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Draft Lesotho country strategic plan (2019–2024)

Duration	1 July 2019–30 June 2024
Total cost to WFP	USD 110,748,948
Gender and age marker*	3

* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

The Government of Lesotho has affirmed its commitment to attaining Sustainable Development Goal 2, but challenges remain. As identified in the national zero hunger strategic review, these include limited job opportunities, particularly for women and young people; poor performance of the agriculture sector; high burden of malnutrition in all its forms; gender inequalities; the impact of HIV and AIDS; and concerns regarding accountability, coordination and coherence coupled with a negative political environment that hampers the operation of government institutions. The country also faces climate-related risks – erratic rainfall, droughts, changes in weather patterns and soil erosion – with adverse impacts on food security.

This country strategic plan guides WFP's engagement in Lesotho from 2019 to 2024 in support of the Government's work towards the achievement of Sustainable Development Goal 2.

The following strategic outcomes will be pursued:

1. Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis.
2. Vulnerable populations in Lesotho benefit from strengthened social protection systems that ensure access to adequate, safe and nutritious food all year.
3. Vulnerable populations in Lesotho have improved nutrition status at each stage of the lifecycle by 2024, in line with national targets.

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4. Communities in targeted areas, especially women and young people, have resilient, efficient and inclusive food systems by 2024.

WFP will shift from direct implementation of programmes towards strengthening of national capacities and ownership in support of a gradual transition towards handover of WFP-supported programmes to the Government. Over the next five years, WFP's programmes will be integrated in order to broaden the focus on building sustainable food systems, using livelihood and asset creation activities as platforms for building the resilience of communities and households, especially to climate change. WFP will provide support to traders and retailers in enhancing efficiencies in supply chains that improve the affordability and quality of food in the country and support social protection systems, particularly school feeding and public work programmes. WFP will integrate gender-transformative approaches, nutrition improvement and consideration of people living with HIV or disabilities into all of its programmes.

This country strategic plan is aligned with Lesotho's Vision 2020 and national strategic development plan for 2019–2023 and with the United Nations development assistance framework for 2019–2023. WFP's main partners are the Government, the Food and Agriculture Organization of the United Nations, United Nations Population Fund, the United Nations Children's Fund, the United Nations Development Programme, the Joint United Nations Programme on HIV and AIDS and non-governmental organizations. WFP will collaborate with the private sector in pursuit of the objectives of the country strategic plan.

Draft decision*

The Board approves the Lesotho country strategic plan (2019–2024) (WFP/EB.A/2019/8-A/5) at a total cost to WFP of USD 110,748,948.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. Lesotho is a small, mountainous, landlocked country with a population of 2.2 million people. It has a per capita gross domestic product (GDP) of USD 1,160 and is classified as a lower-middle-income country,¹ ranking 160th of 188 countries on the 2016 Human Development Index. Three consecutive coalition governments have been in place since 2012, which has resulted in political instability and a challenging operating environment. Over one million people are poor,² most of them children, young people and women.³ Women account for fewer than a quarter of Government members. Persons with disabilities comprise 3.7 percent⁴ of the population, with many facing discrimination in access to basic services.⁵ With a Gini coefficient of 0.53 in 2015, Lesotho is among the ten most unequal countries in the world.⁶
2. The economy of Lesotho is dominated by subsistence agriculture and small-scale manufacturing of textiles, garments and apparel. Productivity has been deteriorating since the early 1990s because of unpredictable weather conditions, including inconsistent rains and persistent and recurring droughts.⁷ The effects of soil erosion, severe land degradation and climate change have reduced the productive capacity of Lesotho's croplands and rangelands.⁸
3. With 25.6 percent of people aged 15–59 years living with HIV/AIDS, Lesotho has the second highest HIV prevalence in the world, coupled with a high incidence of tuberculosis. HIV prevalence is significantly higher among women (30 percent) than men (21 percent). It is also estimated that 17 percent of girls are married before the age of 18,⁹ and 22 percent of children (25 percent of boys and 20 percent of girls) are engaged in child labour.¹⁰

1.2 Progress towards SDG 2

Targets

4. *Ensure access to adequate and nutritious food all year (Sustainable Development Goal [SDG] target 2.1).* Lesotho has a Global Hunger Index score of 24.1, which indicates a precarious food security situation.¹¹ The 2018 Integrated Food Security Phase Classification analysis indicates that 18 percent of the rural population (257,283 people) and 9.2 percent of the urban population (51,683 people) will require food assistance between September 2018 and

¹ World Bank. Lesotho Overview. <http://www.worldbank.org/en/country/lesotho/overview>.

² Using the international poverty line of USD 1.25 per capita per day.

³ Bureau of Statistics 2014. 2010/2011 Household Budget Survey, Analytical Report, Volume 1. Available at http://www.bos.gov.ls/New%20Folder/Copy%20of%20Economics/HBS_report_2010-2011.pdf.

⁴ Accounting for 2.1 percent of the men and boys and 1.6 percent of the women and girls in the country.

⁵ Kamaleri Y and Eide A.H. 2011. *Living Conditions among People with Disabilities in Lesotho – A National Representative Study*. <http://www.safod.net/library/files/m52687.pdf>.

⁶ World Bank. 2015. Lesotho – Systematic country diagnostic. <http://documents.worldbank.org/curated/en/371421468188678379/Lesotho-Systematic-country-diagnostic>.

⁷ Ministry of Finance. *Kingdom of Lesotho 2018/19–2020/21 Budget Strategy Paper*. http://www.finance.gov.ls/documents/budget%20book/BSP%20_%202018-19.pdf.

⁸ Office of the Prime Minister 2019. *Lesotho Zero Hunger Strategic Review 2018*. <https://reliefweb.int/report/lesotho/lesotho-zero-hunger-strategic-review-2018>.

⁹ FAO. 2017. *Gender differences in child investment behaviour among agricultural households: Evidence from the Lesotho Child Grants Programme*. <http://www.fao.org/3/a-i6581e.pdf>.

¹⁰ www.Unicef.org/infobycountry/Lesotho_statistics.html.

¹¹ International Food Policy Research Institute, Concern Worldwide and Welthungerhilfe. 2017. *2017 Global Hunger Index. The inequalities of hunger*. <http://www.globalhungerindex.org/pdf/en/2017.pdf>.

February 2019.¹² In addition, the prevalence of undernourishment increased from 11.7 percent of the population in 2004–2006 to 14.5 percent in 2014–2016.¹³ The majority of woman-headed households are food-insecure and have higher dependency ratios than man-headed households, fewer employment opportunities and assets, and more people affected by HIV and AIDS, including children, particularly orphans.

5. *End all forms of malnutrition (SDG target 2.2).* While the national average rate of stunting declined from 39.2 percent in 2009 to 33.2 percent in 2014, stunting remains a serious development challenge.¹⁴ It is more prevalent in rural areas (35 percent) than urban areas (27 percent), and among boys (39 percent)¹⁵ than girls (28 percent). Three percent of children under 5 years of age suffer from wasting. There is an alarming increase in the prevalence of overweight and obesity, with 7 percent of children under 5 overweight and 45 percent of women and 12 percent of men aged 15–49 years overweight or obese. Other challenges affecting nutrition outcomes include low intake of vitamins and micronutrients such as vitamin A, folic acid and iron. more than half of all children aged 6–59 months suffer from anaemia.¹⁶
6. *Double the agricultural productivity and incomes of small-scale food producers (SDG target 2.3).* More than 70 percent of the population in rural Lesotho is engaged in subsistence agriculture, with men constituting 49.8 percent of the agricultural workforce and women 50.2 percent, although land and livestock ownership is skewed towards men.¹⁷ Subsistence farmers, most of whom are women, generally own less than one hectare of land, lack money for investment, practise mostly traditional, rainfed, low-yield cereal production and keep livestock that overgraze rangelands. Domestic food production has concentrated on three main cereal crops – maize, wheat and sorghum – and productivity has been steadily declining. Low maize yields (averaging 0.5 mt/hectare) are primarily due to high production costs and factors such as climate change and land degradation.
7. *Ensure sustainable food production systems and resilient agricultural practices (SDG target 2.4).* Lesotho suffers from high levels of land degradation and soil erosion, which are exacerbated by recurrent droughts associated with climate change, pressure on limited land resources, poor land and natural resource management practices and ineffective land legislation, policy and tenure. Less than 10 percent of land is arable, and only half of arable land is under production. Participation in agricultural activities remains challenging for women: while the 2010 Land Act provides equal landownership rights for women and men, under customary law adult women are treated as minors and are not entitled to inherit land. Women are therefore less likely than men to own land, reducing their active participation in productive agricultural activities and trapping them in a cycle of poverty.

¹² United Nations Resident and Humanitarian Coordinator in Lesotho. 2018. *Lesotho Vulnerability Assessment Analysis (VAA) and IPC Analysis Results 2018*. <https://reliefweb.int/report/lesotho/lesotho-vulnerability-assessment-analysis-vaa-and-ipc-analysis-results-2018>.

¹³ FAO, IFAD, UNICEF, WFP and the World Health Organization. 2017. *The State of Food Security and Nutrition in the World 2017: Building resilience for peace and food security*. <http://www.fao.org/3/a-l7695e.pdf>.

¹⁴ Ministry of Health and ICF International. 2016. *Lesotho Demographic and Health Survey 2014*. Maseru, Lesotho: Ministry of Health/Lesotho and ICF International. <https://dhsprogram.com/publications/publication-fr309-dhs-final-reports.cfm>.

¹⁵ The reasons why boys are more likely to be stunted than girls are still not fully understood.

¹⁶ Ministry of Health/Lesotho and ICF International. 2016. *Lesotho Demographic and Health Survey 2014*. Maseru, Lesotho: Ministry of Health/Lesotho and ICF International. <https://dhsprogram.com/publications/publication-fr309-dhs-final-reports.cfm>.

¹⁷ Bureau of Statistics. 2012. *2009/2010 Lesotho Agriculture Census, Livestock Report, Volume II*. <http://www.bos.gov.ls/>.

Macroeconomic environment

8. Having averaged 3 percent per year since 2015, real economic growth in Lesotho dropped significantly in 2017/18 and is expected to fall to 1.1 percent in 2019 because of slowdowns in government activities and the agriculture, wholesale and retail trade and manufacturing sectors.¹⁸ The unemployment rate was 29.3 percent in 2017, with women accounting for 64 percent of unemployed people, men for 36 percent and young people for 34 percent.^{19, 20} Lesotho also faces a challenging fiscal environment owing largely to declining revenues from the Southern African Customs Union.²¹ Agriculture's contribution to GDP declined from 11.8 percent in the period from 1985 to 1994 to about 5 percent between 2006 and 2015.

Key cross-sector linkages

9. *Poverty.* Poor households have little resilience against economic shocks and lack savings or access to credit, trapping them in a cycle of low investment, low productivity and low income. Lesotho's poverty profile has not changed over the past decade.²² An estimated 57 percent of the population lives below the poverty line and 30 percent is below the food poverty line, with food expenditures being insufficient to meet minimum food requirements.²³ The spatial distribution of food poverty is biased towards rural areas, where more than 60 percent of the population lives below the poverty line. Woman-headed households are also more likely than average to be poor (58.1 percent).²⁴ Extreme poverty is concentrated among elderly people, with the highest rates of poverty among adults aged 60–64 years (38.8 percent), followed by children aged –14 years and adults aged 55–59 years.
10. *Education.* The Government faces challenges in the provision of quality basic education for all. These include insufficient attention to early learning and inefficiencies in financial management systems.²⁵ Enrolment rates in early childhood care and development centres are low and most centres are not formally registered. High repetition rates at lower grades and high dropout rates between grades 4 and 7, especially among boys, can be attributed to patriarchal cultural norms, customs and religious practices. The Government spends 9.6 percent of GDP on social protection, which is well above the 1 percent spent in most sub-Saharan African countries.²⁶ However, fragmentation, limited coverage and other inefficiencies in the design and targeting of social protection programmes have prevented them from generating tangible reductions in poverty or inequality.²⁷

¹⁸ Central Bank of Lesotho. 2018. Economic Outlook 2018–2019, June 2018.

https://centralbank.org.ls/images/Publications/Economic_Outlook/CBL_Macroeconomic_Outlook_-_June_2018.pdf.

¹⁹ 58.6 percent of unemployed young people are girls and young women and 41.4 percent are boys and young men.

²⁰ Bureau of Statistics. 2018. Continuous Multi-Purpose Survey, Statistical Report No. 5, 3rd quarter of 2014/2015. http://www.bos.gov.ls/new%20folder/Copy%20of%20Demography/CMS_1st_Quarter_2014_2015.pdf.

²¹ <http://www.finance.gov.ls/documents/budget%20speeches/Budget%20Speech%202018-19%20Final.pdf>.

²² For instance, in 2002/03 about 56.6 percent of the population lived in poverty while in 2010/11 the figure had increased to 57.1 percent.

²³ World Bank. 2015. Lesotho – Systematic country diagnostic.

<http://documents.worldbank.org/curated/en/371421468188678379/Lesotho-Systematic-country-diagnostic>.

²⁴ Ibid.

²⁵ UNDP. 2017. *Lesotho country analysis working document final draft, September 2017*.

http://www.undp.org/content/dam/unct/lesotho/docs/Ourwork/Lesotho%20CCA_Final%20Draft_22%20September%202017.pdf.

²⁶ Davis, B, Handa, S., Hypher, N., Winder Rossi, N., Winters, P. and Yablonski, J. eds.. 2016. *"From Evidence to Action: The Story of Cash Transfers and Impact Evaluation in Sub Saharan Africa*. <https://ideas.repec.org/b/oxp/obooks/9780198769446.html>.

²⁷ World Bank. 2015. *Lesotho: Systematic country diagnostic*.

<http://documents.worldbank.org/curated/en/371421468188678379/Lesotho-Systematic-country-diagnostic>.

11. *Gender inequality.* With a score of 0.54, Lesotho ranks 135th of 160 countries on the 2017 Global Gender Inequality Index. Cultural and traditional norms and practices hinder women's participation in decision-making processes and landownership while leaving them responsible for the bulk of unpaid care and domestic work. Households headed by women are poorer and more food-insecure than those headed by men, and women in Lesotho's patriarchal society are treated as minors, exacerbating gender inequalities in access to services and increasing the vulnerability of women and girls to sexual and reproductive health issues and gender-based violence.

1.3 Hunger gaps and challenges

12. The Lesotho zero hunger strategic review identified gaps and challenges that lead to food and nutrition insecurity in the country:
 - *Limited job opportunities.* Job opportunities, particularly for women and young people, are limited. Most households, especially in rural areas, face challenges in obtaining access to food and nutrition because of their limited incomes.
 - *Poor performance of the agriculture sector.* Major factors constraining agricultural growth include exposure to climate shocks such as droughts, floods and frost, land degradation, soil infertility, the high cost of production and lack of access to financial services and structured markets.
 - *High burden of malnutrition.* The annual cost associated with child undernutrition is USD 133 million, or 7.13 percent of GDP.²⁸ Food and nutrition insecurity is reflected in the high levels of undernourishment in the population and of stunting and micronutrient deficiencies among children under 5.
 - *Gender inequalities and the impact of HIV and AIDS.* Women and girls are more vulnerable to HIV than men and boys and they lack equal access to adequate food, income, financial and other services and land.²⁹ Gender inequality is exacerbated by discriminatory socio-cultural norms and economic practices.

1.4 Key country priorities

Government

13. The Government's priorities are articulated in Lesotho's Vision 2020 which identifies seven pillars of development: democracy, unity, peace, education and training, economic growth, management of the environment and advances in technology. Lesotho's national strategic development plan for 2019–2023 promotes inclusive and sustainable economic growth and private sector-led job creation, with a focus on strengthening human capital, building enabling infrastructure and strengthening national governance and accountability systems in order to address unemployment, poverty, gender inequalities and HIV and AIDS. Sustaining the gains made in bridging gaps in gender equality requires practical enforcement mechanisms, many of which are enshrined in the national gender and development policy for 2016–2020, which provides equal rights to education, productive resources, employment and economic empowerment between men and women and between boys and girls.

²⁸Government of Lesotho and others. 2016. *Cost of Hunger in Africa, Lesotho*. <https://reliefweb.int/report/lesotho/cost-hunger-social-and-economic-impact-child-undernutrition-lesotho-vision-2020>.

²⁹UNAIDS. HIV, food security and nutrition. http://data.unaids.org/pub/manual/2008/jc1515_policy_brief_nutrition_en.pdf.

14. The national food and nutrition policy (2017) promotes a multisector and multi-stakeholder approach. The recently launched climate change policy for 2017–2019 is aimed at building the resilience of Lesotho's population by promoting adaptation measures that will be operationalized through the 2017 National Adaptation Plan of Action. The national resilience framework is in accordance with the Sendai Framework for Disaster Risk Reduction 2015–2030.
15. Responding to the recommendations of the zero hunger strategic review, the Government has developed a road map with objectives and milestones for facilitating the tracking and acceleration of progress towards zero hunger. The road map assigns responsibilities to ministries and other stakeholders with a view to ensuring a multisectoral response with coordination and linkages among sectors.

United Nations and other partners

16. The United Nations development assistance framework for 2019–2023, within which WFP's planned activities have been firmly embedded, mirrors the priorities of the national strategic development plan, which include accountable governance, effective institutions, social cohesion and inclusion; and sustainable human capital development and sustainable inclusive economic growth for poverty reduction.
17. The Food and Agriculture Organization of the United Nations (FAO), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), the United Nations Development Programme (UNDP), the Joint United Nations Programme on HIV and AIDS (UNAIDS) and several non-governmental organizations (NGOs) focus on the thematic areas of food and nutrition security, livelihoods, climate change and resilience building while taking into consideration issues related to gender equality and mainstreaming sensitivity to HIV and disabilities into all activities.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

18. The lessons learned that inform WFP's future direction come from various reviews and studies, past evaluations and consultations with the Government, United Nations agencies, NGOs, donors and other development partners. The sources of these lessons include a mid-term evaluation of WFP's country programme (2015), an evaluation of WFP's cash for assets programme (2015), a joint evaluation of the national school feeding programme carried out by the Government and WFP (2018) and a summary of evaluation evidence from Lesotho covering 2007–2017.³⁰
19. The report of the mid-term evaluation of the country programme recommended that WFP gradually shift from direct implementation to focus increasingly on capacity strengthening at all levels of the Government. WFP's interventions will benefit from a consolidation of WFP's achievements in humanitarian and development response with a shift in focus to the humanitarian–development nexus and the provision of support for longer-term, more integrated approaches to resilience building in the country.
20. Attention to gender issues was a cornerstone of the joint evaluation of the national school feeding programme, which concluded that the programme does not sufficiently address the development of agriculture and small enterprises. The evaluation report recommended strengthening school feeding governance, management and implementation structures at

³⁰ Summary of evaluation evidence Lesotho 2007–2018, 22 July 2018. Prepared by The KonTerra Group: Belen Diaz. This was commissioned by WFP's Regional Bureau in Johannesburg as one of six country evaluation synthesis reports for informing WFP country offices in their strategic, programmatic and governance decision making for the design of CSPs in the Congo, Eswatini, Lesotho, Madagascar, Malawi and Zambia.

the national and district levels and scaling up the adoption of an outsourced contracting model³¹ to the national level by 2024. It highlighted the need to reduce the costs of school meals, while maintaining nutrition standards and strengthening the monitoring and accountability framework. In line with the approach outlined in this country strategic plan (CSP), implementation of these recommendations will support the handover of management and implementation of the school feeding programme to the Government.

21. The report of the mid-term evaluation of the country programme recommended that greater gains in nutrition support and HIV response could be realized through multisector and gender-sensitive social and behaviour change communication that involves national, district- and community-level officials from a range of ministries and sectors.
22. The cash for assets evaluation conducted in 2015 found that WFP's resilience building activities were relevant but required a change in focus to the creation of sustainable productive assets. Opportunities were highlighted for WFP to strengthen the design of the national public works programme managed by the Ministry of Forestry, Range and Soil Conservation.
23. Recommendations from an internal synthesis of evidence from WFP evaluations carried out between 2007 and 2018 highlight the need to enhance the mainstreaming and monitoring of gender-responsive actions in all programmes through capacity strengthening for both WFP and government personnel.

2.2 Opportunities for WFP

24. WFP can provide support to the Government in the following strategic areas:
 - *Meeting the immediate food and nutrition needs of people in crisis.* Emergency food assistance will continue to be provided in times of crisis as required. WFP will contribute to capacity development for emergency preparedness and response, including through the transfer of expertise in needs assessment.
 - *Strengthening social protection systems.* WFP will support the Government in the design, consolidation and implementation of gender- and shock-responsive programmes in the national social protection framework. Technical support will be provided with a view to strengthening the equity and efficiency of beneficiary information management systems.
 - *Linking smallholder farmers to school feeding.* In partnership with other United Nations agencies, particularly FAO, WFP will support and build government capacities in the implementation of a sustainable home-grown school feeding programme.
 - *Supporting agriculture value chains and mitigating post-harvest food losses for smallholder farmers.* WFP will work with smallholders on reducing food losses in order to improve households' food security and increase marketable surpluses, thereby enhancing farmers' productivity and incomes and stimulating local markets and economies.
 - *Addressing all forms of malnutrition and micronutrient deficiencies.* WFP will support the Government's scale up of evidence-based, cost-effective multisector nutrition interventions, including by providing government institutions, civil society organizations, communities and households with capacity strengthening and awareness raising activities aimed at informing their decision making regarding nutrition.
 - *Building resilience through sustainable food systems.* WFP will provide technical support to the government for the design and implementation of productive and integrated safety

³¹ In the "national management agents" model of school feeding, a single entity is contracted to provide food for several schools with the aim of generating economies of scale.

nets in support of climate adaptation efforts, resilience building and sustainable livelihoods.

- *Strengthening government accountability mechanisms.* Focusing on the district and community levels, WFP will support the Government in addressing gaps in institutional capacities to plan, coordinate, implement and monitor food and nutrition policies and establish and operate appropriate performance management and reporting systems for accountability purposes.

2.3 Strategic changes

25. WFP will continue its shift from direct implementation towards the strengthening of national capacities in and ownership of school feeding activities in order to support a gradual handover of the national school feeding programme and the national public works programme to the Government.
26. Integration of programmes is a key element of this work, together with an increased focus on building sustainable food systems, using livelihood and asset creation activities as platforms for enhancing the resilience of communities and households.
27. WFP will promote the integration of sensitivity to nutrition and HIV by following gender-transformative approaches that promote gender equality through shared control of resources and decision making by women and men and the empowerment of women. All interventions will take into consideration the needs of persons with disabilities.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

28. WFP will focus on four integrated and complementary outcomes aimed at responding to crises, addressing chronic vulnerability and building resilience in Lesotho. Capacity strengthening is mainstreamed into all outcomes and activities. WFP will adopt realistic and effective strategies for a gradual handover of activities to the Government, the pace of which will be determined by the Government's ability to take over and expand implementation as planned.
29. WFP will work with the Government in order to strengthen national capacities to prepare for, coordinate and respond to shocks during and following crises. It will provide food and nutrition assistance when needs exceed the Government's institutional and financial capacities.
30. WFP will advocate for and support the Government in the design and implementation of social protection systems that are shock-responsive and nutrition-sensitive, ensure gender equity in service provision and contribute to gender equality. This will include support for targeting and the management of information on and registration of beneficiaries.
31. During the transition of the national school feeding programme to government ownership, WFP will strengthen the Government's capacities to manage and implement models that link smallholder farmers to school feeding and other markets and enable the equitable participation of men and women in these markets.
32. WFP's supply chain expertise will be leveraged in order to reduce post-harvest losses and support the Government and its partners in the operationalization of guidelines and standards for food safety and quality, which the Government is developing.
33. An explicit shift will be made towards the integration of all programmes in order to create a collective vision of a more resilient, food-secure and healthy nation, ensuring that all approaches are gender-transformative, nutrition- and HIV-sensitive and considerate of people with disabilities.

34. Nutrition activities will follow a lifecycle approach and will focus on building the capacities of the Government to coordinate and implement nutrition interventions that address all forms of malnutrition.
35. All activities under the CSP will take environmental and social considerations into account and comply with WFP's environmental and social standards.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis

36. Under this outcome, WFP will target women, men, girls and boys affected by shocks. The aim is to save lives and reduce the impact of shocks by protecting livelihoods. Activities will be implemented only when the scale of the crisis exceeds the capacity of the Government to respond. Activities under this strategic outcome are linked to support to social protection systems under strategic outcome 2 and public works for facilitating recovery and resilience building under strategic outcome 4.
37. The outcome will be achieved through the delivery of food and cash-based assistance to people identified as severely food-insecure by the Lesotho vulnerability assessment committee. At-risk groups, such as children aged 6–59 months, pregnant and lactating women and girls and people living with HIV in households identified as being in need of assistance will be targeted for the prevention of acute malnutrition.
38. Social and behaviour change communications will be used to improve knowledge of nutrition, human rights, gender and climate awareness among women, men, boys and girls. WFP is committed to improving gender parity and building internal and external capacities in gender issues.

Focus area

39. The strategic outcome focuses on crisis response.

Expected outputs

40. This strategic outcome will be achieved through the following two outputs:
 - Targeted populations (tier 1) receive cash-based and/or food transfers, including specialized foods, that meet their basic food and nutrition requirements and support early recovery.
 - 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.

Key activity

Activity 1: Provide cash-based and/or food assistance to populations affected by shocks

41. Vulnerability to cyclical and recurring disasters such as droughts and floods is rising, as is the frequency of disasters. The scope of activities under this strategic outcome assumes that the country could face two emergency crises over the next five years. Vulnerable women will be prioritized as they face gender inequalities in access to resources such as land, credit, rural organization and agricultural inputs, technology, education and extension services.
42. In close collaboration with the United Nations humanitarian country team, government ministries such as Disaster Management Authority, the Ministry of Health, the Food and Nutrition Coordination Office, the Ministry of Social Development, Lesotho Meteorological Services and the Ministry of Gender, Youth, Sports and Recreation, NGOs and the private sector, WFP will provide food and cash-based assistance. It will work on the improvement of partners' capacities in gender issues and build networks and partnerships with organizations

involved in the promotion of gender equality and women's empowerment with a view to strengthening emergency preparation and responses. WFP will explore in-country payment systems and its own corporate beneficiary and transfer management system SCOPE for the delivery of cash-based transfers, linking SCOPE to the National Information System for Social Assistance platform and Inter-Agency Social Protection Assessments payment tool. The selection of transfer modalities will be guided by participatory assessments that include gender and age analyses.

43. WFP will facilitate the Government's use of schools in the national school feeding programme as platforms for the delivery of food assistance to vulnerable households. By leveraging existing platforms for crisis response, this is expected to ease the path to recovery and resilience after an emergency.
44. The activity will be both nutrition-specific and nutrition-sensitive. In-kind rations including specialized nutritious foods will provide a nutritionally balanced food basket that meets the nutrition needs of pregnant and lactating women and girls, and children aged 6–59 months. All modalities will be combined with social and behaviour change communications tailored to different population groups and aimed at preventing deterioration of the nutrition status of vulnerable people.

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

45. WFP will complement the provision of food and nutrition assistance during a crisis (strategic outcome 1) with support for the Government that continues into the recovery phase and is aimed at helping populations as they become increasingly self-reliant. Woman-headed households affected by chronic food insecurity will be prioritized given women's limited access to protective social networks and their traditional position as primary family caregivers in ensuring food and nutrition security. WFP will provide the Government with support in adapting targeting criteria to the increased numbers of people in need that may result from more frequent shocks (strategic outcome 1).
46. WFP will strengthen the Government's capacities to forecast climate shocks and plan responses through the use of routine food and nutrition monitoring and resilience analysis in order to inform social protection programmes and other complementary interventions.
47. WFP will provide the Government with technical assistance in the planning and implementation of gender-responsive social protection programmes (including school feeding and public works) that are nutrition-sensitive and shock-responsive. Through this activity, WFP aims to shift the national school feeding programme to full government management and implementation with links to local smallholder farmers (strategic outcome 4). WFP will work with UNFPA on building knowledge and awareness of discriminatory gender norms, including gender-based violence among learners and caregivers. Given the lower completion rates of boys than girls and the frequency of gender-based violence in schools, this activity will target boys, girls, teachers and caregivers differentially.

Focus area

48. The strategic outcome focuses on root causes.

Expected outputs

49. This strategic outcome will be achieved through the following five outputs:
 - Boys and girls in pre- and primary school (tier 1) receive an adequate and nutritious meal every school day in order to increase attendance.
 - Boys and girls in pre- and primary school, teachers and caregivers (tier 1) benefit from gender awareness sessions that strengthen equitable access to safe and nutritious food.

- Boys and girls in pre- and primary school, and local communities (tier 3) benefit from strengthened government capacity to manage, fully own and implement the home-grown school feeding programme and thus to improve dietary intake and nutrition status.
- Targeted populations (tier 3) benefit from strengthened government capacity to design, implement and coordinate efficient and equitable shock-responsive social protection programmes that ensure access to food.
- Vulnerable populations (tier 3) benefit from strengthened capacity of the Government and partners in early warning and food and nutrition security monitoring and analysis that helps beneficiaries meet their food and nutrition needs.

Key activities

Activity 2: Support the Government in evidence-based planning, design, management and implementation of gender-responsive social protection programmes, including by handing over the home-grown school feeding programme

50. In 2015, the Government assumed full responsibility for financing the national school feeding programme, with WFP remaining responsible for managing and monitoring it. Over the course of the CSP, WFP will gradually hand over these responsibilities to a school feeding secretariat which is currently under establishment. WFP will support the Ministry of Education and Training in implementation of a nutrition-sensitive programme and development of a strategy for sustainable handover. The strategy will be supported by systems strengthening and capacity building activities at the national, district, community and school levels. In addition, activities aimed at improving school feeding infrastructure by providing hygienic, secure and environmentally friendly cooking and storage facilities that comply with WFP's environmental and social standards will be undertaken. As the Government and other partners become equipped, WFP aims to hand over 182 primary schools a year and will begin the transition to government ownership of early childhood care and development centres over the CSP period.
51. WFP will support the Ministry of Education and Training in operationalization of the school feeding secretariat, enhancing the ministry's convening and coordinating power with other ministries such as those of agriculture and food security and gender. WFP will continue its efforts in supporting the establishment of a gender-responsive monitoring and evaluation system at the national and decentralized levels. To enhance the nutrition-sensitivity of school feeding, WFP will share information on nutrition education and climate change adaptation. WFP will assist the Government in continuing to link smallholder farmers to schools and will use findings from "fill the nutrient gap" analysis (strategic outcome 3) to inform improvement of the food basket.
52. Acknowledging the interrelationship between HIV and malnutrition, WFP will work with UNAIDS on the provision of technical support to the Government and on advocacy for HIV-sensitive and gender-responsive social protection programmes.

Activity 3: Strengthen technical capacity of the Government in early warning, food and nutrition security monitoring and vulnerability assessment and analysis through forecast-based financing approaches

53. WFP will strengthen the capacity of Lesotho Meteorological Services, the Ministry of Agriculture and Food Security and the Ministry of Forestry, Range and Soil Conservation in generating seasonal precipitation and temperature forecasting to feed into national early warning systems. This will support efforts to trigger early action through programmes such as those for public works supported under strategic outcome 4 and unconditional assistance supported under strategic outcome 1. A forecast-based financing approach will be adopted which will include strengthening of computing capacities for analysis of observations and integration of seasonal forecasts, strengthening of the archiving system and historical

database of Lesotho Meteorological Services, installation of web-based map rooms and training in maintenance of the database, and development of decadal and long-term climate projections.

54. WFP will provide technical assistance for enhancing the Government's capacity to implement an early warning system that is linked to social protection systems. WFP will support a review of standard operating procedures for early warning and will add indicators and triggers for early action. Support will also be provided for the updating of disaster management manuals and plans, which will inform the development of a disaster management strategy that incorporates consideration of gender and disability issues and the concerns of young people.
55. WFP will continue to provide technical support for annual vulnerability assessments and analysis and ad hoc surveys that include coverage of gender and nutrition issues. The early warning system will be operationalized in order to strengthen monitoring of the food and nutrition situation and the use of mobile devices and tools will be promoted in order to increase cost efficiency and effectiveness.

Strategic outcome 3: Vulnerable populations in Lesotho have improved nutrition status at every stage of the lifecycle, in line with national targets by 2024

56. In response to the high prevalence of chronic malnutrition and micronutrient deficiencies and the increasing trends in overnutrition, this outcome has the aim of improving nutrition outcomes for the entire population. It will be achieved through the provision of technical assistance and advocacy for evidence-based nutrition interventions that contribute to the achievement of SDG 2 targets.
57. WFP will provide technical assistance for evidence-based policy dialogue based on qualitative formative research that is carried out in selected districts with high rates of stunting and micronutrient deficiencies. WFP will also strengthen the institutional structures of the Food and Nutrition Coordination Office and the ministries of health and agriculture and food security and their capacities to convene and coordinate multisectoral responses that include engagement by the private sector and civil society.

Focus area

58. The strategic outcome focuses on root causes.

Expected outputs

59. This strategic outcome will be achieved through the following three outputs:
 - Targeted populations (tier 3) benefit from enhanced capacity of the Government and other actors to provide comprehensive gender-transformative social and behaviour change communication for ending all forms of malnutrition.
 - Nutritionally vulnerable populations in Lesotho (tier 3), including pregnant and lactating women and girls, children under 5, adolescents, young women, young men and people living with HIV and tuberculosis, benefit from the enhanced capacities of the Government and other actors to implement programmes and services that improve nutrition outcomes.
 - Nutritionally vulnerable populations in Lesotho (tier 3), including pregnant and lactating women and girls, children under 5, adolescents, young people and people living with HIV and tuberculosis, benefit from the enhanced capacity of the Government to coordinate multisector platforms for improved nutrition outcomes.

Key activity

Activity 4: Provide capacity strengthening to the Government and other actors with regard to multisectoral coordination, planning, evidence building and implementation of equitable nutrition policies and programmes

60. WFP will support the government in the development and implementation of a multisector HIV-sensitive social and behaviour change communication strategy that is aligned with the national food and nutrition security strategy, Scaling Up Nutrition initiatives and Renewed Efforts against Child Hunger and Undernutrition and aimed at addressing nutrition behaviours related to undernutrition, overnutrition and micronutrient deficiencies.
61. In collaboration with FAO, the International Fund for Agricultural Development UNAIDS, UNFPA, UNICEF, the World Bank and the World Health Organization, WFP will support the Food and Nutrition Coordination Office and related nutrition ministries in the convening and coordination of nutrition activities by facilitating the establishment of a Scaling Up Nutrition business network and other platforms. WFP will support the Government in conducting a fill the nutrient gap study with a view to addressing gaps in the intake of nutrients.

Strategic outcome 4: Communities in targeted areas, especially women and young people, have resilient, efficient and inclusive food systems by 2024

62. This strategic outcome has the aim of building a resilient, efficient and inclusive food system through the implementation of integrated interventions for climate change adaptation including climate services. WFP will promote local purchases from smallholder farmers for national social protection programmes such as the school feeding programme. Through support for interventions that address post-harvest losses, this outcome is expected to result in improved food quality and safety. WFP will also work with partners on the supply side, including FAO, in order to address production and productivity challenges. WFP will work with the Government in supporting the development of systems for the management of water catchments, which will be adopted and scaled up by national authorities and the private sector.
63. Building on WFP's support for the national public works programme, the Government will be supported in the creation of productive assets that enhance adaptive capacities and resilience to climate change.
64. Working with FAO, the International Fund for Agricultural Development (IFAD), the Ministry of Agriculture and Food Security and other partners, WFP will assist communities in implementing soil and water conservation measures aimed at increasing the production of nutritious foods and marketable surplus.

Focus area

65. The strategic outcome focuses on resilience.

Expected outputs

66. This strategic outcome will be achieved through the following five outputs:
 - Targeted households (tier 1) participating in public works and other productive safety nets benefit from assets that are nutrition-sensitive and improve food security and resilience to shocks and climate change.
 - Targeted households (tier 2) benefit from access to timely, tailored climate and other information services that improve awareness of best practices in agriculture, adaptation to climate change, nutrition, healthcare, gender equality and protection and improve their productivity and nutrition status.

- Smallholder farmers, especially women, young women and young men (tier 3) in targeted areas benefit from strengthened national policies, systems, capacities and facilities that enhance their access to formal markets (including through home-grown school feeding).
- Food value-chain actors (tier 2), including local traders, processors and institutional buyers, are supported in enhancing supply chain efficiency and access to structured markets.
- Communities in Lesotho (tier 3) benefit from more efficient national supply chains and retail systems that improve their access to safe and nutritious food.

Key activities

Activity 5: Support the design and implementation of assets that are nutrition-sensitive and that improve and diversify the livelihoods of vulnerable communities and households affected by climate change and land degradation

67. Working with FAO and UNDP, WFP will support Lesotho Meteorological Services in developing a national climate change awareness and communication strategy. Support will include dissemination of messages on climate change and nutrition aimed at benefiting women, men, girls and boys, fostering gender parity in participation in household decision making and promoting consumption of diversified diets among all age groups in line with the social and behaviour change communication strategy developed in strategic outcome 3.
68. WFP will strengthen the Government's capacities in community-based participatory planning in order to facilitate seasonal livelihood planning and the development of community-based adaptation plans for informing asset creation at the community and household levels. A combination of activities will be used, such as improved water harvesting and management, watershed management, afforestation, agroforestry and the planting of high-value tree crops aimed at building resilience to climate change.
69. WFP will support the Government in coordinating the design, planning and implementation of community-led public work programmes. This will be undertaken through the application of tools in the three-pronged approach³² aimed at strengthening the capacities of the Government and communities to identify areas of focus and types of asset that empower vulnerable people through resilience to disasters in Lesotho. Asset creation, livelihood and climate change activities will be implemented in the same communities for three to five years with a view to enhancing capacities to absorb or adapt to shocks. WFP will seek equitable participation in activities by promoting increased participation of women, adolescent girls and marginalized groups.

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

70. As part of its smallholder agricultural market support activities, WFP will work with FAO, units of the Ministry of Agriculture and Food Security and private sector entities at the national and district levels on the provision of technical support for climate-smart agriculture to smallholder farmers. The capacities of smallholder farmers to enhance food production, aggregation, food storage and handling and quality control will be strengthened with a view to increasing marketable surpluses. Organizations of women and young farmers will be prioritized for the promotion of labour-saving technologies and gender awareness training for men and women. This activity is linked to activity 2 in aiming to improve the standards of produce sold to schools and in local markets.

³² The three "prongs" are integrated context analysis, seasonal livelihood planning and community-based participatory planning.

3.3 Transition and exit strategies

71. During implementation of the CSP WFP will shift from direct provision of food assistance to country capacity strengthening, policy guidance and support for national and government-led programmes. CSP interventions will be implemented through nationally owned and operated programmes as part of a strategy for transition and handover to the Government. Consideration of the needs and vulnerabilities of women and girls will be incorporated into programme design, implementation and monitoring with a view to fostering better access to food and nutrition security for women and girls.

4. Implementation arrangements

4.1 Beneficiary analysis

Strategic outcome	Activity	Girls	Boys	Women	Men	Total
1	1	118 000	36 000	74 000	55 000	283 000
2	2	120 600	119 400			240 000**
4	5			85 500	57 000	142 500
Total (cumulative)		159 500	112 000	238 600	155 400	665 500
Total without overlap		101 200	82 225	225 803	223 273	632 000

* Girls and boys are beneficiaries under 18 years old.

** 180,000 primary schoolchildren and 60,000 preschool children. The total figure will decline each year in accordance with the handover plan

72. Given that capacity strengthening is mainstreamed into all strategic outcomes of the CSP, WFP assistance will cover a significant number of indirect beneficiaries, including people who benefit from the creation of community assets; improved targeting criteria for public works programmes; strengthened government capacities in the implementation of nutrition, disaster risk management and school feeding activities; and enhanced policies and institutions. Institutions that will benefit from WFP capacity strengthening efforts include the ministries of education and training, forestry, range and soil conservation, and agriculture and food security, the Disaster Management Authority, Lesotho Meteorological Services, civil society organizations, NGOs, decentralized government entities, community authorities and women's groups and cooperatives.

4.2 Transfers

Food and cash-based transfers

	Strategic outcome 1			Strategic outcome 2		Strategic outcome 4
	Activity 1			Activity 2		Activity 5
	Vulnerable people affected by crises	Children under 5	Pregnant and lactating women and girls	School feeding – preschool children	School feeding – primary schoolchildren	Food for asset creation participants
	Food/cash-based transfers	Food	Food	Food	Food	Cash-based transfers
Cereals	200				150	
Pulses	60				30	
Oil	20				10	
Salt					3	
Sugar					10	
SuperCereal			250			
SuperCereal Plus		200		60		
Micronutrient powder	-	-		-	-	-
Total kcal/day	1113	787	939	893	778	
% kcal from protein	11	17	16	12	10	
CBTs	0.52	-		-	-	0.52
Number of feeding days per year	270	270	270	180	180	360

Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	22 869	7 336 375
Pulses	5 654	2 605 674
Oil and fats	1 885	1 969 407
Mixed and blended foods	6 208	6 537 235
Others	1 046	531 229
Total (food)	37 662	18 979 920
CBTs		48 789 000
Total (food and CBT value)	37 662	67 768 920

73. WFP will use both in-kind food and cash-based transfer modalities to support targeted beneficiaries. The selection of transfer modality for activities 1 and 5 was informed by the results of 2016 market assessments and is in line with the modality used in the national public works programme. In-kind food transfers will be used in activity 2, in line with the national school feeding policy. The ration for preschool children will include SuperCereal Plus for addressing nutrition objectives. During emergencies, in order to prevent malnutrition, SuperCereal will be used for pregnant and lactating women and girls and SuperCereal Plus for children aged 6–59 months.
74. Table 2 shows that 60 percent of the projected total transfer value will be distributed to beneficiaries as cash-based transfers by financial service providers contracted by WFP.

Capacity strengthening including South–South cooperation

75. South–South cooperation will be explored as a means of providing capacity strengthening wherever possible. To support the establishment of the school feeding secretariat, cooperation will be sought with Ghana, Kenya and Malawi with a view to learning from their experiences of using local purchases in school feeding and developing transition planning and the handover of activities to governments. WFP will engage with the Global Post-Harvest Knowledge and Operations Centre in Uganda in order to support its activities with smallholder farmers.

4.3 Supply chain

76. WFP will leverage its supply chain expertise in providing demand-driven support and capacity strengthening to the Government and to transporters and traders in order to address delivery challenges in remote markets. The choice of transfer modality will be based on cost efficiency and feasibility. A macrolevel assessment of supply chains that takes gender issues into consideration will be used to inform local market assessments. Assessments in targeted areas will determine market functioning and capacity to meet the additional demand associated with the use of cash-based transfers.
77. Local and regional purchases and the Global Commodity Management Facility will be used to improve the cost-efficiency of commodity-based assistance. Specialized nutritious products and other commodities that cannot be sourced locally or regionally will be purchased internationally.

4.4 Country office capacity and profile

78. A dedicated technical team will lead and be responsible for each of the six activities. The teams will be supported by cross-sector units providing services relating to gender issues, monitoring and evaluation, finance, administration and human resources. WFP will assess staff capacity needs with a view to providing more effective and efficient service delivery. Through the leveraging of existing technical expertise and increased staff capacities and resources, a streamlined workforce will be put in place to ensure that services are delivered efficiently in support of the Government and beneficiaries.
79. In line with WFP's wellness strategy, to promote and maintain the physical, mental and social wellbeing of all employees, WFP will offer a safe and healthy working environment. In line with its policy on occupational safety and health,³³ WFP will develop and implement an effective occupational safety and health management system that establishes standards and engages employees, sensitizing them to their responsibilities in implementing and maintaining the system.

³³ OED2015/003.

4.5 Partnerships

80. Partnerships will be critical to the achievement of the CSP's four strategic outcomes. WFP will promote multi-year activities for preparedness, recovery and resilience building, while seeking opportunities for joint programming with partners. WFP will engage in partnerships in all of its activities, ensuring that the pursuit of gender equality and a focus on young people and persons living disabilities are mainstreamed.
81. WFP will maintain its relations with the Government at the national and subnational levels, working with the Office of the Prime Minister, the food and nutrition coordination office, disaster management authority, the ministries of agriculture, health, education, gender, social development, meteorological services and forestry and district and local authorities.
82. Within the United Nations development assistance framework, WFP will continue its partnerships with United Nations agencies and other development partners in order to better coordinate interventions, avoid duplication of effort and achieve outcomes at scale under the four outcomes. WFP's main partners are FAO, IFAD, UNAIDS, UNDP, UNFPA, UNICEF and the World Health Organization.
83. In response to interest from the private sector, WFP will provide support to smallholder farmers in areas such as market access and post-harvest loss reduction in order to promote the commercialization of agriculture.
84. Specific partnerships will be leveraged in the following areas:
 - *Social protection.* WFP works with the Ministry of Social Development, the Disaster Management Authority, UNICEF and the World Bank in strengthening beneficiary targeting systems, particularly for public works activities. Using the national school feeding programme as an entry point, WFP will work with the World Bank, UNICEF and the ministry on supporting the Government's design and implement of comprehensive shock-responsive social protection approaches.
 - *Resilience building.* WFP will continue to work with the Ministry of Forestry, Range and Soil Conservation on watershed management aimed at improving food security and livelihood opportunities for vulnerable households. WFP and FAO are discussing synergies in their work on strengthening food systems and building resilience to climate change. FAO's expertise in integrated catchment management, conservation agriculture, asset creation for water harvesting and value chain work has the potential to support activities under strategic outcome 4.
 - *Advocacy.* As part of its work on capacity strengthening, advocacy and public awareness under strategic outcome 3, WFP will engage with the food and nutrition coordination office with a view to promoting the establishment of platforms for the planning, implementation and monitoring of nutrition interventions.
 - *Evidence building.* Evidence building will be critical to many aspects of the CSP. WFP will engage with universities and other institutions in order to ensure rigorous evaluation that assesses the effectiveness of programmes and informs adjustments as required. WFP will also commission research such as fill the nutrient gap analysis for informing policy decisions. WFP will work with research and academic institutions on the generation of evidence regarding post-harvest losses.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

85. Performance management will be based on the corporate results framework and the corporate monitoring strategy. Monitoring of progress towards the SDGs and national indicators will be the responsibility of the Government, with assistance from WFP where necessary. The monitoring plan will determine the frequencies and methods of data collection for each indicator in the logical framework. Outcome, output and process indicators will be disaggregated by sex and age. Gender-responsive monitoring and evaluation will support accountability and guide adjustments to WFP's work. Emphasis will be put on examining the role of programmes in empowering and engaging beneficiaries and other stakeholders as part of the change that brings sustainable benefits. WFP will pursue a partnership with the Ministry of Gender with a view to ensuring that monitoring and evaluation is gender-responsive. Where required, in-depth mapping of stakeholders' capacity needs will be carried out, in line with WFP's portfolio-wide approach to country capacity strengthening.
86. Cross-cutting results will be tracked in order to measure progress on gender, protection and accountability measures during implementation. WFP will use individual, household and community-based interviews with structured questionnaires and focus group discussions during monitoring surveys. To the extent possible, WFP will increase the use of real-time data collection technologies for timely reporting. Baseline surveys will be conducted, and targets set for all outcome indicators within the first three months of CSP implementation.
87. Data collection, analysis and visualization will involve the use of innovative technologies. During emergencies, WFP will increase the capacity of the monitoring and evaluation unit in order to ensure that the right skills are available for the establishment and coordination of monitoring activities including the collection, analysis, reporting and dissemination of data. WFP will advocate on the importance of monitoring and evaluation in government ministries and departments and will work on strengthening their capacities to lead such activities prior to an emergency. WFP will work with the National University of Lesotho and network operators on the collection of monitoring data using mobile vulnerability analysis and mapping and other technologies.
88. Complaint and feedback mechanisms will be expanded in order to ensure that targeted beneficiaries can inform the design and implementation of activities. Through its monitoring and evaluation unit, the WFP country office will ensure that guidelines and checklists for process monitoring are developed for all activities, in consultation with activity managers and field staff. WFP field offices and partners, including government ministries, will be fully trained in the use of these tools for identifying and reporting gaps that are recognized during the process monitoring.
89. Two evaluations and a mid-term review are planned to take place during CSP implementation. The mid-term review will be commissioned towards the end of 2021. A decentralized evaluation of resilience and country capacity strengthening work, including WFP's support for shock-responsive social protection programmes, will be commissioned in 2022. It will generate evidence for the strengthening of situation-specific approaches to resilience building and knowledge on WFP's role as an enabler and convenor through its country capacity strengthening and support for the Government on the development and management of a shock-responsive social protection system. A centralized CSP evaluation will be commissioned by the Office of Evaluation in mid-2023 in order to inform the development of a new CSP. In response to recommendations deriving from the synthesis of evaluation evidence, efforts will be made to ensure that these evaluations are gender-responsive. To ensure that evidence from monitoring, assessments, reviews and evaluations is used to inform decisions throughout CSP implementation, the monitoring,

review and evaluation plan will include periodic reporting of summarized findings in order to enable the drawing of lessons for consideration.

90. Monitoring and evaluations will be guided by the regional monitoring and evaluation strategy while responding to the needs of the Government. WFP will continue to enhance the capacities of the Ministry of Education and Training in monitoring of the national school feeding programme, and the Ministry of Forestry, Range and Soil Conservation in monitoring of asset creation activities. Information generated from monitoring, reviews and evaluations will be used in annual country and other reports for donors and be shared with the Government through various forums.

5.2 Risk management

Strategic risks

91. The implementation of WFP's school feeding and resilience building activities may be negatively affected by reductions in government funding caused by high turnover of government staff or fiscal constraints resulting from high civil service salary expenditures and reduced revenue from the Southern African Customs Union and the tax base. The country office will strengthen its relationship with the Government and advocate for joint planning of activities.
92. As a middle-income country, Lesotho has faced a dramatic reduction in donor attention and resources, especially for resilience and nutrition activities. Insufficient funding for resilience activities will have a particularly strong effect on the sustainability of WFP's asset creation activities. The country office will explore new opportunities and partnerships for mobilizing resources, including a joint proposal with the Government for multi-year funding from the Adaptation Fund. WFP will operationalize its partnership action plan, which emphasizes the need for increased collaboration with the private sector on the identification of alternative funding opportunities, combined with advocacy with the Government in order to ensure stable funding for national school feeding and public works programmes.

Operational risks

93. Limited government capacity to implement planned actions, particularly those supported by WFP in school feeding and public work activities and for the coordination of multisector nutrition interventions. WFP will work with the Government on the identification of capacity gaps, and the design and implementation of a capacity development plan for addressing them; advocate for joint planning with the Government; and sensitize high-level government officials to the importance of national involvement in and ownership of activities.

Fiduciary risks

94. Lesotho has had three consecutive coalition governments since 2012, resulting in frequent periods of political instability, which have the potential to affect the operating environment for WFP and its staff. The country office will position itself in a way that allows it to maintain as safe and secure an operating environment as possible, enabling it to mitigate security risks and carry out its interventions. Ongoing national reforms and the support provided by the United Nations have the potential to reduce the risk of political instability hampering the work of WFP. The country office will maintain strong lines of communication with the Government with a view to ensuring that its activities continue to be understood and supported whenever there is a change in government. WFP will also undertake security assessments with the United Nations Department of Safety and Security in order to assess political impacts and ensure that WFP and its staff are secure wherever they operate.

6. Resources for results

6.1 Country portfolio budget

Strategic outcome	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
	2019	2020	2021	2022	2023	2024	
1	18 126 350	14 838 531	-	19 078 779	15 190 949	-	67 234 609
2	3 747 160	6 977 485	6 224 564	4 260 221	2 963 769	866 276	25 039 475
3	693 031	1 037 286	642 204	429 351	679 483	609 057	4 090 412
4	1 457 005	3 019 808	3 151 211	2 769 333	2 483 557	1 503 537	14 384 452
Total	24 023 545	25 873 111	10 017 980	26 537 684	21 317 758	2 978 870	110 748 948

95. The budget for implementing the CSP from July 2019 until June 2024 is USD 110.7 million and is based on expected requirements and resourcing prospects, relying on strong and continuous relations with traditional and emerging donors.

6.2 Resourcing outlook

96. Resources for the CSP are expected to come predominantly from the Government for strategic outcomes 2 and 3 and from traditional donors for strategic outcomes 1 and 4. For the strategic outcomes that focus on root causes (outcomes 2 and 3), projected contributions account for more than 90 percent of needs (see table 5). Between 2013 and 2017, WFP received an average of USD 75 million a year in contributions for operations in Lesotho, of which USD 20 million (26 percent) was from the Government of Lesotho. The Government has been funding WFP operations, especially the school feeding programme and nutrition activities, since 2010 and has renewed its funding commitment until 2024. In addition, the country office is at an advanced stage of securing a four-year contribution from the Adaptation Fund totalling USD 10 million.

Strategic outcome	Focus area	CSP needs based plan	Resource outlook	% of needs
1	Crises response	67.23	14.58	22
2	Root causes	25.04	23.00	92
3	Root causes	4.09	3.95	97
4	Resilience	14.38	8.00	56
Total		110.74	49.53	45

6.3 Resource mobilization strategy

97. WFP's role in both the humanitarian and development dimensions is acknowledged by the Government and wider development partners. WFP will require long-term funding in order to implement the CSP effectively, it will therefore seek complementary sources of funding so as to minimize reliance on traditional donors. WFP's resource mobilization efforts will include both traditional and non-traditional donors and WFP will seek to position itself as a partner of choice for the Government in supporting work towards the SDGs through the enhancement of systems, contributions to policy development and the transfer of capacities.

98. WFP will seek partnerships with private sector entities and international financing institutions while leveraging domestic funding. It will partner with other development actors with a view to leveraging their innovative technical expertise and resource mobilization, including through South–South cooperation. WFP will report regularly on project results in order to keep national government counterparts and resource partners abreast of progress in and outcomes from project implementation. Adequate financial resources will be allocated to the implementation of activities for promoting gender equality.

ANNEX I

LOGICAL FRAMEWORK FOR LESOTHO COUNTRY STRATEGIC PLAN

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food

Strategic outcome 1: Shock-affected people in Lesotho are able to meet their basic food and nutrition needs during times of crisis

Outcome category:

Nutrition sensitive

Maintained/enhanced individual and household access to adequate food

Focus area: Crisis response

Assumptions

The Government declares the state of emergency and issues an appeal

Outcome indicators

Consumption-based Coping Strategy Index (Average)

Food Consumption Score

Food Consumption Score – Nutrition

Food Expenditure Share

Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)

Activities and outputs

1. Provide cash-based and/or food assistance to populations affected by shocks (URT: Unconditional resource transfers to support access to food)

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 (E*: Social and behaviour change communication (SBCC) delivered)

Targeted populations (tier 1) receive cash-based and/or food transfers, including specialized foods, that meet their basic food and nutrition requirements and support early recovery (A: Resources transferred)

Targeted populations (tier 1) receive cash-based and/or food transfers, including specialized foods, that meet their basic food and nutrition requirements and support early recovery (B: Nutritious foods provided)

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

Outcome category:

Nutrition sensitive

Maintained/enhanced individual and household access to adequate food

Focus area: Root causes

Assumptions

That the Government of Lesotho commits to taking over pre-primary school feeding

The Lesotho Government will commit to the handover and embrace the capacity development process

Outcome indicators

Attendance rate

Drop-out rate

Emergency Preparedness Capacity Index

Enrolment rate

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

SABER School Feeding National Capacity (new)

Activities and outputs

- 3. Strengthen technical capacity of the Government in early warning, food and nutrition security monitoring and vulnerability assessment and analysis through forecast-based financing approaches (AAA: Analysis, assessment and monitoring activities)**

Vulnerable populations (tier 3) benefit from strengthened capacity of the Government and partners in early warning and food and nutrition security monitoring and analysis that helps beneficiaries meet their food and nutrition needs (C: Capacity development and technical support provided)

Vulnerable populations (tier 3) benefit from strengthened capacity of the Government and partners in early warning and food and nutrition security monitoring and analysis that helps beneficiaries meet their food and nutrition needs (G: Linkages to financial resources and insurance services facilitated)

2. Support the Government in evidence-based planning, design, management and implementation of gender-responsive social protection programmes, including by handing over the home-grown school feeding programme (SMP: School meal activities)

Boys and girls in pre- and primary school, and local communities (tier 3) benefit from strengthened government capacity to manage, fully own and implement the home-grown school feeding programme and thus to improve dietary intake and nutrition status (C: Capacity development and technical support provided)

Boys and girls in pre- and primary school (tier1) receive an adequate and nutritious meal every school day in order to increase attendance (A: Resources transferred)

Boys and girls in pre- and primary school (tier1) receive an adequate and nutritious meal every school day in order to increase attendance (B: Nutritious foods provided)

Boys and girls in pre- and primary school (tier1) receive an adequate and nutritious meal every school day in order to increase attendance (N*: School feeding provided)

Boys and girls in pre- and primary school, teachers and caregivers (tier 1) benefit from gender awareness sessions that strengthen equitable access to safe and nutritious food (A: Resources transferred)

Targeted populations (tier 3) benefit from strengthened government capacity to design, implement and coordinate efficient and equitable shock-responsive social protection programmes that ensure access to food (C: Capacity development and technical support provided)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 3: Vulnerable populations in Lesotho have improved nutritional status at each stage of the lifecycle, in line with national targets by 2024

Outcome category: Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations

Focus area: Root causes

Assumptions

That the country office will attract new donors and more funding for nutrition programmes

Outcome indicators

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

Activities and outputs

4. Provide capacity strengthening to the Government and other actors with regard to multisectoral coordination, planning, evidence building and implementation of equitable nutrition policies and programmes (CSI: Institutional capacity strengthening activities)

Nutritionally vulnerable populations in Lesotho (tier 3), including pregnant and lactating women and girls, children under 5, adolescents, young women, young men and people living with HIV and tuberculosis, benefit from the enhanced capacities of the Government and other actors to implement programmes and services that improve nutrition outcomes (I: Policy engagement strategies developed/implemented)

Nutritionally vulnerable populations in Lesotho (tier 3), including pregnant and lactating women and girls, children under 5, adolescents, young people and people living with HIV and tuberculosis, benefit from the enhanced capacity of the Government to coordinate multisector platforms for improved nutrition outcomes (C: Capacity development and technical support provided)

Nutritionally vulnerable populations in Lesotho (tier 3), including pregnant and lactating women and girls, children under 5, adolescents, young people and people living with HIV and tuberculosis, benefit from the enhanced capacity of the Government to coordinate multisector platforms for improved nutrition outcomes. (C: Capacity development and technical support provided)

Targeted populations (tier 3) benefit from enhanced capacity of the Government and other actors to provide comprehensive gender-transformative social and behaviour change communication for ending all forms of malnutrition (C: Capacity development and technical support provided)

Strategic Objective 3: Achieve food security**Strategic Result 4: Food systems are sustainable**

Strategic outcome 4: Communities in targeted areas, especially women and young people, have resilient, efficient and inclusive food systems by 2024

Outcome category: Improved household adaptation and resilience to climate and other shocks

Nutrition sensitive

Focus area: Resilience building

Assumptions

Targeted households and communities are fully committed and own the assets created beyond food assistance

Outcome indicators

Consumption-based Coping Strategy Index (Average)

Economic capacity to meet essential needs (new)

Food Consumption Score

Food Consumption Score – Nutrition

Food expenditure share

Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)

Percentage of smallholder farmers selling through WFP-supported farmer aggregation systems

Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base

Proportion of the population in targeted communities reporting environmental benefits

Rate of smallholder post-harvest losses (new)

Value and volume of pro-smallholder sales through WFP-supported aggregation systems

Activities and outputs**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 (SMS: Smallholder agricultural market support activities)**

Communities in Lesotho (tier 3) 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)

Food value-chain actors (tier 2), including local traders, processors and institutional buyers, are supported in enhancing supply chain efficiency and access to structured markets [Category C] (C: Capacity development and technical support provided)

Food value-chain actors (tier 2), including local traders, processors and institutional buyers, are supported in enhancing supply chain efficiency and access to structured markets (F: Purchases from smallholders completed)

Smallholder farmers, especially women, young women and young men (tier 3) in targeted areas benefit from strengthened national policies, systems, capacities and facilities that enhance their access to formal markets (C: Capacity development and technical support provided)

Targeted households (tier 2) benefit from access to timely, tailored climate and other information services that improve awareness of best practices in agriculture, adaptation to climate change, nutrition, healthcare, gender equality and protection and improve their productivity and nutrition status (E*: Social and behaviour change communication (SBCC) delivered)

Targeted households (tier 2) benefit from access to timely, tailored climate and other information services that improve awareness of best practices in agriculture, adaptation to climate change, nutrition, healthcare, gender equality and protection and improve their productivity and nutrition status (G: Linkages to financial resources and insurance services facilitated)

5. Support the design and implementation of assets that are nutrition-sensitive and that improve and diversify the livelihoods of vulnerable communities and households affected by climate change and land degradation (ACL: Asset creation and livelihood support activities)

Targeted households (tier 1) participating in public works and other productive safety nets benefit from assets that are nutrition-sensitive and improve food security and resilience to shocks and climate change (D: Assets created)

Goal 1: Support countries to achieve zero hunger**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**Cross-cutting indicators**

C.2.2: Proportion of targeted people receiving assistance without safety challenges (new)

C.2.3: Proportion of targeted people who report that WFP programmes are dignified (new)

C.2.4: Proportion of targeted people having unhindered access to WFP programmes (new)

C.3. Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	Strategic Result 1	Strategic Result 1	Strategic Result 2	Strategic Result 4	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Transfers	59 412 028	19 790 204	3 148 400	10 391 160	92 741 792
Implementation	936 731	1 968 290	337 217	1 903 814	5 146 053
Adjusted direct support costs	2 782 330	1 752 749	355 145	1 211 553	6 101 778
Subtotal	63 131 089	23 511 244	3 840 763	13 506 528	103 989 623
Indirect support costs (6.5%)	4 103 521	1 528 231	249 650	877 924	6 759 325
Total	67 234 609	25 039 475	4 090 412	14 384 452	110 748 948

Acronyms used in the document

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
NGO	non-governmental organization
SDG	Sustainable Development Goal
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund