfp.org/publications>

|      |  |    |   |                               |                  |
|------|--|----|---|-------------------------------|------------------|
| 2022 | Advocacy, Social and Behaviour Change Communication Strategy has been approved   | 83 | Ministry of Agriculture and Food Security | National and Resource Centers |                  |
| 2022 | Financial and technical support for training Ministry of Agriculture and food Security (MAFS) personnel on Food Groups   | 19 | Ministry of Agriculture and Food Security | Districts                     |                  |
| 2022 | Financial and technical support for training FNCO Personnel on Nutrition in emergencies: Coordination of stakeholders, nutrition analysis, identification and prioritization of hotspots | 16 | Food and Nutrition Coordinating Office    | National and District Level   |                  |
| 2022 | Financial and technical support for training MAFS personnel on Positive Deviance approach  | 67 | Ministry of Agriculture and Food Security | District                      | Mafeteng, Leribe |
| 2022 | Financial support to MAFS Nutrition Director to attend the African Nutrition Leadership Programme (to develop leadership capacity)   | 1  | Ministry of Agriculture and Food Security | National                      |                  |

**Table 27: Mapping of CCS activities, Strategic Outcome 4, Activity 5**

| Date of activity | Type of activity   | Participants  |               | Level (national, district, local) | Location      |
|------------------|--|---------------|---------------|-----------------------------------|---------------|
|                  |  | Number        | Agency        |                                   |               |
| 2019             | Provided technical assistance and complemented MFRSC on targeting, planning of assets, quality assurance on asset creation, life skills development and livelihood diversification across the 24 project sites through vertical and horizontal expansion | N/A           | MFRSC         | National                          | Maseru        |
| Not available    | Supported the government to lead execution of community-based participatory planning processes where community members were capacitated to develop community action plans  | Not available | Not available | Not available                     | Not available |
| Not available    | Supported training of foremen to capacitate community supervisors on the execution of soil and water conservation techniques as well and gender and protection interventions   | Not available | Not available | Not available                     | Not available |

**Reference:** Full ToR available at <https://www.wfp.org/publications>

**Table 28: Mapping of CCS activities, Strategic Outcome 4, Activity 6**

| Date of activity       | Type of activity   | Participants              |   | Level (national, district, local) | Location                              |
|------------------------|--|---------------------------|---|-----------------------------------|---------------------------------------|
|                        |  | Number                    | Agency  |                                   |                                       |
| 2019                   | Collaborated with other stakeholders to support a student from the National University of Lesotho to develop an e-farmer application for a market information and trading platform | N/A                       | N/A   | National                          | Maseru                                |
| Mai 2021               | Training of Trainers workshop on commercial bee-keeping methods for Area Resource Centers  | 17                        | Extension officers; namely Foresters, Forest Rangers, Range Technical Officers, Conservation Assistants, Nutritionists and Marketing Officers | District                          | Mafeteng, Mochale's Hoek and Quthing. |
| February and June 2022 | Conduct Post-Harvest Losses Situational Assessment   | Not available             | Govt departments, Local NGOs, Private Sector  |                                   |                                       |
| March-April 2022       | Training of Retailers and cooks in ECCD centres on Food Safety, Handling and Quality   | 99 retailers and 90 cooks |   | Not available                     | Not available                         |
| April 2022             | Support participation of smallholder farmers in Wool and Mohair Cottage Industry National Symposium  | 16                        | Youth and women from communities  | District                          |                                       |
| April-May 2022         | Market Assessment and Analysis is prepared for and undertaken by government officer  |                           | Govt staff, SHFs – Men, women and youth in communities  |                                   |                                       |
| April-May 2022         | Support participation of smallholder farmers in market days/round table discussions  |                           |   |                                   |                                       |
| Not available          | Supported the government with equipment to set up a seed bank facility   | Not available             | Not available   | Not available                     | Not available                         |
| Not available          | Supported the government to promote the food system agenda   | Not available             | Not available   | Not available                     | Not available                         |
| Not available          | Bee-keepings training for officers   | Not available             | Not available   | Not available                     | Not available                         |

Reference: Full ToR available at <https://www.wfp.org/publications>

|               |   |               |                              |               |               |
|---------------|---|---------------|------------------------------|---------------|---------------|
| Not available | Beekeeping training in 2 project sites              | Not available | Not available                | Not available | Not available |
|               | Resuscitation of Local Purchase Task Force Meetings | Not available | Govt departments, Local NGOs | Not available | Not available |

**Table 29 Typologies of CCS activities**

| Topics            | Type of activity                   | CCS Pathways                                   | Year of implementation                         | Participants                          | Level    |          |
|-------------------|------------------------------------|--|--|---------------------------------------|----------|----------|
| School Feeding    | Technical Assistance               | Policy and legislation                         | 2019   | MoET                                  | National |          |
|                   |                                    | Institutional Effectiveness and Accountability | 2020   | Cooks                                 | District |          |
|                   | Trainings                          | Strategic planning and financing               | 2021   | Teachers                              | Local    |          |
|                   |                                    |  |  | ECCD Caregivers                       |          |          |
|                   | Virtual tours                      | Programme design and delivery                  | 2022   | School proprietors                    |          |          |
|                   |                                    |  |  | Ministry of Agriculture               |          |          |
|                   |                                    |  |  | Ministry of Finance                   |          |          |
|                   |                                    |  |  | Ministry of Development Planning      |          |          |
|                   |                                    |  |  | FMU                                   |          |          |
|                   |                                    |  |  | FNCO                                  |          |          |
|                   | Shock responsive social protection | Technical Assistance                           | Policy and legislation                         | 2019                                  | DMA      | National |
|                   |                                    |  | Institutional Effectiveness and Accountability | 2020                                  | LMS      | District |
| Trainings         |                                    | Strategic planning and financing               | 2021   | FNCO                                  | Local    |          |
|                   |                                    |  |  | MoAFS                                 |          |          |
| Workshops         |                                    | Programme design and delivery                  | 2022   | Lesotho Red Cross Society             |          |          |
|                   |                                    |  |  | Early warning Systems Project II      |          |          |
|                   |                                    |  |  | MOFRSC                                |          |          |
|                   |                                    |  |  | Local Government                      |          |          |
|                   |                                    |  |  | Technical staff from the 10 districts |          |          |
|                   |                                    |  |  | LVAC                                  |          |          |
| Financial Support |                                    |  |  | MOLG                                  |          |          |
|                   |                                    |  |  | Town Clerks and Mayors                |          |          |

|                   |                      |  |      |  |  |
|-------------------|----------------------|--|------|--|--|
|                   |                      |  |      | Thuso e tla tsoa kae handicapped centre, Karabo ea Bophelo,<br>Mt Royal High School, MCC, RDC (Lithabaneng), Phomolong<br>Support Group,<br>DMA District Managers,<br>MOSD (NISSA),<br>MoH<br>BOS<br>LENEPWHA<br>Touch Roots Africa<br>UN Habitat<br>UNIC<br>Community Member of Various Wards within the Community<br>Council<br>Office of the Prime Minister<br>Youth and women from Communities<br>LVAC & EW Team |  |
| Nutrition         | Technical Assistance | Policy and legislation                         | 2019 | FNCO   | National                                     |
|                   |                      | Institutional Effectiveness and Accountability | 2020 | MOH  | District                                     |
|                   | Trainings            | Strategic planning and financing               | 2021 | Ministry of Trade  |  |
|                   | Workshops            | Programme design and delivery                  | 2022 | LENEPWA  |  |
| Financial Support |                      |  |      | LMS<br>MAFS  |  |
| Resilience        | Technical assistance | Policy and legislation                         | 2019 | MFRSC  | National                                     |
|                   |                      | Institutional Effectiveness and Accountability | ?    | ?  | District                                     |
|                   | Trainings            | Programme design and delivery                  |      |  | Local  |
|                   |                      | Engagement of Non-Governmental Actors          |      |  |  |
| Value Chain       | Technical assistance | Institutional Effectiveness and Accountability | 2019 | Extension officers; namely Foresters, Forest Rangers, Range Technical Officers, Conservation Assistants, Nutritionists and Marketing Officers  | National                                     |
|                   |                      | Strategic planning and financing               | 2021 |  | Govt departments, Local NGOs, Private Sector |
|                   | Trainings            | Programme design and delivery                  | 2022 | Youth and women from communities   | Local  |
|                   | Assessments          |  |      |  |  |

## ANNEX 6. EVALUATION MATRIX

| Questions  | Measure/Indicator  | Data Collection Methods  | Main Sources of information  | Data Analysis Methods and Triangulation   | Data availability/reliability assessed at inception   |
|--|--|--|--|---|---|
| <b>RELEVANCE</b>   |  |  |  |   | Green = sufficient data available. Yellow = data gaps |
| <b>1. To what extent are the capacity strengthening initiatives, relevant to the needs of the groups most at risk (men and women, boys and girls) and the disabled and marginalized groups in Lesotho?</b> | <ul style="list-style-type: none"> <li>- Alignment of CCS objectives and activities with the identified needs of the population, in terms of: <ul style="list-style-type: none"> <li>- Education</li> <li>- Social protection</li> <li>- Food security and nutrition</li> <li>- Disaster risk management and resilience</li> </ul> </li> <li>- Appropriateness of CCS activities objectives and implementation to the identified capacity strengthening needs</li> </ul> | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Focus group discussions</li> <li>- Literature review</li> <li>- Observation</li> </ul>                                | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Government stakeholders</li> <li>- Participants to CCS activities</li> <li>- UNCT</li> <li>- NGOs</li> <li>- Donors</li> <li>- Needs assessments</li> <li>- CCS activities' design documents</li> </ul> | <ul style="list-style-type: none"> <li>- Comparison between the objectives of CCS activities and identified needs</li> <li>- Triangulation of qualitative data from different sources of information and quantitative data from available literature.</li> </ul>      |   |
| <b>2. To what extent are the capacity strengthening initiatives designed and implemented based on a sound gender and age analysis, and are gender and age responsive?</b>                                  | <ul style="list-style-type: none"> <li>- Availability and content of gender analysis documents.</li> <li>- Alignment of CCS activity design with the specific needs of women.</li> <li>- Level of consideration of GEWE in CCS activity implementation.</li> <li>- Level of inclusion of gender into CCS material</li> </ul>   | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Focus group discussions</li> <li>- Quantitative survey</li> <li>- Literature review</li> <li>- Observation</li> </ul> | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Government stakeholders</li> <li>- NGOs</li> <li>- Gender assessment reports</li> <li>- CCS activities' design documents</li> <li>- ACR and other activity reports</li> </ul>                           | <ul style="list-style-type: none"> <li>- Comparison between gender analysis findings and the integration of GEWE in the design and implementation of CCS activities.</li> <li>- Triangulation of qualitative and quantitative data from different sources.</li> </ul> |   |
| <b>3. To what extent was the design of capacity strengthening initiatives informed by environmental risk analysis?</b>   | <ul style="list-style-type: none"> <li>- Availability and content of environmental risk analysis documents</li> <li>- Perceptions of stakeholders of the level of integration of environmental risk analysis in activity design</li> </ul>   | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Focus group discussions</li> <li>- Literature review</li> <li>- Observation</li> </ul>                                | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Government stakeholders</li> <li>- NGOs</li> <li>- CCS activities' design documents</li> <li>- ACR and other activity reports</li> </ul>  | <ul style="list-style-type: none"> <li>- Triangulation of qualitative data from different sources of information</li> </ul>   |   |
| <b>COHERENCE</b>   |  |  |  |   |   |

|   |   |  |  |   |  |
|---|---|--|--|---|--|
| <p><b>4. To what extent were capacity strengthening initiatives coherent, with policies and programmes of the Government and other relevant interventions of other actors in Lesotho?</b></p> | <ul style="list-style-type: none"> <li>- Alignment of CCS objectives and activities with key priorities of national and regional policies and programmes.</li> <li>- Alignment of CCS objectives and activities with UNDAF and the priorities of other key cooperation institutions.</li> </ul> | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Literature review</li> <li>- Observation</li> </ul>             | <ul style="list-style-type: none"> <li>- Government stakeholders</li> <li>- UNCT</li> <li>- National and regional policy and programme documents</li> <li>- UNDAF document</li> <li>- Other key cooperation partners strategic documents.</li> </ul> | <ul style="list-style-type: none"> <li>- Comparison between key priorities of national and regional policies and programmes with CCS objectives.</li> <li>- Comparison between UNDAF and other key cooperation actors' framework with CCS objectives.</li> <li>- Qualitative analysis based on the triangulation of data from different sources.</li> </ul> |  |
| <p><b>5. To what extent are the design and delivery of capacity strengthening initiatives in line with WFP's country capacity strengthening framework?</b></p>                                | <ul style="list-style-type: none"> <li>- Alignment of CCS objectives and activities with WFP CCS policy</li> </ul>  | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Literature review</li> </ul>                                    | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- WFP Regional Bureau</li> <li>- WFP CCS policy</li> </ul>  | <ul style="list-style-type: none"> <li>Triangulation of qualitative data from different sources of information</li> </ul>   |  |
| <p><b>6. To what extent is the design and delivery of capacity strengthening initiatives in line with humanitarian principles?</b></p>  | <ul style="list-style-type: none"> <li>- Level of explicitness of humanitarian principles in the design and delivery of CCS activities.</li> <li>- Level of non-explicit integration of humanitarian principles into the design and delivery of CCS activities</li> </ul>                       | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Focus group discussions</li> <li>- Literature review</li> </ul> | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- NGOs</li> <li>- CCS activities' design documents</li> <li>- ACR and other activity reports</li> </ul>   | <ul style="list-style-type: none"> <li>- Qualitative analysis based on the triangulation of data from different sources.</li> </ul>   |  |
| <p><b>7. What have been the synergies between the different capacity strengthening interventions being evaluated?</b></p>   | <ul style="list-style-type: none"> <li>- Complementarities and synergies between CCS activities in terms of objectives, approaches, partners and geographical and beneficiary convergence.</li> </ul>   | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Focus group discussions</li> <li>- Literature review</li> </ul> | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Government stakeholders</li> <li>- Participants to CCS activities</li> <li>- NGOs</li> <li>- CCS activities' design documents</li> <li>- CCS activities' reports</li> </ul>               | <ul style="list-style-type: none"> <li>- Qualitative analysis based on the triangulation of data from different sources.</li> </ul>   |  |
| <p><b>EFFECTIVENESS</b></p>   |   |  |  |   |  |

|  |   |  |  |   |  |
|--|---|--|--|---|--|
| <p><b>8. To what extent have the programme outputs, outcomes, and strategic results of the capacity strengthening activities been achieved? What are the key lessons extracted from the achievement of CCS activities?</b></p>   | <ul style="list-style-type: none"> <li>- Level of achievement of planned outputs, disaggregated by gender and group at risk where possible</li> <li>- Level of achievement of planned outcomes, disaggregated by gender and group at risk where possible</li> <li>- Level of achievement of planned strategic results, disaggregated by gender and group at risk where possible</li> <li>- Perception of stakeholders on the quality of WFP CCS activities</li> </ul>   | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Focus group discussions</li> <li>- Quantitative survey</li> <li>- Literature review</li> <li>- Observation</li> </ul> | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Participants to CCS activities</li> <li>- ACR and other activity reports</li> <li>- PMP</li> </ul>  | <ul style="list-style-type: none"> <li>- Comparison between planned and achieved outputs, outcomes and strategic results</li> <li>- Triangulation of data from quantitative survey and qualitative data sources.</li> </ul> |  |
| <p><b>9. To what extent has the WFP enhanced the capacity of government institutions, communities and other partners to achieve zero hunger and effectively respond to emergencies in the following areas (SDG2 and SDG17):</b></p> <ul style="list-style-type: none"> <li>• <b>Policies and legislation</b></li> <li>• <b>Institutional effectiveness and accountability</b></li> <li>• <b>Strategic planning and financing</b></li> <li>• <b>Stakeholder programme design, delivery and M&amp;E</b></li> </ul> | <ul style="list-style-type: none"> <li>- Level of satisfaction of participants to CCS activities, disaggregated by gender and group at risk where possible.</li> <li>- Level of increase of knowledge and skills of participants to CCS activities disaggregated by gender and group at risk where possible</li> <li>- Level of utilization of the increased knowledge and skills disaggregated by gender and group at risk where possible</li> <li>- Level of utilization of new/improved systems, guidelines, norms, etc., elaborated with the support of WFP.</li> <li>- Progresses observed since 2019 on the 5 pathways towards zero hunger.</li> <li>- Contribution of CCS activities to these progresses.</li> </ul> | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Focus group discussions</li> <li>- Quantitative survey</li> <li>- Literature review</li> <li>- Observation</li> </ul> | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Participants to CCS activities</li> <li>- Government stakeholders</li> <li>- Other partners</li> <li>- ACR and other activity reports</li> <li>- PMP</li> </ul> | <ul style="list-style-type: none"> <li>- Triangulation of data from quantitative survey and qualitative data sources</li> </ul>   |  |

|  |   |  |   |   |  |
|--|---|--|---|---|--|
| <ul style="list-style-type: none"> <li>• <b>Engagement and participation of community including women/men, people of different ages, different ethnicity and physical ability, civil society and private sector</b></li> </ul> <p><b>What are the key lessons extracted from the progresses registered in government's capacity?</b></p> |   |  |   |   |  |
| <p><b>10. What were the main factors (internal and external) influencing the achievement and non-achievement of the objectives outlined under the capacity strengthening initiatives; what challenges did the programme face? What are the key lessons learnt from the factors that have supported or affected the achievements?</b></p> | <ul style="list-style-type: none"> <li>- Quality of activities' implementation in terms of:</li> <li>- Planning process</li> <li>- M&amp;E, evidence generation, lessons learnt and documentation of processes and achievements</li> <li>- Institutional arrangements</li> <li>- Logistic</li> <li>- Quality of partnerships</li> <li>- Resource mobilization strategy</li> <li>- Appropriateness of the M&amp;E system including for contribution to GEWE and human rights</li> <li>- Support from regional bureau and HQ</li> <li>- Effect on external factors on activity implementation and achievements</li> <li>- Political, economic situation and security</li> </ul> | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Focus group discussions</li> <li>- Literature review</li> </ul> | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Participants to CCS activities</li> <li>- Government stakeholders</li> <li>- NGOs</li> <li>- UNCT</li> <li>- ACR and other activity reports</li> </ul> | <ul style="list-style-type: none"> <li>- Qualitative analysis based on the triangulation of data from different sources.</li> </ul> |  |

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|--|--|--|---|--|--|
|  | <ul style="list-style-type: none"> <li>- External factors affecting zero hunger (Covid-19, conflict in Ukraine, etc.)</li> <li>- Socio-cultural factors</li> <li>- Access to beneficiaries</li> <li>- Institutional stability</li> <li>- Others</li> </ul>   |  |   |  |  |
| <b>11. How effective were the WFP capacity strengthening initiatives towards promoting gender equality and women's empowerment in the country? What are the key lessons learnt on the promotion of GEWE?</b> | <ul style="list-style-type: none"> <li>- Level of integration of GEWE in national systems and processes supported by WFP</li> <li>- Perception of stakeholders on the extent to which GEWE is adequately addressed in WFP's support to national systems and processes</li> <li>- Perception of participants to CCS activities on the extent their capacity and engagement on gender consideration has changed</li> </ul> | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Focus group discussions</li> <li>- Quantitative survey</li> <li>- Literature review</li> <li>- Observation</li> </ul> | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Participants to CCS activities</li> <li>- Government stakeholders</li> <li>- NGOs</li> <li>- ACR and other activity reports</li> </ul> | <ul style="list-style-type: none"> <li>- Triangulation of data from quantitative survey and qualitative data sources.</li> </ul> |  |
| <b>EFFICIENCY</b>  |  |  |   |  |  |
| <b>12. How efficient was the WFP-led capacity strengthening to government implemented (specifically cost efficiency)? What are the key lessons learnt on the adequation of the resources used?</b>           | <ul style="list-style-type: none"> <li>- Appropriateness of resources budgeted</li> <li>- Level of use of available resources</li> <li>- Timeliness of activity implementation</li> <li>- Implementation costs</li> <li>- Extent to which cost-effectiveness is considered in decision-making.</li> </ul>  | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Quantitative survey</li> <li>- Literature review</li> </ul>   | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Participants to CCS activities</li> <li>- NGOs</li> <li>- Financial data</li> <li>- ACR and other activity reports</li> </ul>          | <ul style="list-style-type: none"> <li>- Triangulation of data from quantitative survey and qualitative data sources.</li> </ul> |  |
| <b>SUSTAINABILITY</b>  |  |  |   |  |  |

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|--|--|--|---|---|--|
| <b>13. To what extent are the benefits accruing from the WFP capacity strengthening continuing, or likely to continue after the interventions of the WFP cease?</b>  | <ul style="list-style-type: none"> <li>- Extent to which sustainability has been factored in the CCS design and implementation.</li> <li>- Analysis of the factors that can influence positively or negatively the continuation of achievements</li> </ul>   | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Focus group discussions</li> <li>- Literature review</li> </ul> | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Beneficiaries</li> <li>- Government stakeholders</li> <li>- Participants to CCS activities</li> <li>- NGOs</li> <li>- CCS activity design documents</li> <li>- ACR and other activity reports</li> </ul> | <ul style="list-style-type: none"> <li>- Qualitative analysis based on the triangulation of data from different sources.</li> </ul> |  |
| <b>14. To what extent government stakeholders can replicate CCS activities on their own?</b>   | <ul style="list-style-type: none"> <li>- Level of ownership of CCS activities by government stakeholders.</li> <li>- Level of capacities acquired by government institutions to replicate CCS activities</li> </ul>  | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Literature review</li> </ul>                                    | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Government stakeholders</li> <li>- Participants to CCS activities</li> <li>- NGOs</li> <li>- ACR and other activity reports</li> </ul>   | <ul style="list-style-type: none"> <li>- Qualitative analysis based on the triangulation of data from different sources.</li> </ul> |  |
| <b>IMPACT</b>  |  |  |   |   |  |
| <b>15. To what extent strengthened capacity of government institutions has resulted in more relevant, efficient and effective programming in the benefit of the targeted beneficiaries (men, women, different age groups), especially the groups most at risk?</b> | <ul style="list-style-type: none"> <li>- Changes in government programming made with the contribution of WFP CCS activities</li> <li>- Perception of final beneficiaries on the relevance, effectiveness and timeliness of government programmes disaggregated by gender and group at risk.</li> </ul> | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Focus group discussions</li> <li>- Literature review</li> </ul> | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Beneficiaries</li> <li>- Government stakeholders</li> <li>- Participants to CCS activities</li> <li>- NGOs</li> <li>- Government policy and programme's documents reviewed with WFP support</li> </ul>   | <ul style="list-style-type: none"> <li>- Qualitative analysis based on the triangulation of data from different sources.</li> </ul> |  |

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| <b>16. To what extent the support provided by WFP has resulted in a higher integration of GEWE and age considerations in government programming?</b> | <ul style="list-style-type: none"> <li>- Level of integration of GEWE in government programming before and after WFP CCS activities</li> <li>- Perception of key stakeholders of the level of integration of GEWE in government programming</li> </ul> | <ul style="list-style-type: none"> <li>- Key informant interviews</li> <li>- Focus group discussions</li> <li>- Literature review</li> </ul> | <ul style="list-style-type: none"> <li>- WFP CO</li> <li>- Beneficiaries</li> <li>- Government stakeholders</li> <li>- Participants to CCS activities</li> <li>- NGOs</li> <li>- Government policy and programme's documents reviewed with WFP support</li> </ul> | <ul style="list-style-type: none"> <li>- Qualitative analysis based on the triangulation of data from different sources.</li> </ul> |  |
|--|--|--|---|---|--|

## ANNEX 7. LIST OF DOCUMENTS CONSULTED

- FAO/BOS. *2019/2020 Lesotho Agricultural Census Key Findings Report*
- FAO/GOL. *Review of Agricultural Policies and Legal Framework*, Maseru May 2022
- FNCO. *Lesotho Food and Nutrition Strategy and Action Plan*, FNCO, Maseru 25 March 2019
- FNCO. *Lesotho Food and Nutrition Policy (LFNP) 2016 – 2025*, Maseru 2016
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- Friedrich J. *WFP Lesotho Country Strategic Plan 2019 – 2024 Mid-Term Review Report*, Maseru, July 2022
- GOL. *National Strategic Development Plan II 2018/19 - 2022/23*, Maseru
- GOL. ACT No. 2 of 1997 Disaster Management Act 1997, Maseru, May 1997
- GOL. *The Kingdom of Lesotho Voluntary National Review of the Implementation of the Agenda 2030 Report 2019*, Maseru
- GOL. *Voluntary National Review on the implementation of the Sustainable Development Goals Report 2022*, Maseru
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- JaRco PLC. *Evaluation of Asset Creation and Public Works Activities in Lesotho 2015-2019 (Final)* Maseru, August 2022
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- Johane et al. *Lesotho Food Systems, context, challenges, opportunities*, Maseru, July 2021
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- LVAC. *2019 Drought Situation Report*, Maseru February 28th
- MOH. *Lesotho Demographic and Health Survey 2014*, the DHS Program ICF International Rockville, Maryland, USA Maseru, May 2016
- Mokoro . *Evaluation of Namibia WFP Country Strategic Plan 2017-2023, Inception Report*, 15th, September 2022
- Okwach Abagi et al *External Evaluation of Lesotho UN Development Assistance Plan 2013-2017, Evaluation Report*, Maseru February 2017
- Phoolo L, Mokhethi M. *Country office Lesotho Annual Performance Plan 2019*, Maseru, 17.December 2019

Phoolo L, Mokhethi M. *Country office Lesotho Annual Performance Plan 2020*, Maseru 23, December 2020

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UNDP/GOL. *Lesotho National Strategic Resilience Framework 2019 – 2030*, Maseru September 2019

UNDP/GOL. *Assessment of the Socio-Economic Impact of COVID-19 on the Kingdom of Lesotho*, Maseru 2020

UN Development Operations Coordination Office. *United Nations Development Assistance Framework Guidance*, UNDG 2017

UN Lesotho. *Lesotho Common Country Analysis*, Maseru December 2020

UNOCHA. *2019-2020 Flash Appeal*, Maseru 16 December 2019

Vhumani M et al. *Joint Evaluation of the SADC Regional Vulnerability Assessment and Analysis (RVAA) Programme (2017-2022) Decentralized Evaluation Final Report*, SADC March 2022

WFP. *Decentralized Evaluation Guidance for Process and Content, Decentralized Evaluation Quality Assurance System*, April 2021

WFP. *Lesotho Country Strategic Plan (Year 2019-2024)*, Maseru, 19<sup>th</sup> February 2019

WFP. *WFP Lesotho Capacity Strengthening (CS) Strategy in partnership with the Ministry of Education and Training (MoET), Capacity Needs Mapping School feeding* Maseru, March 2022

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WFP. *WFP Lesotho Capacity Strengthening (CS) Strategy in partnership with the Food and Nutrition Coordination Office (FNCO)*, Maseru, March 2022

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WFP. *Crisis Response Report, Mhales hoek and Quthing*, Maseru, February 2019

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WFP. *WFP Lesotho Country Brief*, Maseru, October 2020

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WFP HQ. *WFP's Climate Change Policy, Rome March 2017*

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WFP HQ. *Emergency preparedness policy Strengthening WFP emergency preparedness for effective response, Rome, November 2017*

WFP HQ *WFP EVALUATION POLICY 2022, Rome,*

WFP HQ *WFP Gender Policy 2015–202E, Rome,*

WFP HQ *WFP Gender Policy 2022 Accelerating progress towards gender equality and women's empowerment, Rome.*

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WFP HQ *WFP protection and accountability policy, Rome, November 2020*

WFP HQ *WFP Strategic Plan (2017-2021), Rome, July 2017*

WFP HQ *Revised Corporate Results Framework (2017–2021) Rome, November 2018*

WFP HQ *WFP corporate results framework (2022-2025) Rome, February 2022*

WFP HQ *Fill the Nutrient Gap Lesotho Final Report, Maseru April 2020*

## ANNEX 8. LIST OF PERSONS MET

### National level

| Institution   | Position                               |
|---|--|
| <b>WFP</b>  |  |
| WFP Lesotho   | Country Director                       |
| WFP Lesotho   | Deputy Country Director                |
| WFP Lesotho   | School feeding focal point             |
| WFP Lesotho   | Programme associate, school feeding    |
| WFP Lesotho   | Nutrition and gender focal point       |
| WFP Lesotho   | Market support focal point             |
| WFP-Lesotho   | Resilience Coordinator                 |
| WFP Lesotho   | Head of VAM and M&E                    |
| WFP Lesotho   | Programme associate, VAM and M&E       |
| WFP IACOV   | National Project Coordinator           |
| WFP-IACOV   | Early Warning Associate                |
| WFP IACOV   | Component 3 manager (Public works)     |
| WFP IACOV   | Monitoring and evaluation associate    |
| WFP Lesotho   | Programme Associate Finance            |
| WFP Lesotho   | Budgeting and programming Officer      |
| WFP Regional Bureau   | Country capacity strengthening advisor |
| WFP Regional Bureau   | Program Policy Manager -Resilience     |
| WFP Regional Bureau   | FMB Plus                               |
| WFP Regional Bureau   | School feeding regional focal point    |
| WFP Regional Bureau   | Regional advisor monitoring            |
| <b>Government</b>   |  |
| Ministry of Education and Training  | School feeding coordinator             |
| Ministry of Agriculture Food Security & Nutrition- Marketing Department                         | Marketing Manager                      |
| Ministry of Agriculture Food Security & Nutrition- Marketing Department                         | Senior Marketing Office                |
| Ministry of Agriculture, Food Security & Nutrition, Directorate of Nutrition and Home Economics | Director Nutrition and Home Economics  |
| Ministry of Agriculture, Food Security & Nutrition - LVAC                                       | Home economist manager                 |
| Lesotho Meteorological Services   | Project Coordinator                    |
| Lesotho Meteorological Services   | Director a.i.                          |
| Disaster Management Authority   | District Disaster Manager Maseru       |
| Disaster Management Authority   | Senior Economic Planner                |
| Disaster Management Authority - LVAC  | Disaster Management Officer            |
| Disaster Management Authority - LVAC  | Early Warning Unit                     |
| Ministry of Health, Family Health Division  | Manager Nutrition Programme            |
| Ministry of Health  | Food safety programme manager          |
| Ministry of Trade & Industry, Directorate of Standards  | Director Standards & Quality Assurance |
| Ministry of Trade & Industry, Directorate of Standards  | Senior Accreditation Officer           |
| Ministry of Trade & Industry, Directorate of Standards  | Quality Manager                        |
| Office of the Prime Minister, Food and Nutrition Coordinating Office                            | Director                               |

Reference: Full ToR available at <https://www.wfp.org/publications>

|  |  |
|--|--|
| Office of the Prime Minister, Food and Nutrition Coordinating Office   | Nutritionist                                   |
| Department of Social Development                                       | NISSA Manager                                  |
| Ministry of Defence, National Security & Environment- Range Department | Range Resources Manager                        |
| <b>UN</b>  |  |
| UNICEF   | Nutrition specialist                           |
| UNICEF   | Education officer                              |
| UNICEF   | Social protection policy officer               |
| <b>Civil Society/NGOs</b>  |  |
| Lesotho National Farmers Union   | Executive Director                             |
| Rural Self Help Development Association                                | Director                                       |
| <b>Private Sector</b>  | Ruele Group                                    |
| Liteboho Ramakhula   | Manager  |
| Tsepo Ntsane   | Assistant                                      |
| <b>Private Sector</b>  | TJ General Dealer – National Management Agency |
| George Ben   | Chief Operations Officer                       |
| John Kinney  | Chief Executive Officer                        |

#### District level: Mafeteng

| Institution   | Position   |
|---|--|
| <b>WFP</b>  |  |
| WFP   | Field officer                                    |
| <b>Government</b>   |  |
| Ministry of Local Administration                          | Administration Manager                           |
| Ministry of Education and Training                        | Teacher trainer                                  |
| Ministry of Education and Training                        | School feeding unit                              |
| District Food and Nutrition Coordinating Office           | District Food and Nutrition Coordinating Officer |
| Small Holder Agriculture Development Project II (SADP II) | SADP Field Officer                               |
| Ministry of Forestry and Soil Conservation                | Senior District Conservation Officer             |
| Trade & Industry Development & Department of Cooperatives | Cooperatives Assistant                           |
| Trade & Industry Development & Department of Cooperatives | Cooperatives Assistant                           |
| Disaster Management Authority                             | District Disaster Manager Mafeteng               |
| Lesotho Meteorological Services                           | Technical Assistant                              |
| Ministry of Agriculture, Food Security & Nutrition        | District horticultural officer                   |
| Ministry of Agriculture, Food Security & Nutrition        | District crop officer                            |
| Ministry of Agriculture, Food Security & Nutrition        | District economist officer, nutrition            |
| Ribaneng Resource Center                                  | Area technical officer, crops                    |
| Ribaneng Resource Center                                  | Agricultural assistant                           |
| Ribaneng Resource Center                                  | Technical officer livestock                      |
| Ramokoatsi Resource Center                                | Area extension officer                           |

### District level: Mophale's Hoek

| Institution   | Position   |
|---|--|
| <b>WFP</b>  |  |
| WFP   | Field Officer  |
| <b>Government</b>   |  |
| District Administration Office                            | District Administrator   |
| District Administration Office                            | Council Secretary  |
| District Administration Office                            | Senior Information Officer   |
| Disaster Management Authority                             | District Disaster Manager-Mophales'hoek                                    |
| Ministry of Forestry & Soil Conservation                  | Forest Ranger  |
| Ministry of Forestry & Soil Conservation                  | Senior Coordination officer  |
| Ministry of Forestry & Soil Conservation                  | Management officer, department of range resources                          |
| Ministry of Forestry & Soil Conservation                  | Senior district forestry officer, acting district coordination environment |
| Ministry of Forestry & Soil Conservation                  | Range resources management officer   |
| Ministry of Forestry & Soil Conservation                  | Department of soils conservation   |
| Trade & Industry Development & Department of Cooperatives | Cooperatives Officer   |
| Lesotho Meteorological Services                           | Technical Assistant  |
| Ministry of Agriculture, Food Security & Nutrition        | District director  |
| Ministry of Agriculture, Food Security & Nutrition        | Nutrition district officer   |
| Ministry of Agriculture, Food Security & Nutrition        | Irrigation officer   |
| Ministry of Agriculture, Food Security & Nutrition        | Horticulture officer   |
| Ministry of Education and Training                        | Education District Inspector   |
| Ministry of Education and Training                        | District school extension officer  |
| Food and Nutrition Coordination Office                    |  |
| Khoelenya Resource Centre                                 | Forest Ranger  |
| <b>Civil Society/NGOs</b>                                 |  |
| Leseli Development Foundation                             | Country Director   |
| Lesotho Red Cross   | Divisional Manager   |

### District level: Quthing

| Institution  | Position                            |
|--|-------------------------------------|
| <b>Government</b>  |                                     |
| District Agriculture Office  | District Irrigation Officer         |
| District Agriculture Office  | District Home Economics Officer     |
| District Agriculture Office  | District Crop Production Officer    |
| District Agriculture Office  | District Horticulture Officer       |
| Trade & Industry Development & Department of Cooperatives              | District Cooperatives Officer       |
| Trade & Industry Development & Department of Cooperatives              | Assistant Cooperatives officer      |
| Lesotho Meteorological Services  | Technical Assistant                 |
| Lesotho Meteorological Services  | Technical Assistant                 |
| Ministry of Defence, National Security & Environment- Range Department | Range Technical Officer             |
| Ministry of Forestry & Soil Conservation                               | Forester                            |
| Ministry of Social Development   | Social development services manager |
| Ministry of Education and Training                                     | Education officer                   |

Reference: Full ToR available at <https://www.wfp.org/publications>

|                                    |                        |
|------------------------------------|------------------------|
| Ministry of Education and Training | School feeding officer |
| <b>Civil Society/NGOs</b>          |                        |
| Lesotho Red Cross                  | Division Secretary     |

**District level: Butha-Buthe**

| <b>Institution</b>   | <b>Position</b>                      |
|--|--------------------------------------|
| <b>Government</b>  |                                      |
| District Health Management Team  | District Health Inspector            |
| District Department of Social Development                              | Manager                              |
| District Agriculture Office  | Human Resource Officer               |
| District Agriculture Office  | District Home Economics Officer      |
| Ministry of Forestry & Soil Conservation                               | Senior Forest officer                |
| Ministry of Forestry & Soil Conservation                               | Assistant Conservation officer       |
| Ministry of Forestry & Soil Conservation                               | Senior Forester                      |
| Ministry of Forestry & Soil Conservation                               | Acting District Coordinator          |
| Ministry of Defence, National Security & Environment- Range Department | Range Management Officer             |
| Bureau of Statistics   | Senior Field Officer                 |
| Bureau of Statistics   | District Statistician                |
| Disaster Management Authority  | District Manager                     |
| Disaster Management Authority  | District disaster management officer |
| <b>Civil Society/NGOs</b>  |                                      |
| Lesotho Red Cross  | District Divisional Secretary        |

## ANNEX 9. QUALITATIVE SEMI-STRUCTURED INTERVIEW GUIDES

### National Stakeholders (WFP, Government, UN, Donors)

|   |
|---|
| <b>OPENING AND ROLE</b>   |
| First of all, what is your relationship to, or the way you are connected to, WFP CCS activities? What is your role? How long have you been involved?  |
| <b>GENERAL EFFECTS</b>  |
| 1. <b>Results:</b> Thinking back to 2019 (or when you first became involved in this role) when CCS activities with WFP began, what do you see have been the major changes as a result of these activities? (Focus on any or all that are applicable to the stakeholder interviewed) <ol style="list-style-type: none"> <li>a. Can you give an example of specific achievements?</li> </ol>  |
| 2. <b>Successes:</b> What, if anything, do you see as having been the most successful actions? Which have been the main shifts or outcomes in CCS activities from WFP support? (Focus on any or all that are applicable to the stakeholder interviewed)   |
| 3. <b>Challenges:</b> What, if anything, have been some of the biggest challenges facing the CCS activities towards successful implementation, empowerment of women, and successful Government capacity development? <ol style="list-style-type: none"> <li>a. How were these overcome?</li> <li>b. Which challenges still remain?</li> </ol>   |
| 4. <b>Capacity Strengthening:</b> What are your perceptions regarding how the capacity strengthening efforts at the national level and sub-national levels have gone? How <b>effective</b> , have the WFP CCS activities been in creating national and sub-national capacity among the government stakeholders? What are some barriers to capacity strengthening? (Focus on the dimensions that are applicable to the stakeholder interviewed)  |
| 5. How have you seen <b>gender</b> and age considerations mainstreamed into the WFP CCS activities?   |
| 6. In your opinion, what is the quality of the <b>partnerships</b> of WFP with other key stakeholders regarding CCS activities? Partnership with the Government?  |
| 7. In your experience, what have been some of the <b>unintended effects</b> of WFP CCS activities? (Positive and negative)  |
| 8. In your experience, have sufficient resources been provided to achieve the objective fixed for CCS activities with a high level of quality? Are there gaps?  |
| 9. In your experience, what do you foresee as being some of the challenges to <b>sustainability</b> of national programmes supported by WFP CCS activities?   |
| <b>RELEVANCE</b>  |
| 10. In your opinion, to what extent are CCS activities appropriate for the needs of men/women/boys/girls? Are there any differences in relation to these groups?  |
| 11. To what extent have the capacity strengthening activities that were implemented met the needs and priorities of the government?   |
| 12. To what extent are the capacity strengthening initiatives designed and implemented based on a sound gender and age analysis, and are gender and age responsive?   |
| <b>COHERENCE</b>  |
| 13. In your opinion, to what extent is SFP <b>aligned</b> with USDA/Government/UN/WFP policies and strategies?  |
| 14. To what extent has the SFP sought <b>complementarities</b> , collaborations with other programmes? Can you give some examples?  |
| 15. To what extent is the design and delivery of capacity strengthening initiatives in line with humanitarian principles?   |
| <b>EFFECTIVENESS (ask only if not already covered in general questions)</b>   |
| 16. In your opinion, to what extent have <b>results been achieved</b> ?   |
| 17. In your opinion, what is the level of quality of WFP CCS activities and why?  |
| 18. In the sector you are involved in, to what extent has the WFP enhanced the government's capacity to achieve zero hunger and effectively respond to emergencies in the following areas (SG2 and SDG 17): <ul style="list-style-type: none"> <li>• Policies and legislation</li> <li>• Institutional effectiveness and accountability</li> <li>• Strategic planning and financing</li> <li>• Stakeholder programme design, delivery and M&amp;E</li> <li>• Engagement and participation of community including women/men, people of different ages, different ethnicity and physical ability, civil society and private sector</li> </ul> |
| 19. <b>WFP ONLY:</b> What are major internal factors within WFP that have influenced the progress of CCS activities?  |
| 20. What were the main contextual factors influencing the achievement and non-achievement of the objectives outlined under the capacity strengthening initiatives; what challenges did the programme face?  |
| 21. How effective were the WFP capacity strengthening initiatives towards promoting gender equality and women's empowerment in the country?   |
| 22. What have been the synergies between the different capacity strengthening interventions being evaluated?  |

|  |
|--|
| <b>EFFICIENCY</b>  |
| 23. <b>WFP ONLY:</b> To what extent are the costs and operations (logistics, programme deliveries and M&E arrangements) aligned with programme design?   |
| 24. <b>WFP ONLY:</b> What factors impacted the cost efficiency of the programme implementation?  |
| <b>IMPACT</b>  |
| 25. To what extent strengthened capacity of government institutions has resulted in more relevant, efficient and effective programming in the benefit of the targeted beneficiaries, especially the groups most at risk? |
| 26. To what extent the support provided by WFP has resulted in a higher integration of GEWE in government programming?   |
| <b>SUSTAINABILITY</b>  |
| 27. To what extent are the benefits accruing from the WFP capacity strengthening continuing, or likely to continue after the interventions of the WFP cease?   |
| 28. To what extent government stakeholders can replicate CCS activities on their own   |
| <b>RECOMMENDATIONS AND LESSONS LEARNED</b>   |
| 1. In your opinion, what would you suggest for corrections to improve the relevance, effectiveness, efficiency and sustainability of CCS activities?   |
| 2. To what extent WFP CO has an appropriate focus on M&E, learning lessons, producing evidence and documenting processes and achievements?   |

## Sub-National Government and other key Stakeholders (District and local)

| OPENING AND ROLE   |
|--|
| <p>First of all, what is your relationship to, or the way you are connected to WFP? What is your role in the collaboration with WFP? How long have you been involved?</p> <p>Can you tell us more about the role of your administration in crisis response/school feeding/shock responsive social protection/nutrition/resilience/value chains?</p>  |
| GENERAL EFFECTS  |
| <p>1. <b>Results:</b> Thinking back to 2019 (or when you first became involved in this role) when WFP CCS activities began, what do you see have been the major changes as a result of WFP activities? (Focus on any or all that are applicable to the stakeholder interviewed)</p> <p>a. Can you give an example of specific achievements?</p>  |
| <p>2. <b>Successes:</b> What, if anything, do you see as having been the most successful actions? Which have been the main shifts or outcomes in WFP support? (Focus on any or all that are applicable to the stakeholder interviewed)</p>   |
| <p>3. <b>Challenges:</b> What, if anything, have been some of the biggest challenges facing WFP activities towards successful implementation, empowerment of women, and successful government capacity development?</p> <p>a. How were these overcome?</p> <p>b. Which challenges still remain?</p>  |
| <p>4. <b>Capacity Strengthening:</b> What are your perceptions regarding how the capacity strengthening efforts at the national level and sub-national levels have gone? How <b>effective</b> has WFP activities been in creating capacity among the government stakeholders? What are some barriers to capacity strengthening? (Focus on the dimensions that are applicable to the stakeholder interviewed)</p>   |
| <p>5. In your experience, how have you seen gender and age considerations mainstreamed into WFP activities?</p>  |
| <p>6. In your opinion, what is the quality of the <b>partnerships</b> of WFP and with other key stakeholders regarding the CCS activities? Partnership with the district institutions? (Ask for examples, evidence of meetings, agreements etc.)?</p>  |
| <p>7. In your experience, what have been some of the <b>unintended effects (positive/negative)</b> of WFP programming approach?</p>  |
| <p>8. In your experience, what do you foresee as being some of the challenges to sustainability of national programmes supported by WFP CCS activities? (Funding, regulations, human resources, technical capacity etc.)</p>   |
| RELEVANCE  |
| <p>9. In your opinion, to what extent are CCS activities appropriate for the needs of men/women/boys/girls? Are there any differences in relation to these groups?</p>   |
| <p>10. To what extent have the capacity strengthening activities that were implemented met the needs and priorities of district institutions?</p>  |
| <p>11. To what extent are the capacity strengthening initiatives gender and age responsive?</p>  |
| EFFECTIVENESS  |
| <p>12. In the sector you are involved in, to what extent has the WFP enhanced the government's capacity to achieve zero hunger and effectively respond to emergencies in the following areas (SG2 and SDG 17):</p> <ul style="list-style-type: none"> <li>• Policies and legislation</li> <li>• Institutional effectiveness and accountability</li> <li>• Strategic planning and financing</li> <li>• Stakeholder programme design, delivery and M&amp;E</li> <li>• Engagement and participation of community including women/men, people of different ages, different ethnicity and physical ability, civil society and private sector</li> </ul> |
| <p>13. In your opinion, what is the level of quality of WFP CCS activities and why?</p>  |
| <p>14. What were the main contextual factors influencing the achievement and non-achievement of the objectives outlined under the capacity strengthening initiatives; what challenges did the programme face?</p>  |
| <p>15. How effective were the WFP capacity strengthening initiatives towards promoting gender equality and women's empowerment in the country?</p>   |
| IMPACT   |
| <p>16. What has changed in your activities in benefit of the population with the contribution of WFP CCS activities?</p>   |
| <p>17. What other actors have contributed with those changes and how?</p>  |
| <p>18. To what extent the support provided by WFP has resulted in a higher integration of GEWE in your activities?</p>   |
| SUSTAINABILITY   |
| <p>19. To what extent are the improvements you have experienced in your activities thanks to WFP CCS activities are likely to continue if WFP finalizes its support?</p>   |
| RECOMMENDATIONS AND LESSONS LEARNED  |

20. In your opinion, what would you suggest for corrections to improve WFP CCS activities?

## ANNEX 10. QUANTITATIVE SURVEY QUESTIONNAIRE

### Survey Questionnaire — Beneficiary Organisations/Stakeholders

*The questions in this survey are designed for relevant stakeholders within institutions/organisations that par-took in the WFP Country Capacity Strengthening activities in Lesotho.*

Guidance for introducing yourself and the purpose of the interview:

My name is \_\_\_\_\_ and I work for **The Konterra Group**. Your institution has been selected for this interview due to its involvement in the World Food Programme's (WFP's) Country Capacity Strengthening (CCS) activities in Lesotho, covering the period between 2019 and 2023. The purpose of this interview is to obtain information about the type of involvement of your institution in the CCS activities, gauging the sector involved in, period of participation, the contents of the involvement — among other key questions. The survey is voluntary and the information that you give will be confidential. The information collected from this interview will be aggregated and solely used to prepare reports, thus will not include any specific names of people or institutions.

Could you please spare some time (around 20 minutes) for the interview?

Consent given:  Yes - **Continue**  
 No - **Terminate and Thank respondent.**

| BASIC INFORMATION (BI) |   |                                  |
|------------------------|---|----------------------------------|
| SN.                    | Questions   | Responses                        |
| BI01.                  | Enumerator Name:  | _____                            |
| BI02.                  | Date of survey:   | ___/___/___<br>(DD/MM/YYYY)      |
| BI03.                  | Location of Respondent (indicate district and locality) |                                  |
| BI04.                  | Gender of Respondent                                    | 1. Male<br>2. Female<br>3. Other |

**MODULE 1: TYPOLOGY OF RESPONDENT AND CCS ACTIVITY (TRCA)**

| SN.     | Questions   | Responses  |
|---------|---|--|
| TRCA01. | In which organization do you work?<br><br><i>If other, specify.</i>   | <ol style="list-style-type: none"> <li>1. MoET</li> <li>2. LMS</li> <li>3. DMA</li> <li>4. FNCO</li> <li>5. Ministry of Agriculture and Food Security</li> <li>6. MFRSC</li> <li>7. Ministry of Health</li> <li>8. Ministry of Social Development</li> <li>9. Ministry of Local Government</li> <li>10. Ministry of Police</li> <li>11. Ministry of Trade</li> <li>12. Ministry of Small Business Development, Cooperatives and Marketing</li> <li>13. NGOs (specify the NGO)</li> <li>14. Private sector (specify the company)</li> <li>15. Other (Specify)_____</li> </ol> |
| TRCA02. | Where do you work [your workstation]?<br><br><i>A district code list will be provided.</i>  | <ol style="list-style-type: none"> <li>1. At national level</li> <li>2. At district level (specify which district):_____</li> </ol>  |
| TRCA03. | In which sector do you work?<br><br><i>Multiple responses apply.</i>  | <ol style="list-style-type: none"> <li>1. school feeding</li> <li>2. early warning, food security and nutrition monitoring</li> <li>3. nutrition</li> <li>4. resilience</li> <li>5. value chains</li> <li>6. Emergency response</li> <li>7. Other (Specify)_____</li> </ol>  |
| TRCA04. | To which Capacity strengthening activity (ies) have you participated?<br><br><i>Multiple responses apply.</i>   | <ol style="list-style-type: none"> <li>1. Training</li> <li>2. Technical assistance</li> <li>3. Financial support</li> <li>4. Workshop</li> <li>5. South-South triangular cooperation</li> <li>6. Other (Specify)</li> </ol>   |
| TRCA05. | Briefly describe your participation to WFP Capacity strengthening activities<br><br><i>Open-ended question.</i>   | <p>_____</p> <p>_____</p>  |
| TRCA06. | Assign the relevant CCS Pathway(s).<br><br><b>Instruction:</b> to be informed by enumerators based on the description of the activities<br><br><i>Multiple choices apply.</i> | <ol style="list-style-type: none"> <li>1. Policy and legislation</li> <li>2. Institutional effectiveness and accountability</li> <li>3. Strategic Planning and financing</li> <li>4. Stakeholder programme design and delivery</li> <li>5. Engagement and participation of civil society and private sector</li> </ol>   |
| TRCA07. | State the year (s) of participation.<br><br><i>Multiple responses apply.</i>  | <ol style="list-style-type: none"> <li>1. 2019</li> <li>2. 2020</li> <li>3. 2021</li> <li>4. 2022</li> <li>5. 2023</li> </ol>  |

| <b>MODULE 2: REACTION (R)</b> |   |  |
|-------------------------------|---|--|
| <b>SN.</b>                    | <b>Questions</b>  | <b>Responses</b>   |
| <b>R01.</b>                   | In your opinion, considering your individual needs at work, WFP capacity strengthening activities were:               | <ol style="list-style-type: none"> <li>1. Very relevant?</li> <li>2. Relevant?</li> <li>3. Little relevant?</li> <li>4. Not relevant?</li> </ol> |
| <b>R02.</b>                   | Briefly explain why.  | _____  |
| <b>R03.</b>                   | In your opinion, considering your organization's needs WFP capacity strengthening activities were:                    | <ol style="list-style-type: none"> <li>1. Very relevant?</li> <li>2. Relevant?</li> <li>3. Little relevant?</li> <li>8. Not relevant?</li> </ol> |
| <b>R04.</b>                   | Briefly explain why.  | _____  |
| <b>R05.</b>                   | Were gender equality, women empowerment and age considerations integrated into WFP capacity strengthening activities? | <ol style="list-style-type: none"> <li>1. Yes</li> <li>2. No</li> </ol>  |
| <b>R06.</b>                   | How would you rate the quality of WFP capacity strengthening activities to which you have participated?               | <ol style="list-style-type: none"> <li>1. High quality</li> <li>2. Fair quality</li> <li>3. Low quality</li> </ol>                               |
| <b>R07.</b>                   | Was the methodology of the activity adequate?   | <ol style="list-style-type: none"> <li>1. Yes</li> <li>2. No</li> </ol>  |
| <b>R08.</b>                   | Was the time allocated to the activity adequate?  | <ol style="list-style-type: none"> <li>1. Yes</li> <li>2. No</li> </ol>  |
| <b>R09.</b>                   | Was the expertise provided by WFP adequate?   | <ol style="list-style-type: none"> <li>1. Yes</li> <li>2. No</li> </ol>  |
| <b>R10.</b>                   | Were the logistical arrangements adequate?  | <ol style="list-style-type: none"> <li>1. Yes</li> <li>2. No</li> </ol>  |
| <b>R11.</b>                   | What is your overall Level of satisfaction with WFP Capacity strengthening activities?                                | <ol style="list-style-type: none"> <li>1. Very satisfied</li> <li>2. Satisfied</li> <li>3. Not satisfied</li> </ol>                              |

| MODULE 3: LEARNING (L)          |  |  |
|---------------------------------|--|--|
| SN.                             | Questions  | Responses  |
| L01.                            | Considering the new knowledge and skills you have acquired through WFP capacity strengthening activities, which of the following statement is most accurate? | <ol style="list-style-type: none"> <li>1. I have acquired a of lot a new knowledge and skills</li> <li>2. I have acquired some new knowledge and skills</li> <li>3. I have not acquired new knowledge and skills.</li> </ol>   |
| L02.                            | <p>If you have not acquired new skills and knowledge, is it because...</p> <p><i>If other, specify.</i></p>  | <ol style="list-style-type: none"> <li>1. The activity was of low quality (specify)</li> <li>2. I could not participate sufficiently accurately to the activity</li> <li>3. I already had the knowledge and skills that have been transferred in the activity</li> <li>4. Other reason (specify)_____</li> </ol> |
| MODULE 4: BEHAVIOUR (B)         |  |  |
| SN.                             | Questions  | Responses  |
| B01.                            | Do you/have you put your new leaning and skills into effect in your job?   | <ol style="list-style-type: none"> <li>1. Yes, fully</li> <li>2. Yes, somewhat</li> <li>3. No</li> </ol>   |
| B02.                            | If not, kindly explain why...  | <p>_____</p> <p>_____</p>  |
| B03.                            | If you have used/are using new learning and skills in your job, do you think it will be sustained in time?   | <p>_____</p> <p>_____</p>  |
| B04.                            | Have there been any change at the level of your organization and the sector in which you work as a result of WFP capacity strengthening activities?          | <ol style="list-style-type: none"> <li>1. Yes</li> <li>2. No</li> </ol>  |
| B05.                            | If yes, can you briefly explain what are those changes?  | <p>_____</p> <p>_____</p>  |
| MODULE 5: RECOMMENDATIONS (REC) |  |  |
| SN.                             | Questions  | Responses  |
| REC01.                          | What recommendations could you make to further improve WFP capacity strengthening activity?  | <p>_____</p> <p>_____</p>  |
| REC02.                          | Any comments/clarifications that the respondent have?  | <p>_____</p> <p>_____</p>  |

## ANNEX 11. FIELD MISSION SCHEDULE

| Date                   | Activity   |
|------------------------|--|
| Monday September 18    | <ul style="list-style-type: none"> <li>Briefing with WFP CO</li> <li>Interviews with CO units</li> </ul>   |
| Tuesday September 19   | <ul style="list-style-type: none"> <li>Interviews with CO Units</li> <li>Interviews with external stakeholders</li> </ul>  |
| Wednesday September 20 | <ul style="list-style-type: none"> <li>Interviews with CO Units</li> <li>Interviews with external stakeholders</li> </ul>  |
| Thursday September 21  | <ul style="list-style-type: none"> <li>Interviews with CO Units</li> <li>Interviews with external stakeholders</li> </ul>  |
| Friday September 22    | <ul style="list-style-type: none"> <li>Travel to Mafeteng</li> <li>Interviews with district stakeholders</li> </ul>  |
| Saturday September 23  | <ul style="list-style-type: none"> <li>Interviews with district stakeholders</li> <li>Field visit to Ribaneng resource center, Ramokoatsi resource center</li> </ul> |
| Sunday September 24    | <ul style="list-style-type: none"> <li>Field visit to Community Council of Tsana-Talana</li> <li>Field visit to Community Council of Qbing</li> </ul>                |
| Monday September 25    | <ul style="list-style-type: none"> <li>Travel to Mofale Hoek</li> <li>Interviews with district stakeholders</li> </ul>   |
| Tuesday September 26   | <ul style="list-style-type: none"> <li>Interviews with district stakeholders</li> <li>Field visit to Dryhoek</li> </ul>  |
| Wednesday September 27 | <ul style="list-style-type: none"> <li>Field visit to Mpharane</li> <li>Field visit to Community Council of Thaba Mokhele</li> </ul>                                 |
| Thursday September 28  | <ul style="list-style-type: none"> <li>Travel to Quthing</li> <li>Interviews with district stakeholders</li> <li>Field visit to Mohlakoana</li> </ul>                |
| Friday September 29    | <ul style="list-style-type: none"> <li>Team work</li> <li>Travel to Maseru</li> </ul>  |
| Saturday September 30  | <ul style="list-style-type: none"> <li>Team work</li> </ul>  |
| Sunday October 1       | <ul style="list-style-type: none"> <li>Travel to Butha-Buthe</li> <li>Field visit to Sekubu</li> </ul>   |
| Monday October 2       | <ul style="list-style-type: none"> <li>Interviews with district stakeholders</li> </ul>  |

|                     |   |
|---------------------|---|
|                     | <ul style="list-style-type: none"> <li>• Field visit to Khukhune</li> </ul>   |
| Tuesday October 3   | <ul style="list-style-type: none"> <li>• Travel to Maseru</li> <li>• Interviews with WFP units</li> </ul>             |
| Wednesday October 4 | <ul style="list-style-type: none"> <li>• Internal evaluation teamwork</li> <li>• Preparation of debriefing</li> </ul> |
| Thursday October 5  | <ul style="list-style-type: none"> <li>• Interviews with WFP units and external stakeholders</li> </ul>               |
| Friday October 6    | <ul style="list-style-type: none"> <li>• Presentation of preliminary findings</li> </ul>                              |

## ANNEX 12. ACTIVITY 2 DETAILED PLANNED ACTIVITIES ACCORDING TO THE CSP DOCUMENT AND THE MOU SIGNED BY WFP AND MOET

198. Activity 2 detailed planned activities according to the CSP document and the MoU signed by WFP and MoET are provided below.

| CSP document  | MoU   |
|---|---|
| Gradual hand over of the managerial and monitoring responsibilities of the programme to a school feeding secretariat currently under establishment  | Shift national SF programme to full government management   |
| Develop a strategy for sustainable transition of the national HGSF programme  | Provide technical assistance in evidence-based planning, design, implementation and management of school feeding as a social protection programme, including by handing over the HGSF programme |
| Support to the improvement of school feeding infrastructure to provide hygienic, secure and environmentally friendly cooking and storage facilities |   |
| Start the handover of ECCDs to the government   |   |
| Support the operationalization of the school feeding secretariat  | Support to the establishment of the SF secretariat and technical assistance<br><br>Second staff to the SF secretariat.  |
| Enhance the school feeding secretariat's convening and coordinating power with other relevant ministries  | Support to the establishment of the national SF programme's operational Advisory Borad to provide guidance and counsel to the SF programme<br><br>Collaborate with other ministries             |
| Support the establishment of a gender-responsive monitoring and evaluation system   | Provide capacity strengthening to enable process and outcome monitoring of the school feeding programme<br><br>Support to finalizing the M&E framework and support its implementation           |
| Share information on nutrition education and climate change adaptation  |   |
| Assist to continue to link smallholder farmers to schools   | Support to MoET in ensuring implementation of home-grown SF by NMAs   |
| Leverage the fill the nutrient gap analysis study to enhance the design of the food basket  | Support to MoET in engaging with nutrition stakeholders to review the food basket and menus and reduce meal costs   |
|   | Provide capacity strengthening to other actors, including NMAs  |

|  |  |
|--|--|
|  | Support to the review of the national SF policy, the development of the National SF Strategic Plan, the finalization of national SF policy guidelines and the development of the SF handbook |
|  | Support to the government in engaging in NMA services decentralization and NMA roll-out plan   |
|  | Support to capacity assessments and risk analysis for potential NMAs and publish codified rules and standards for NMA contracting  |
|  | Support in developing an independent Accountability Framework for beneficiary feedback   |

## ANNEX 13. MOBILE SURVEY DETAILED RESULTS

Table 30: Mobile survey: Reaction questions by sector (1)

| Statement   | Response        | In which sector do you work in |       |  |       |           |       |            |       |              |       |                    |       |       |       |       |       |
|---|-----------------|--------------------------------|-------|--|-------|-----------|-------|------------|-------|--------------|-------|--------------------|-------|-------|-------|-------|-------|
|   |                 | School Feeding                 |       | Early warning, food security, and nutrition monitoring |       | Nutrition |       | Resilience |       | Value chains |       | Emergency response |       | Other |       | Total |       |
| In your opinion, considering your individual needs at work, WFP capacity strengthening activities were: | Little relevant | 0                              | 0.0%  | 1  | 0.6%  | 2         | 1.0%  | 0          | 0.0%  | 0            | 0.0%  | 0                  | 0.0%  | 2     | 3.0%  | 4     | 1.4%  |
|   | Not relevant    | 2                              | 3.3%  | 2  | 1.3%  | 3         | 1.5%  | 0          | 0.0%  | 0            | 0.0%  | 1                  | 1.3%  | 0     | 0.0%  | 5     | 1.8%  |
|   | Relevant        | 14                             | 23.0% | 23   | 14.9% | 27        | 13.9% | 13         | 19.4% | 10           | 20.4% | 14                 | 18.7% | 6     | 9.1%  | 34    | 12.1% |
|   | Very relevant   | 45                             | 73.8% | 128  | 83.1% | 162       | 83.5% | 54         | 80.6% | 39           | 79.6% | 60                 | 80.0% | 58    | 87.9% | 239   | 84.8% |
| In your opinion, considering your organization's needs, WFP capacity strengthening activities were:     | Little relevant | 0                              | 0.0%  | 1  | 0.6%  | 2         | 1.0%  | 0          | 0.0%  | 0            | 0.0%  | 0                  | 0.0%  | 1     | 1.5%  | 3     | 1.1%  |
|   | Not relevant    | 2                              | 3.3%  | 2  | 1.3%  | 4         | 2.1%  | 0          | 0.0%  | 0            | 0.0%  | 1                  | 1.3%  | 0     | 0.0%  | 6     | 2.1%  |
|   | Relevant        | 10                             | 16.4% | 17   | 11.0% | 20        | 10.3% | 10         | 14.9% | 9            | 18.4% | 11                 | 14.7% | 8     | 12.1% | 25    | 8.9%  |
|   | Very relevant   | 49                             | 80.3% | 134  | 87.0% | 168       | 86.6% | 57         | 85.1% | 40           | 81.6% | 63                 | 84.0% | 57    | 86.4% | 248   | 87.9% |

**Table 31: Mobile survey: Reaction questions by sector (2)**

| Statement   | Response | In which sector do you work in |       |  |       |           |       |            |       |              |       |                    |       |       |       |       |       |
|---|----------|--------------------------------|-------|--|-------|-----------|-------|------------|-------|--------------|-------|--------------------|-------|-------|-------|-------|-------|
|   |          | School Feeding                 |       | Early warning, food security, and nutrition monitoring |       | Nutrition |       | Resilience |       | Value chains |       | Emergency response |       | Other |       | Total |       |
| Were gender equality, women empowerment and age considerations integrated into WFP capacity strengthening activities? | No       | 4                              | 6.6%  | 3  | 1.9%  | 5         | 2.6%  | 2          | 3.0%  | 3            | 6.1%  | 2                  | 2.7%  | 3     | 4.5%  | 9     | 3.2%  |
|   | Yes      | 57                             | 93.4% | 151  | 98.1% | 189       | 97.4% | 65         | 97.0% | 46           | 93.9% | 73                 | 97.3% | 63    | 95.5% | 273   | 96.8% |
| Was the methodology of the activity adequate?   | No       | 4                              | 6.6%  | 10   | 6.5%  | 10        | 5.2%  | 2          | 3.0%  | 3            | 6.1%  | 1                  | 1.3%  | 4     | 6.1%  | 17    | 6.0%  |
|   | Yes      | 57                             | 93.4% | 144  | 93.5% | 184       | 94.8% | 65         | 97.0% | 46           | 93.9% | 74                 | 98.7% | 62    | 93.9% | 265   | 94.0% |
| Was the time allocated to the activity adequate?  | No       | 32                             | 52.5% | 70   | 45.5% | 81        | 41.8% | 43         | 64.2% | 29           | 59.2% | 41                 | 54.7% | 22    | 33.3% | 112   | 39.7% |
|   | Yes      | 29                             | 47.5% | 84   | 54.5% | 113       | 58.2% | 24         | 35.8% | 20           | 40.8% | 34                 | 45.3% | 44    | 66.7% | 170   | 60.3% |
| Was the expertise provided by WFP adequate?   | No       | 5                              | 8.2%  | 9  | 5.8%  | 13        | 6.7%  | 1          | 1.5%  | 2            | 4.1%  | 2                  | 2.7%  | 2     | 3.0%  | 18    | 6.4%  |
|   | Yes      | 56                             | 91.8% | 145  | 94.2% | 181       | 93.3% | 66         | 98.5% | 47           | 95.9% | 73                 | 97.3% | 64    | 97.0% | 264   | 93.6% |
| Were the logistical arrangements adequate?  | No       | 6                              | 9.8%  | 19   | 12.3% | 25        | 12.9% | 9          | 13.4% | 5            | 10.2% | 10                 | 13.3% | 10    | 15.2% | 36    | 12.8% |
|   | Yes      | 55                             | 90.2% | 135  | 87.7% | 169       | 87.1% | 58         | 86.6% | 44           | 89.8% | 65                 | 86.7% | 56    | 84.8% | 246   | 87.2% |

Reference: Full ToR available at <https://www.wfp.org/publications>

**Table 32: Mobile survey: Reaction questions by sector (3)**

| Statement   | Response       | School Feeding |       | Early warning, food security, and nutrition monitoring |       | Nutrition |       | Resilience |       | Value chains |       | Emergency response |       | Other |       | Total |       |
|---|----------------|----------------|-------|--|-------|-----------|-------|------------|-------|--------------|-------|--------------------|-------|-------|-------|-------|-------|
|   |                |                |       |  |       |           |       |            |       |              |       |                    |       |       |       |       |       |
| How would you rate the quality of WFP capacity strengthening activities to which you have participated? | Fair quality   | 13             | 21.3% | 26   | 16.9% | 33        | 17.0% | 17         | 25.4% | 15           | 30.6% | 14                 | 18.7% | 11    | 16.7% | 44    | 15.6% |
|   | High quality   | 47             | 77.0% | 126  | 81.8% | 158       | 81.4% | 50         | 74.6% | 34           | 69.4% | 61                 | 81.3% | 53    | 80.3% | 232   | 82.3% |
|   | Low quality    | 1              | 1.6%  | 2  | 1.3%  | 3         | 1.5%  | 0          | 0.0%  | 0            | 0.0%  | 0                  | 0.0%  | 2     | 3.0%  | 6     | 2.1%  |
| What is your overall level of satisfaction with WFP Capacity strengthening activities?                  | Not satisfied  | 2              | 3.3%  | 3  | 1.9%  | 4         | 2.1%  | 2          | 3.0%  | 1            | 2.0%  | 1                  | 1.3%  | 1     | 1.5%  | 6     | 2.1%  |
|   | Satisfied      | 22             | 36.1% | 46   | 29.9% | 60        | 30.9% | 27         | 40.3% | 18           | 36.7% | 26                 | 34.7% | 17    | 25.8% | 76    | 27.0% |
|   | Very satisfied | 37             | 60.7% | 105  | 68.2% | 130       | 67.0% | 38         | 56.7% | 30           | 61.2% | 48                 | 64.0% | 48    | 72.7% | 200   | 70.9% |

**Table 33: Mobile survey: Learning questions by sector**

| Statement  | Response   | School Feeding |        | Early warning, food security, and nutrition monitoring |       | Nutrition |       | Resilience |       | Value chains |        | Emergency response |        | Other |       | Total |       |
|--|--|----------------|--------|--|-------|-----------|-------|------------|-------|--------------|--------|--------------------|--------|-------|-------|-------|-------|
|  |  |                |        |  |       |           |       |            |       |              |        |                    |        |       |       |       |       |
| Considering the new knowledge and skills you have acquired through WFP capacity strengthening activities, which of the following statement is most accurate? | I have acquired a lot of new knowledge and skills.                                 | 42             | 68.9%  | 108  | 70.1% | 135       | 69.6% | 44         | 65.7% | 36           | 73.5%  | 47                 | 62.7%  | 40    | 60.6% | 194   | 68.8% |
|  | I have acquired some new knowledge and skills.                                     | 16             | 26.2%  | 41   | 26.6% | 51        | 26.3% | 23         | 34.3% | 12           | 24.5%  | 27                 | 36.0%  | 23    | 34.8% | 75    | 26.6% |
|  | I have not acquired new knowledge and skills.                                      | 3              | 4.9%   | 5  | 3.2%  | 8         | 4.1%  | 0          | 0.0%  | 1            | 2.0%   | 1                  | 1.3%   | 3     | 4.5%  | 13    | 4.6%  |
| If you have not acquired new skills and knowledge, is it because..   | I already had the knowledge and skills that have been transferred in the activity. | 0              | 0.0%   | 1  | 20.0% | 3         | 37.5% | 0          | 0.0%  | 0            | 0.0%   | 0                  | 0.0%   | 2     | 66.7% | 5     | 38.5% |
|  | I could not participate sufficiently accurately to the activity.                   | 0              | 0.0%   | 2  | 40.0% | 2         | 25.0% | 0          | 0.0%  | 0            | 0.0%   | 1                  | 100.0% | 0     | 0.0%  | 2     | 15.4% |
|  | Other reason   | 3              | 100.0% | 2  | 40.0% | 3         | 37.5% | 0          | 0.0%  | 1            | 100.0% | 0                  | 0.0%   | 1     | 33.3% | 6     | 46.2% |

**Table 34: Mobile survey: Behaviour questions by sector**

| Statement  | Response      | School Feeding |       | Early warning, food security, and nutrition monitoring |       | Nutrition |       | Resilience |       | Value chains |       | Emergency response |       | Other |       | Total |       |
|--|---------------|----------------|-------|--|-------|-----------|-------|------------|-------|--------------|-------|--------------------|-------|-------|-------|-------|-------|
|  |               |                |       |  |       |           |       |            |       |              |       |                    |       |       |       |       |       |
| Do you/ have you put your new learning and skills into effect in your job?   | No            | 5              | 8.2%  | 8  | 5.2%  | 11        | 5.7%  | 1          | 1.5%  | 1            | 2.0%  | 7                  | 9.3%  | 3     | 4.5%  | 21    | 7.4%  |
|  | Yes, fully    | 29             | 47.5% | 93   | 60.4% | 119       | 61.3% | 35         | 52.2% | 24           | 49.0% | 33                 | 44.0% | 40    | 60.6% | 177   | 62.8% |
|  | Yes, somewhat | 27             | 44.3% | 53   | 34.4% | 64        | 33.0% | 31         | 46.3% | 24           | 49.0% | 35                 | 46.7% | 23    | 34.8% | 84    | 29.8% |
| Have there been any changes at the level of your organization and the sector in which you work as a result of WFP Capacity strengthening activities? | No            | 10             | 16.4% | 18   | 11.7% | 23        | 11.9% | 7          | 10.4% | 3            | 6.1%  | 11                 | 14.7% | 11    | 16.7% | 39    | 13.8% |
|  | Yes           | 51             | 83.6% | 136  | 88.3% | 171       | 88.1% | 60         | 89.6% | 46           | 93.9% | 64                 | 85.3% | 55    | 83.3% | 243   | 86.2% |

**Table 35: Mobile survey: Reaction questions by CCS activity (1)**

| Statement   | Response        | CCS participated on |       |                      |       |                   |       |          |       |                                    |        |       |       |
|---|-----------------|---------------------|-------|----------------------|-------|-------------------|-------|----------|-------|------------------------------------|--------|-------|-------|
|   |                 | Training            |       | Technical assistance |       | Financial support |       | Workshop |       | South-South triangular cooperation |        | Other |       |
| In your opinion, considering your individual needs at work, WFP capacity strengthening activities were: | Little relevant | 4                   | 1.6%  | 2                    | 1.3%  | 0                 | 0.0%  | 1        | 0.5%  | 0                                  | 0.0%   | 0     | 0.0%  |
|   | Not relevant    | 2                   | 0.8%  | 3                    | 1.9%  | 4                 | 4.0%  | 2        | 0.9%  | 0                                  | 0.0%   | 1     | 14.3% |
|   | Relevant        | 31                  | 12.7% | 20                   | 12.8% | 5                 | 5.0%  | 24       | 11.0% | 0                                  | 0.0%   | 0     | 0.0%  |
|   | Very relevant   | 208                 | 84.9% | 131                  | 84.0% | 92                | 91.1% | 192      | 87.7% | 4                                  | 100.0% | 6     | 85.7% |
| In your opinion, considering your organization's needs, WFP capacity strengthening activities were:     | Little relevant | 3                   | 1.2%  | 2                    | 1.3%  | 0                 | 0.0%  | 0        | 0.0%  | 0                                  | 0.0%   | 0     | 0.0%  |
|   | Not relevant    | 2                   | 0.8%  | 4                    | 2.6%  | 4                 | 4.0%  | 2        | 0.9%  | 0                                  | 0.0%   | 1     | 14.3% |
|   | Relevant        | 23                  | 9.4%  | 10                   | 6.4%  | 2                 | 2.0%  | 18       | 8.2%  | 0                                  | 0.0%   | 1     | 14.3% |
|   | Very relevant   | 217                 | 88.6% | 140                  | 89.7% | 95                | 94.1% | 199      | 90.9% | 4                                  | 100.0% | 5     | 71.4% |
| How would you rate the quality of WFP capacity strengthening activities to which you have participated? | Fair quality    | 40                  | 16.3% | 22                   | 14.1% | 7                 | 6.9%  | 34       | 15.5% | 0                                  | 0.0%   | 1     | 14.3% |
|   | High quality    | 202                 | 82.4% | 131                  | 84.0% | 91                | 90.1% | 183      | 83.6% | 4                                  | 100.0% | 6     | 85.7% |
|   | Low quality     | 3                   | 1.2%  | 3                    | 1.9%  | 3                 | 3.0%  | 2        | 0.9%  | 0                                  | 0.0%   | 0     | 0.0%  |
| What is your overall level of satisfaction with WFP Capacity strengthening activities?                  | Not satisfied   | 5                   | 2.0%  | 3                    | 1.9%  | 2                 | 2.0%  | 3        | 1.4%  | 0                                  | 0.0%   | 0     | 0.0%  |
|   | Satisfied       | 68                  | 27.8% | 34                   | 21.8% | 14                | 13.9% | 59       | 26.9% | 0                                  | 0.0%   | 2     | 28.6% |

**Table 36: Mobile survey: Reaction questions by CCS activity (2)**

| Statement   | Response | CCS participated on |       |                      |       |                   |       |          |       |                                    |        |       |        |
|---|----------|---------------------|-------|----------------------|-------|-------------------|-------|----------|-------|------------------------------------|--------|-------|--------|
|   |          | Training            |       | Technical assistance |       | Financial support |       | Workshop |       | South-South triangular cooperation |        | Other |        |
| Were gender equality, women empowerment and age considerations integrated into WFP capacity strengthening activities? | No       | 4                   | 1.6%  | 5                    | 3.2%  | 4                 | 4.0%  | 6        | 2.7%  | 0                                  | 0.0%   | 0     | 0.0%   |
|   | Yes      | 241                 | 98.4% | 151                  | 96.8% | 97                | 96.0% | 213      | 97.3% | 4                                  | 100.0% | 7     | 100.0% |
| Was the methodology of the activity adequate?   | No       | 12                  | 4.9%  | 10                   | 6.4%  | 6                 | 5.9%  | 12       | 5.5%  | 2                                  | 50.0%  | 0     | 0.0%   |
|   | Yes      | 233                 | 95.1% | 146                  | 93.6% | 95                | 94.1% | 207      | 94.5% | 2                                  | 50.0%  | 7     | 100.0% |
| Was the time allocated to the activity adequate?  | No       | 100                 | 40.8% | 49                   | 31.4% | 22                | 21.8% | 86       | 39.3% | 2                                  | 50.0%  | 2     | 28.6%  |
|   | Yes      | 145                 | 59.2% | 107                  | 68.6% | 79                | 78.2% | 133      | 60.7% | 2                                  | 50.0%  | 5     | 71.4%  |
| Was the expertise provided by WFP adequate?   | No       | 17                  | 6.9%  | 10                   | 6.4%  | 4                 | 4.0%  | 11       | 5.0%  | 1                                  | 25.0%  | 0     | 0.0%   |
|   | Yes      | 228                 | 93.1% | 146                  | 93.6% | 97                | 96.0% | 208      | 95.0% | 3                                  | 75.0%  | 7     | 100.0% |
| Were the logistical arrangements adequate?  | No       | 30                  | 12.2% | 20                   | 12.8% | 11                | 10.9% | 26       | 11.9% | 0                                  | 0.0%   | 0     | 0.0%   |
|   | Yes      | 215                 | 87.8% | 136                  | 87.2% | 90                | 89.1% | 193      | 88.1% | 4                                  | 100.0% | 7     | 100.0% |

**Table 37: Mobile survey: Learning questions by CCS activity**

| Response   | CCS participated on |       |                      |       |                   |       |          |       |                                    |        |       |        |
|--|---------------------|-------|----------------------|-------|-------------------|-------|----------|-------|------------------------------------|--------|-------|--------|
|  | Training            |       | Technical assistance |       | Financial support |       | Workshop |       | South-South triangular cooperation |        | Other |        |
| I have acquired a lot of new knowledge and skills.                                 | 173                 | 70.6% | 118                  | 75.6% | 83                | 82.2% | 152      | 69.4% | 2                                  | 50.0%  | 4     | 57.1%  |
| I have acquired some new knowledge and skills.                                     | 65                  | 26.5% | 31                   | 19.9% | 13                | 12.9% | 61       | 27.9% | 1                                  | 25.0%  | 2     | 28.6%  |
| I have not acquired new knowledge and skills.                                      | 7                   | 2.9%  | 7                    | 4.5%  | 5                 | 5.0%  | 6        | 2.7%  | 1                                  | 25.0%  | 1     | 14.3%  |
| <b>Specifying why did not acquire knowledge and skills</b>                         |                     |       |                      |       |                   |       |          |       |                                    |        |       |        |
| I already had the knowledge and skills that have been transferred in the activity. | 2                   | 28.6% | 2                    | 28.6% | 1                 | 20.0% | 2        | 33.3% | 0                                  | 0.0%   | 0     | 0.0%   |
| I could not participate sufficiently accurately to the activity.                   | 2                   | 28.6% | 2                    | 28.6% | 1                 | 20.0% | 1        | 16.7% | 0                                  | 0.0%   | 0     | 0.0%   |
| Other reason   | 3                   | 42.9% | 3                    | 42.9% | 3                 | 60.0% | 3        | 50.0% | 1                                  | 100.0% | 1     | 100.0% |

**Table 38: Mobile survey: Behaviour questions by CCS activity**

| Statement  | Response      | CCS participated on |       |                      |       |                   |       |          |       |                                    |       |       |       |
|--|---------------|---------------------|-------|----------------------|-------|-------------------|-------|----------|-------|------------------------------------|-------|-------|-------|
|  |               | Training            |       | Technical assistance |       | Financial support |       | Workshop |       | South-South triangular cooperation |       | Other |       |
| Do you/ have you put your new learning and skills into effect in your job?   | No            | 14                  | 5.7%  | 8                    | 5.1%  | 7                 | 6.9%  | 12       | 5.5%  | 1                                  | 25.0% | 1     | 14.3% |
|  | Yes, fully    | 157                 | 64.1% | 126                  | 80.8% | 85                | 84.2% | 134      | 61.2% | 2                                  | 50.0% | 4     | 57.1% |
|  | Yes, somewhat | 74                  | 30.2% | 22                   | 14.1% | 9                 | 8.9%  | 73       | 33.3% | 1                                  | 25.0% | 2     | 28.6% |
| Have there been any changes at the level of your organization and the sector in which you work as a result of WFP Capacity strengthening activities? | No            | 33                  | 13.5% | 15                   | 9.6%  | 6                 | 5.9%  | 29       | 13.2% | 1                                  | 25.0% | 1     | 14.3% |
|  | Yes           | 212                 | 86.5% | 141                  | 90.4% | 95                | 94.1% | 190      | 86.8% | 3                                  | 75.0% | 6     | 85.7% |

## ANNEX 14. FINDINGS CONCLUSIONS RECOMMENDATIONS MAPPING

| Recommendation   | Conclusions             | Findings   |
|--|-------------------------|--|
| Recommendation 1: Strengthen the strategic and operational planning of CCS activities, especially for school feeding.  | 179                     | 103,129, 131, 145,147, 150, 161                      |
| Recommendation 2: Continue to improve the CCS monitoring and evaluation system.  | 169, 180                | 40, 57, 132, 139                                     |
| Recommendation 3: Promote strengthened leadership and ownership of CCS activities among key government institutions and stakeholders.                            | 173, 174, 176, 179, 185 | 76, 107, 123, 124, 129, 135, 151, 152, 156, 157, 158 |
| Recommendation 4: Prioritize the CCS pathway of Strategic Planning and Financing to strengthen CCS activities implementation and perspectives of sustainability. | 179, 185                | 106,134, 151, 152, 153, 154                          |
| Recommendation 5: Strengthen the internal capacity of WFP country office to deliver and monitor CCS activities.  | 169, 180, 183           | <b>Error! Reference source not found.</b> , 130, 145 |
| Recommendation 6: Strengthen field programming for resilience activities.  | 176                     | 124, 159   |
| Recommendation 7: Adapt strategy to account for institutional instability and staff turnover within CCS activities.  | 179, 180                | 133, 154   |
| Recommendation 8: Better address the needs of persons with disabilities in CCS activities.   | 168                     | 77   |

## ANNEX 15. CALCULATION OF MOBILE SURVEY MARGIN OF ERROR

A sample size of 300 respondents have been determined for the mobile survey, out of which 282 were interviewed, culminating into 94% response rate.

Towards obtaining the absolute precision (i.e., Margin of Error), the following formula has been used (see Lohr, 2010<sup>106</sup>)

$$e = z_{\alpha/2} \sqrt{\left(1 - \frac{n}{N}\right) \frac{S}{\sqrt{n}}}$$

where,  $e$  is the margin of error;  $Z_{\alpha/2}$  representing a standard normal distribution at **1.96** for 95% Confidence Interval (CI);  $n$  is the sample size (here, achieved is **282 from 300** initially targeted);  $N$  is the population at **670**; and  $S$  is the standard deviation in the population, **0.5**.

Table 1 shows the resulting margin of errors checked against the targeted sample size ( $n=300$ ) and achieved ( $n = 282$ ).

Table 1: Margin of Error, comparing the targeted sample size ( $n=300$ ) and the achieved size ( $n = 282$ )

| Parameter                         | Value        | Value        |
|-----------------------------------|--------------|--------------|
| Targeted Population               | 670          | 670          |
| Sample Size: Targeted vs Achieved | 300          | 282          |
| Sample Distribution               | 0.5          | 0.5          |
| Confidence Interval (95%)         | 1.96         | 1.96         |
|                                   |              |              |
| <b>Margin of Error (e)</b>        | <b>0.042</b> | <b>0.044</b> |

<sup>106</sup> Sampling: Design and Analysis, 2<sup>nd</sup> Edition

## ANNEX 16. ACRONYMS

|           |  |
|-----------|--|
| ACR       | Annual Country Report  |
| AICOV     | Adaptative Capacity of Vulnerable and Food-Insecure Populations in Lesotho |
| AIDS      | Acquired immunodeficiency syndrome   |
| ASBCC     | Advocacy, Social and Behaviour Change Communication                        |
| BR        | Budget Revision  |
| CBPP      | Community Based Participatory Plans  |
| CBT       | Cash Based Transfer  |
| CCS       | Country Capacity Strengthening   |
| CCS       | Country Capacity Strengthening   |
| CDT       | Climate Data Tool  |
| CERF      | Central Emergency Response Fund  |
| CO        | Country Office   |
| CS        | Capacity Strengthening   |
| CSI       | Consumption Strategy Index   |
| CSP       | Country Strategic Plan   |
| DEQAS     | Decentralized Evaluation Quality Assurance Standards                       |
| DEQS      | Decentralized Evaluation Quality Support                                   |
| DHS       | Demographic Health Survey  |
| DIBS      | Development Impact Bonds   |
| DMA       | Disaster Management Authority  |
| DRR       | Disaster Risk Reduction  |
| ECCD      | Early Childhood Care and Development Centres                               |
| ECHO      | European Civil Protection and Humanitarian Aid Operations                  |
| <u>EQ</u> | Evaluation Question  |
| ERG       | Evaluation Reference Group   |
| ET        | Evaluation Team  |
| EW        | Early Warning  |
| EWS       | Early Warning System   |
| FAO       | United Nations Food and Agriculture Organisation                           |
| FCS       | Food Consumption Score   |
| FES       | Food Expenditure Score   |
| FFA       | Food-Assistance-for-Assets   |
| FGD       | Focus Group Discussion   |
| FMU       | Food Management Unit   |
| FNB       | First National Bank  |
| FNCO      | Food and Nutrition Coordination Office                                     |
| FNG       | Fill the Nutrient Gap  |
| GBV       | Gender Based Violence  |
| GDP       | Gross Domestic Product   |

|          |  |
|----------|--|
| GEWE     | Gender Equality and Women's Empowerment  |
| GHI      | Global Hunger Index  |
| GNI      | Gross National Income  |
| HGSF     | Home-Grown School Feeding  |
| HIV      | Human Immunodeficiency Virus   |
| HQ       | Headquarters   |
| IACOV    | Improving Adaptive Capacity of Vulnerable and food Insecure Populations in Lesotho |
| IFAD     | International Fund Agricultural Development  |
| IMF      | International Monetary Fund  |
| IOM      | International Organization for Migration   |
| IPC      | Integrated Food Security Phase Classification                                      |
| IR       | Inception Report   |
| IRI      | International Research Institution   |
| IT       | Information Technology   |
| JICA     | Japan International Cooperation Agency   |
| KII      | Key Informant Interview  |
| KPA      | Key Priority Area  |
| LCS      | Livelihood Coping Strategy   |
| LENEPWHA | Lesotho Network for people Living with HIV and AIDS                                |
| LFNP     | Lesotho Food and Nutrition Policy  |
| LMS      | Lesotho Meteorological Services  |
| LNFU     | Lesotho National Farmers Union   |
| LRCS     | Lesotho Red Cross Society  |
| LSB      | Standard Lesotho Bank  |
| LVAC     | Lesotho Vulnerability Assessment Committee   |
| MAFS     | Ministry of Agriculture and Food Security  |
| MCC      | Millenium Challenge Corporation  |
| MET      | Ministry of Education and Training   |
| MFRSC    | Ministry of Forestry, Range and Soil Conservation                                  |
| MICS     | Multiple Indicator Cluster Survey  |
| MIP      | Multisectoral Nutrition Programme  |
| MoAFS    | Ministry of Agriculture and Food Security  |
| MoET     | Ministry of Education and Training   |
| MOFRSC   | Ministry of Forestry, Range and Soil Conservation                                  |
| MoH      | Ministry of Health   |
| MoLG     | Ministry of Local Government   |
| MoSD     | Ministry of Social Development   |
| MOU      | Memorandum of Understanding  |
| MSCM     | Ministry of Small Business Development, Cooperatives and Marketing                 |
| MSD      | Ministry of Social Development   |
| NDRRSAP  | National Disaster Risk Reduction Strategy and Action Plan                          |

|          |   |
|----------|---|
| NGO      | Non-governmental organization   |
| NHGFSF   | National Home Grown School Feeding  |
| NISSA    | National Information System for Social Assistance   |
| NMA      | National school feeding Management Agents   |
| NSDP     | National Strategic Development Plan   |
| NSRF     | National Strategic Resilience Framework   |
| ODA      | Official Development Assistance   |
| OECD-DAC | Organisation for Economic Co-operation and Development's Development Assistance Committee |
| OEV      | Office of Evaluation  |
| OSZI     | Technical Assistance and Country Capacity Strengthening Service                           |
| PLW/G    | Pregnant and Lactating Women/Girls  |
| PW       | Public Works  |
| RBJ      | Regional Bureau in Johannesburg   |
| RSHDA    | Rural Self-Help Development Association   |
| RUP      | Regional Urban Preparedness   |
| SABER    | Systems Approach for Better Education Results   |
| SADC     | Southern African Community Development Community  |
| SADP     | Small Holder Agriculture Development Project  |
| SBCC     | Social Behaviour Change Communication   |
| SDG      | Sustainable Development Goal  |
| SF       | School Feeding  |
| SFP      | School Feeding Programme  |
| SLB      | Standard Lesotho Bank   |
| SO       | Strategic Objective   |
| SOP      | Standard Operating Procedure  |
| SRS      | Simple Random Sample  |
| SSA      | Sub-Saharan Africa  |
| SUN      | Scaling Up Nutrition  |
| TL       | Team Lead   |
| ToC      | Theory of Change  |
| ToR      | Terms of Reference  |
| UN       | United Nations  |
| UN SWAP  | United Nations System-wide Action Plan  |
| UNCT     | United Nations Country Team   |
| UNDAF    | United Nations Development Assistance Framework   |
| UNDP     | United Nations Development Programme  |
| UNDRMT   | United Nations Disaster Risk Management Team  |
| UNEG     | United Nations Evaluation Group   |
| UNEP     | United Nations Environment Programme  |
| UNFPA    | United Nations Population Fund  |

|        |  |
|--------|--|
| UNICEF | United Nations Children's Fund                               |
| UNJP   | Joint United Nations Programme                               |
| UNSDCF | United Nations Sustainable Development Cooperation Framework |
| USAID  | United States Agency for International Development           |
| USD    | United States Dollar   |
| VNR    | Voluntary National Review                                    |
| WFP    | World Food Programme   |
| WHO    | World Health Organization                                    |
| WVI    | World Vision International                                   |

**WFP Lesotho**

<https://www.wfp.org/countries/lesotho>

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