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## Draft Lesotho country strategic plan (2024–2029)

Duration	1 July 2024–30 June 2029
Total cost to WFP	USD 94,896,929
Gender and age marker*	4

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

### Executive summary

Lesotho, a mountainous lower-middle-income country with a population of 2 million, faces challenges that require comprehensive solutions. Approximately a quarter of the population grapples with chronic food insecurity, and more than one in four children experience stunting. As a net food importer, Lesotho faces economic vulnerability, aggravated by escalating food prices, high youth unemployment and the pressing need for transformative change in its food systems. Progress toward achieving the Sustainable Development Goals has been slow, hindered by challenges such as climate change and environmental degradation, suboptimal human capital development, gender disparities and health crises, particularly HIV/AIDS and tuberculosis.

The Government of Lesotho remains committed to implementing the 2030 Agenda for Sustainable Development and prioritizing food security, malnutrition, smallholder productivity and sustainable food systems, which require urgent attention. Notably, as an African Union Nutrition Champion and the host of the 2023 High-Level Dialogue on Nutrition Financing, Lesotho demonstrates strong awareness of and substantial commitment to addressing the economic impact of malnutrition.

Addressing these challenges requires a holistic approach that harnesses coordinated efforts, innovative policies and enhanced global partnerships to build a more resilient and prosperous

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Lesotho. This country strategic plan marks a strategic shift for WFP, transitioning from direct implementation of interventions to gradually strengthening systems and providing technical assistance to the Government to enhance its capacity to manage and implement national programmes. As the Government's technical partner of choice, WFP aims to strengthen climate-resilient food systems, improve human capital through the education, health and nutrition sectors and build and enhance the country's emergency response capacity, while being responsive to the needs of women, young people and other at-risk groups. WFP will continue to provide life-saving assistance to at-risk communities while layering resilience building interventions in a coherent way, with the ultimate aim of reducing dependence on humanitarian assistance.

To that end, WFP will adopt an integrated approach across the mutually reinforcing policies and systems of social protection, disaster risk management and food systems. The organization will promote healthy diets through approaches that are nutrition-sensitive and reflect Indigenous knowledge in tandem with other investments, including in climate adaptation, rural transformation and geospatial technology that will reinforce food and nutrition security.

WFP's strategic interventions align with Lesotho's National Strategic Development Plan II and the United Nations sustainable development cooperation framework for the period 2024–2028. The formulation of this country strategic plan involved rigorous assessments and consultations with the Government and other key stakeholders. This process sought to identify the most effective strategic positioning of WFP for facilitating collaborative, innovative and sustainable solutions to address Lesotho's complex challenges.

The country strategic plan will contribute to the achievement of WFP's strategic outcomes and Sustainable Development Goals 2 and 17 through four outcomes:

- *Outcome 1:* Food-insecure and crisis-affected people in Lesotho are able to meet their essential needs before, during and after crises, including through anticipatory actions and shock-responsive national social protection programmes.
- *Outcome 2:* By 2029, national systems and programmes for nutrition security and school-based programming in Lesotho are strengthened.
- *Outcome 3:* By 2029, populations at risk in Lesotho benefit from strengthened, climate-resilient food systems and sustainable livelihoods.
- *Outcome 4:* The Government, development partners, civil society and private sector organizations in Lesotho have improved access to innovative, effective and cost-efficient on-demand WFP services by 2029.

A strategy for mobilizing diverse resources will be implemented by WFP and involve traditional and non-traditional donors, including emerging donors, international financial institutions, the private sector, climate financing and other innovative financing mechanisms.

## **Draft decision\***

The Board approves the Lesotho country strategic plan (2024–2029) (WFP/EB.A/2024/8-A/2) at a total cost to WFP of USD 94,896,929.

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\*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, a land-locked and mountainous lower-middle-income country with a unique geographic setting, faces profound challenges. Home to 2 million people, over 34 percent of whom reside in urban areas,<sup>1</sup> the country grapples with persistent poverty and malnutrition, which affect more than a quarter of its population and are particularly prevalent in rural areas. More than 50 percent of people live below the poverty line and 25 percent face extreme poverty<sup>2</sup> – challenges that are further complicated by Lesotho's land-locked status.
2. Political instability compounds the situation, marked by frequent collapses of coalition governments since 2012. The Government contends with a substantial debt burden, around 60 percent of the gross domestic product. Despite the financial and political obstacles, however, the Government coordinates and funds development programmes, such as the school meals programme for all primary schools.
3. As a net food importer, Lesotho is susceptible to economic fluctuations, particularly those in South Africa, its primary trading partner.<sup>3</sup> The surge in prices of essential foods during 2023 intensified challenges for the food insecure, leaving over 50 percent of the population unable to meet their dietary needs.<sup>4</sup> The land-locked nature of the country magnifies its vulnerability, as it relies heavily on external trade routes.
4. Untapped economic potential in food production, value-added processing and retail represent opportunities that could make a substantial contribution to economic growth and job creation. With Lesotho's youth unemployment rate at 33 percent in 2023, there is a compelling case for food systems and value chain development to stimulate employment. Aligned with its current national strategic plan, the Government is committed to reversing this trend.
5. Lesotho faces significant climate challenges and is ranked the 14th country most vulnerable to climate change and the 51st least prepared to face its impacts among 181 countries, according to the Notre Dame Global Adaptation Initiative. Despite being the "water tower" of southern Africa, the country is reliant on rain-fed agriculture, heightening drought risk. Predicted climate change scenarios<sup>5</sup> foresee increased intensity and frequency of such events, affecting livelihoods, especially in the densely populated areas of Lowlands, Foothills and the Senqu River Valley, primary crop-growing regions.<sup>6</sup> Severe land degradation exacerbates the impacts of droughts and floods. Addressing these interconnected issues is crucial for enhancing resilience to climate change and safeguarding the well-being of communities, particularly in at-risk regions.
6. Lesotho has a low Human Capital Index score, ranking 142 out of 169 countries,<sup>7</sup> despite government investment in education, nutrition and social protection support.<sup>8</sup> Lesotho has

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<sup>1</sup> Lesotho Vulnerability Assessment Committee. 2021. *Lesotho Vulnerability Assessment Committee final report, 2021*.

<sup>2</sup> African Development Bank Group. 2023. *Lesotho Economic Outlook*. Accessed 27 November 2023.

<sup>3</sup> International Monetary Fund. 2023. *Modelling the Impact of External Shocks on Lesotho*.

<sup>4</sup> United Nations. 2020. *Lesotho Common Country Analysis*.

<sup>5</sup> Studies under the *Third National Communication to the United Nations Framework Convention on Climate Change* predict a warming trend, decreasing precipitation and recurring drought.

<sup>6</sup> World Bank Group. 2021. *Climate Risk Country Profile: Lesotho*.

<sup>7</sup> Index Mundi. 2020. *Human capital index (HCI) (scale 0–1) – Country Ranking*.

<sup>8</sup> Lesotho spends 6.4 percent of its gross domestic product on social protection, the highest share of all African countries and twice that of its neighbours. See: World Bank Group. 2021. *Lesotho: Social Protection Programs and Systems Review*.

one of the highest literacy rates in the region,<sup>9</sup> but this is declining. Pre-primary school completion rates are lower for boys than girls. The United Nations common country analysis shows that children are the most affected by poverty, with 65 percent of children at risk of food insecurity.

7. As highlighted in WFP's integrated gender and protection context analysis, the majority of those living in poverty in Lesotho are women, with 64 percent of households headed by women experiencing persistent poverty. Women hold only one in three non-agricultural jobs and earn half as much as men.<sup>10</sup> Discriminatory customary laws and sociocultural practices, coupled with low awareness of women's legal rights, contribute to these disparities.<sup>11</sup> The incidence of gender-based violence is extremely high, with 86 percent of women and girls reporting having experienced violence.<sup>12</sup>
8. HIV/AIDS and tuberculosis present immense health challenges for Lesotho, which ranks second globally in per capita prevalence of these diseases. The 2023 Lesotho vulnerability assessment committee report revealed HIV prevalence of 22.7 percent and found that 72 percent of households with a HIV-positive member consumed inadequate diets.<sup>13</sup> Vulnerability to HIV, particularly among adolescents and young women, is linked to the high incidence of gender-based violence.<sup>14</sup>

## 1.2 Progress towards the 2030 Agenda for Sustainable Development

9. Lesotho has committed to implementing the 2030 Agenda for Sustainable Development through the revised National Strategic Development Plan II 2023/24–2027/28 (NSDP II), which is aligned with the African Union's Agenda 2063 and the Southern African Development Community's (SADC) Regional Indicative Strategic Development Plan. Sustainable Development Goals (SDGs) targets have been incorporated into most national development plans and policy documents.<sup>15</sup>
10. Progress towards achieving the SDGs has stagnated or declined for most goals.<sup>16</sup> National processes for implementing national budgets and linking them to planning need improvement.<sup>17</sup> In 2023 Lesotho was on track to meeting just two SDGs – 12 and 13, ranking 143 out of the 166 countries on the SDG Index.<sup>18</sup>

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<sup>9</sup> The literacy rate for 2021 was 81 percent, a 6 percent decrease from 2000. See Macrotrends. [Lesotho Literacy Rate 2000–2024](#).

<sup>10</sup> Index Mundi. 2020. [Human capital index \(HCI\) \(scale 0–1\) – Country Ranking](#).

<sup>11</sup> United Nations Development Programme. 2015. [Lesotho National Human Development Report: Leveraging the Power of Youth to Promote Human Development](#).

<sup>12</sup> Lesotho Vulnerability Assessment Committee. [Data dashboard](#).

<sup>13</sup> *Ibid.*

<sup>14</sup> Ministry of Health, Centers for Disease Control and Prevention, and ICAP at Columbia University. 2019. [Lesotho Population-Based HIV Impact Assessment \(LePHIA\) 2016–2017: Final Report](#).

<sup>15</sup> Kingdom of Lesotho. 2022. [Voluntary National Review on the implementation of the Sustainable Development Goals Report, 2022](#).

<sup>16</sup> United Nations Lesotho. 2023. [One UN Report Lesotho, 2022](#).

<sup>17</sup> United Nations. 2020. [Lesotho Common Country Analysis](#).

<sup>18</sup> Sustainable Development Report. [Sustainable Development Report dashboard - Rankings](#) (accessed on 14 November 2023).

### 1.3 Progress towards Sustainable Development Goals 2 and 17

#### **Progress on Sustainable Development Goal 2 targets**

11. *Access to food.* Food insecurity has grown consistently since 2018, fuelled by frequent disasters – including flooding and three consecutive years of late rains – as well as the socioeconomic impacts of coronavirus disease 2019, the global food crisis and inflation.<sup>19</sup> The Southern Lowlands, which is at high risk of climate-related hazards and has a population with poor socioeconomic status, is the most food-insecure region, where 76 percent of people in mountainous areas cannot afford a nutritious diet.<sup>20</sup> Limited access to sufficient nutritious food is exacerbated by low agricultural productivity, insufficient use of sustainable farming practices, post-harvest losses and restricted access to financing, especially for women.
12. *End malnutrition.* Lesotho faces the triple burden of malnutrition, which is strongly driven by gender inequality and therefore disproportionately affects women and girls. About 28 percent of women aged 15–49 years are anaemic, 51 percent of children are anaemic, 15 percent of infants have a low weight at birth, and 34.6 percent of children under 5 years of age are affected by stunting, which is higher than the average for the Sub-Saharan Africa region (31 percent).<sup>21</sup> Obesity affects over 30 percent of the population, and according to the World Bank, a child born in Lesotho could be 40 percent more productive as an adult if he or she received full education and childhood health services. This indicates the potential for enhancing support for those most at risk through school-based programming, a key focus for WFP and the Government.
13. *Smallholder productivity and incomes.* Smallholder productivity in Lesotho is severely hampered by numerous factors. Agriculture is mainly rain-fed, increasing vulnerability to climate change. Smallholder farmers – particularly women and young people, who are hampered by discriminatory land ownership norms and laws – lack access to agricultural financing, expertise and technology. Most farmers are not organized in a way that enables them to exploit opportunities to increase farm productivity and quality and diversify into market-oriented agricultural production. This hinders efforts to connect smallholder farmers with the home-grown school feeding (HGFS) programme.
14. *Sustainable food systems.* Lesotho has low food production and productivity, requiring the country to import 70–90 percent of its food commodities, many of which are low quality and lack standardization.<sup>22</sup> Challenges include high losses in production, inadequate investment in climate-resilient crops, limited distribution information, weak supply chains, logistical issues and high costs that affect consumption. Lesotho's strong engagement with SADC provides opportunities to link Lesotho food systems with the SADC Indigenous food value chains development programme, designed to enhance the availability and quality of Indigenous and climate-resistant food commodities.

#### **Progress on Sustainable Development Goal 17 targets**

15. Progress under SDG 17 remains stagnant, with achievements falling below 50 percent of the targets. The United Nations country team in Lesotho reports a gap of USD 8.3 million for the period 2019–2023 with respect to the funding required to fully implement SDG 17 activities

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<sup>19</sup> Lesotho Vulnerability Assessment Committee. Food Insecure Population Trends 2018/19 to 2023/24, available through the [Lesotho Vulnerability Assessment Committee data dashboard](#).

<sup>20</sup> WFP. 2019. *Fill the Nutrient Gap: Lesotho*.

<sup>21</sup> Global Nutrition Report. *2022 Global Nutrition Report* (accessed on 20 November 2023).

<sup>22</sup> Imported food products in Lesotho may not meet quality and standard criteria, potentially resulting in varying quality levels and contributing to challenges within the food system.

related to convening partnerships, enhancing coordination, sharing knowledge, collecting and analysing data, supporting policy development and directly delivering services.<sup>23</sup>

16. *Diversified resourcing.* Lesotho faces difficulties in diversifying its resourcing, a situation described as "challenging" in the 2022 Voluntary National Review. These challenges include constrained fiscal space, static government revenues, high public debt, inadequate policy frameworks and unfavourable market conditions which, if addressed strategically, could facilitate progress towards the SDGs.<sup>24</sup>
17. *Enhanced global partnership.* The Government plans to enhance the mobilization and management of development finance, facilitate SDG-aligned expenditures and develop an SDG financing strategy.<sup>25</sup>

#### **1.4 Hunger gaps and challenges**

18. *Shocks and stressors.* As climate change-related shocks continue to put pressure on the food system, the number of people in Integrated Food Security Phase Classification (IPC) phase 3 is likely to increase. Current projections estimate that 325,000 people (22 percent of the population) will be in IPC phase 3 or higher (crisis food insecurity or worse) in rural areas between October 2023 and March 2024;<sup>26</sup> a further 255,730 were expected to be IPC phase 3 or worse in urban areas.<sup>27</sup> The national early warning system (EWS) needs strengthening to be fully effective, disaster risk reduction mechanisms are fragmented and the Disaster Management Authority (DMA) requires additional capacity development. The National Information System for Social Assistance – the primary targeting tool used by the DMA – needs updating and therefore impedes the targeting of assistance for acute needs, impacting all humanitarian interventions.
19. *Human capital.* Human capital development policies require updating and attention is being given to enhancing policies for the critical 0–59 months age group to positively impact the development of society. While there are challenges in basic nutrition knowledge and achieving targets for the reduction of diet-related non-communicable disease, efforts are under way to address these issues and reduce the prevalence of stunting and micronutrient deficiencies. Poor food quality and the absence of food standards hamper human capital development.
20. *Social protection.* Since 2020 social protection has been included in national development plans and expenditures. The Government aims to expand social protection coverage but is hindered by resource constraints and the need for robust institutional systems and policy frameworks. Further work is required to adapt routine social protection programmes and systems to cope with the changes in operating environment and demand triggered by large-scale shocks; this is a priority given the frequency and intensity of crises.
21. *Low agricultural productivity.* Agricultural productivity is low due to over-reliance on rain-fed agriculture; unequal ownership of agricultural assets, particularly for women; and inadequate markets and limited investment. In 2022, a post-harvest loss assessment by the Ministry of Agriculture and WFP concluded that significant post-harvest losses result from the lack of post-harvest infrastructure, including cold storage, as well as insufficient training and coordination among stakeholders.

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<sup>23</sup> United Nations Sustainable Development Group. [UNINFO database for Lesotho](#).

<sup>24</sup> African Development Bank Group. 2023. [Lesotho Economic Outlook](#) (accessed on 27 November 2023).

<sup>25</sup> Kingdom of Lesotho. 2022. [Voluntary National Review on the implementation of the Sustainable Development Goals Report, 2022](#).

<sup>26</sup> Integrated Food Security Phase Classification. [Lesotho: Acute Food Insecurity Situation for July - September 2023 and Projection for October - March 2024](#).

<sup>27</sup> Lesotho Vulnerability Assessment Committee. [Lesotho Vulnerability Assessment Committee data dashboard](#).

## 2. Strategic implications for WFP

### 2.1 Achievements, lessons learned and strategic changes for WFP

22. Under the country strategic plan (CSP) for 2019–2024, WFP successfully addressed food and nutrition needs during lean seasons as well as climate and economic shocks and strengthened government capacities in humanitarian response, disaster risk management and early warning systems. WFP also provided the Government with a geospatial platform as part of its efforts to increase accountability and access to data. With the handover of the primary school meals programme, WFP has laid the foundation for similar achievements in pre-primary school meals and scale-up of a HGSF programme. As recommended in the evaluation of the CSP for 2019–2024, WFP will continue to strengthen its enabling role, establishing a process for the phased and partial handover of interventions, informed by capacity assessments. A key strategic shift will be the strengthening of the private sector's involvement in food systems and support for smallholder farmers through joint programming with other United Nations entities.
23. *Capacity and systems strengthening.* Under the CSP for 2019–2024, WFP has made strides in strengthening national capacities and systems, particularly for food security and nutrition data. Following the recommendations of the CSP evaluation and the country capacity strengthening evaluation, WFP developed capacity strengthening strategies with key ministries designed to strengthen systems sustainably. WFP conducted a capacity assessment of the national disaster risk management and social protection systems in Lesotho. Drawing on acquired knowledge and lessons learned and in line with government requests and priorities, WFP is committed to facilitating a gradual transition of its interventions in a way that enhances the Government's capacities and autonomy in overseeing food security and nutrition strategies and advancing gender equality and women's empowerment through the implementation of national policies and systems.
24. *Social protection.* While WFP is assisting the Government in establishing a comprehensive and efficient national social protection system, with a particular focus on developing a shock-responsive social protection (SRSP) mechanism, the CSP evaluation underscores the importance of addressing the needs of at-risk households through social protection programmes. Furthermore, as anticipatory action and school meals are key social protection schemes, WFP will prioritize supporting government efforts to enhance its SRSP mechanism and its coordination capabilities.
25. *Human capital.* In addition to supporting the development of nutrition policies and strategies, WFP has helped to strengthen the generation of nutrition-related evidence and will continue to assist the Government in designing and scaling national HGSF and nutrition programmes. In 2020, WFP handed over the primary school meals programme to the Government. While this earlier-than-anticipated transition lacked a specific handover strategy, the Government's commitment to the School Meals Coalition and the mobilization of resources demonstrates positive intentions in overcoming initial challenges related to ownership and financial resources.
26. Inadvertently, some of the most at-risk pre-primary school-aged children have been excluded from accessing adequate and nutritious meals due to school fees. As WFP will continue to implement school meals at the pre-primary level, in line with a request from the Ministry of Education, the new CSP allows the organization to continue providing direct support for pre-primary children while strengthening government capacity in implementing and monitoring primary school meals. WFP is well positioned to amplify efforts to address government priorities, particularly in terms of reducing all forms of malnutrition and advancing school meals initiatives that support educational and nutritional outcomes, thereby fostering child development and strengthening human capital. These efforts will be

complemented by integrated skill building efforts for women, young people and other at-risk groups.

27. *Climate-resilient food systems.* Lesotho's high volumes of food imports increase its vulnerability to economic fluctuations, which further exacerbate food insecurity. Investment in local food production and supply should be refocused to strengthen markets, reinforce value chains and improve food and nutrition security at the household and community levels. While the CSP evaluation provided insights into initiatives designed to link farmers to the school meals programme, progress stalled during the handover of primary school meals, and smallholder farmers require capacity strengthening support to take advantage of the market provided by school meals. The monitoring of food and nutrition outcomes from resilience building interventions requires strengthening; however, WFP's focus on creating household assets has shown positive results for food production and consumption.
28. *Resilience.* The evaluation of the CSP for 2019–2024 highlights the importance of delivering evidence-based resilience programming in humanitarian, resilience and social protection initiatives, supporting efforts to establish a single registry that can be used to coordinate interventions by different agencies and partners across the humanitarian–development–peace nexus. In 2025, WFP plans to conduct a study of the root causes of food insecurity, which will inform tailored interventions that reflect the connections between gender inequality, gender-based violence, food security and nutrition.
29. *Innovation and digitalization.* In 2023, WFP contributed to the development of a digitalization strategy at the request of the Government, developing and deploying a geospatial platform to enhance territorial planning, resource allocation and programme monitoring. Combining satellite imagery with local data, the platform supports informed government decision making in agriculture, infrastructure, healthcare, education and sudden-onset disaster response.

## **2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks**

30. This CSP is aligned with the Government's economic and institutional transformation for private sector-led jobs creation and inclusive growth, which is being implemented through the NSDP II.<sup>28</sup> WFP will assist in the accomplishment of the four priorities identified in the NSDP II:
  - growth progression;
  - social transformation;
  - infrastructure development; and
  - good governance and accountability.
31. This CSP is also aligned with all three pillars of the 2024–2028 United Nations sustainable development cooperation framework (UNSDCF):
  - Pillar 1: Good governance and social equity;
  - Pillar 2: Equitable food systems, environmental sustainability and climate action; and
  - Pillar 3: People's well-being and economic development.

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<sup>28</sup> Government of Lesotho. 2023. *National Strategic Development Plan II Strategic Focus 2023/24–2027/28*.



### 2.3 Engagement with key stakeholders

32. WFP has engaged with partners from the Government, donors, other United Nations entities, the private sector, civil society, non-governmental organizations (NGOs), women's organizations and organizations working with local communities and persons with disabilities to understand priorities, gaps and needs and explore partnership opportunities and funding trends.
33. WFP engaged in the UNSDCF formulation process, from the development of the common country analysis to the finalization of the results framework. In collaboration with the United Nations Environment Programme, WFP will co-lead pillar 2 of the UNSDCF.
34. With the Government, WFP conducted a systems dynamic analysis to focus its resources on the food systems components with the highest cost-benefit ratio.<sup>29</sup>

## 3. WFP strategic portfolio

### 3.1 Direction, focus and intended impacts

35. The CSP marks a strategic shift for WFP,<sup>30</sup> gradually transitioning from direct implementation to strengthening systems and providing technical assistance to the Government to enhance its capacities to manage and implement national programmes. As the technical partner of choice, WFP aims to enhance climate-resilient food systems, human capital, social protection and emergency preparedness and response, while prioritizing women and young people and other groups at risk.
36. WFP will continue to provide life-saving assistance to at-risk communities while ensuring a coherent layering of resilience building interventions, with the ultimate aim of reducing dependence on humanitarian aid.
37. *Human capital.* Recognizing human capital as a driver of long-term economic growth, WFP and partners such as other United Nations agencies, development partners, private sector, and international financial institutions support the Government's school health and nutrition programmes. WFP will continue to provide school meals to pre-primary schools and strengthen the capacity of the Government to manage and implement the national school feeding programme, with special emphasis on supporting the transition to a HGSP programme and the design, implementation and monitoring of policies and strategies that strengthen nutrition programmes.
38. *Climate-resilient food systems and resilience.* Building on CSP evaluation recommendations, WFP aims to achieve transformative programming by strategically integrating climate risk management, Indigenous knowledge, livelihood support, adaptive agriculture and improved aggregation capacity, alongside post-harvest loss management at key points in the food system. The goal remains to build resilience to climate-related challenges at the individual, household, community, institutional and systems levels, ensuring sustainable access to income and nutritious food for at-risk communities. This work incorporates value chain development, collaboration with smallholder farmers and efforts to address land degradation.
39. *Cross-cutting issues.* Gender equality, inclusion, protection and accountability are integral aspects of the CSP and will be mainstreamed throughout its activities. Community engagement will ensure that WFP takes a people-centric approach, reducing the digital divide and positioning innovation as a cross-cutting priority.

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<sup>29</sup> An integrated systems dynamics study of food systems in Lesotho was conducted in 2023 to gather evidence for the CSP.

<sup>30</sup> WFP has conducted multiple visioning and validation workshops together with partners and the Government, including various theory of change exercises and discussions to strengthen underlying assumptions throughout the CSP.

### **3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities**

#### ***Country strategic plan outcome 1: Food-insecure and crisis-affected people in Lesotho are able to meet their essential needs before, during and after crises, including through anticipatory actions and shock-responsive national social protection programmes***

40. Under CSP outcome 1, WFP will leverage and improve existing EWS to ensure the provision of timely assistance before, during and after crises, meeting the daily food and nutrition needs of affected people. WFP will assist the Government in disaster risk management, capacity strengthening and the direct implementation of assistance, focusing on scaling up anticipatory action, improving SRSP and mitigating the impact of shocks. Work under this outcome will support government entities in promptly anticipating and responding to unpredictable climate events.
41. CSP outcome 1 contributes to the achievement of SDG 2.1.

#### ***WFP strategic outcome***

42. CSP outcome 1 is aligned with WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs.

#### ***Focus area***

43. The focus area of CSP outcome 1 is crisis response.

#### ***Alignment with national priorities***

44. CSP outcome 1 is aligned with key frameworks including NSDP II key priority area 2, strengthening human capital, and key priority area 4, strengthening national governance and accountability systems. The outcome is also aligned with UNSDCF pillar 2 on equitable food systems, environmental sustainability and climate action.

#### ***Expected outputs***

45. The following outputs will contribute to the achievement of CSP outcome 1:
- Output 1.1: Crisis- and shock-affected people in positions of greater risk in urban and rural areas receive timely and adequate assistance that meets their essential needs.
  - Output 1.2: Targeted households at risk of acute malnutrition benefit from improved knowledge of nutrition, health, hygiene and care practices and other interventions that contribute to improved year-round food consumption and nutrition status.
  - Output 2.1: People affected by crises and shocks benefit from enhanced government capacity to target people in positions of greater risk and to coordinate, manage and implement timely preparedness and early and anticipatory response interventions, including through shock-responsive social protection programmes.

#### ***Key activities***

*Activity 1: Provide crisis- and shock-affected people and people at risk with packages of assistance that improve their access to safe food and nutrition and/or their ability to meet their own essential needs*

46. WFP will support efforts to ensure that before, during and after crises, targeted affected people in rural and urban areas receive adequate and timely cash or in-kind assistance that meets their daily food and nutrition needs. Priority will be given to improving diets by promoting the consumption of fresh food. Attention will also be paid to preventing malnutrition in pregnant and breastfeeding women and girls and children aged 0–59 months through social and behaviour change (SBC) initiatives and nutrition interventions.

47. Leveraging work under CSP outcome 3, WFP will ensure that people in positions of greater risk, including households affected by HIV or tuberculosis and persons with disabilities, receive conditional transfers and skills training that allows them to implement livelihood activities that will ensure their income and self-sufficiency beyond the duration of crisis response. A comprehensive package of SBC activities will be used to encourage people affected by shocks to use WFP assistance in a way that optimizes their food consumption and nutrition.
48. WFP will support women's economic empowerment by improving their digital financial inclusion through the use of cash-based transfers (CBTs), utilizing nutrition clubs as entry points for delivering training in digital financial skills.
49. All assistance modalities will integrate advocacy and gender-responsive SBC communication, gender equality and nutrition messaging to help address the staggering rates of gender-based violence in Lesotho and prevent a deterioration of the nutrition status of people at risk.

*Activity 2: Support the Government in implementing effective, targeted and inclusive early warning systems, anticipatory action, disaster risk reduction, crisis response interventions and shock-responsive social protection*

50. WFP will enhance national capacity to implement risk-informed multisectoral strategies, integrating digital platforms and technologies for improved risk analysis, hazard mapping and anticipatory action. WFP will support the Government in generating information for climate risk insurance solutions and anticipatory action at the macro and micro levels.
51. WFP will support the digitization of government data information systems, including by enhancing the Government's geospatial platform with "smart" agricultural maps.<sup>31</sup> Linked to CSP outcome 3, this activity will connect rural climate change EWS to national emergency preparedness and response programmes.
52. WFP will play a key role in assisting the Government in implementing SRSP. This involves facilitating the creation of standard operating procedures, exploring the expansion of SRSP programmes such as public works and school meals initiatives and developing frameworks to scale up such activities.
53. WFP will support the enhancement of the National Information System for Social Assistance to improve SRSP targeting and response. Efforts will be directed towards strengthening coordination between the DMA and the Department of Social Development in order to establish a link between humanitarian interventions and long-term support for people facing chronic vulnerability.
54. Leveraging existing and new partnerships, WFP will facilitate the sharing of expertise through South-South cooperation, especially in disaster risk reduction, anticipation and preparedness; the administration of social protection systems; and agriculture and food systems initiatives. In these efforts, WFP will collaborate with regional bodies, including SADC.

### **Partnerships**

55. WFP will work with national and local authorities, humanitarian and development actors, other United Nations entities, the private sector and national and international NGOs.

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<sup>31</sup> "Smart" agricultural maps integrate technology such as satellite imagery, geographical information system data, soil sensors and predictive analytics to provide farmers with detailed information about field conditions, supporting decision making in resource allocation and management as well as crop monitoring.

56. WFP will collaborate with the DMA, which is the lead for disaster risk management and EWS; the Lesotho Meteorological Service, responsible for weather information and climate change policy implementation, and the Department of Social Development, responsible for coordinating social protection programmes.
57. WFP will collaborate with other United Nations entities and international financial institutions for technical expertise, funding and the exchange of best practices.
58. NGOs and community-based organizations, including those representing women, young people, persons with disabilities and individuals affected by HIV/AIDS, will be consulted over the implementation of community-focused initiatives, disaster risk reduction, forecast-based financing, community engagement and social protection.
59. WFP will collaborate with the National University of Lesotho, other research institutions, the media, faith-based institutions and community structures including traditional leaders to enhance data analysis capabilities and conduct research on the impact of climate change.
60. WFP will leverage the private sector to explore innovative climate insurance and financial solutions, such as weather-indexed insurance mechanisms, that can support SRSP programmes.

### **Assumptions**

61. *Capacity strengthening.* The political environment remains stable, providing the necessary continuity and support for the long-term implementation of activities.
62. *SRSP.* Social protection programmes have the technology, infrastructure and resources to respond to early warning. Social protection institutions prioritize the integration of EWS with social protection programmes.
63. *EWS and climate information services.* Climate and socioeconomic shocks will continue to occur in line with climate change projections. Communities trust EWS and can receive and understand EWS messages.
64. *Risk-informed disaster risk management.* WFP's partnerships network can be leveraged to support the implementation of disaster risk management and social protection initiatives, social registry updates and capacity strengthening.

### **Transition/handover strategy**

65. In collaboration with the Government and development partners WFP will conduct studies of the root causes of food insecurity. The results will inform the design of tailored interventions that transition beneficiaries from crisis response support to resilience building initiatives by establishing links with food assistance for assets, food assistance for training and market development activities. The number of beneficiaries to be transitioned will be determined each year based on trigger events, vulnerability and geographical targeting in different settings.
66. WFP will strengthen government capacity to independently implement early preparedness and response.

### **Country strategic plan outcome 2: By 2029, national systems and programmes for nutrition security and school-based programming in Lesotho are strengthened**

67. Under CSP outcome 2 WFP will strengthen and support the Government's capacity to address all forms of malnutrition throughout the life cycle and implement school meals, especially by scaling up HGSF to increase the multiple benefits of that intervention.
68. CSP outcome 2 contributes to the achievement of SDG 2.2.

**WFP strategic outcome**

69. CSP outcome 2 is aligned with WFP strategic outcome 2: People have better nutrition, health, and education outcomes.

**Focus area**

70. The focus area of CSP outcome 2 is root causes.

**Alignment with national priorities**

71. CSP outcome 2 is aligned with key frameworks including NSDP II key priority area 2, strengthening human capital, and key priority area 4, strengthening national governance and accountability systems. The outcome is also aligned with UNSDCF pillar 3 on people's well-being and economic development.

**Expected outputs**

72. The following outputs will contribute to the achievement of CSP outcome 2:
- Output 3.1: Targeted pre-primary schools receive adequate, safe and nutritious food that improves health and education outcomes and is provided in ways that stimulate local production and improve access to education.
  - Output 3.2: Pre-primary and primary schoolchildren benefit from strengthened government capacity to implement, monitor and institutionalize multisectoral home-grown school feeding programmes that improve access to safe, nutritious school meals.
  - Output 4.1: Groups at risk of malnutrition, including pregnant and breastfeeding women and girls, young children, adolescents, people living with and affected by HIV and AIDS, and tuberculosis patients, benefit from enhanced nutrition programmes.

**Key activities**

*Activity 3: Provide and support inclusive nutritious school meals in pre-primary and primary schools through school-based programming*

73. WFP will provide school meals for children aged 2–5 enrolled in pre-primary schools in all ten districts of Lesotho, prioritizing areas most at risk of exclusion in rural and urban settings. Pre-primary schools will also receive technical assistance focused on monitoring and reporting along with food safety, quality and handling practices.
74. During the implementation of the CSP, WFP will pilot and scale up the HGSP programme in pre-primary schools in the southern districts, engaging smallholder farmers, aggregators and retailers to supply the pre-primary schools with safe and good quality foods, creating an alternative market and increasing the diversity of nutritious food products available.
75. WFP will also continue to assist the Government in improving its existing national HGSP programme by implementation, supporting policy development, capacity strengthening, linkages to the private sector and resource mobilization. Ultimately, HGSP will serve as a platform for food systems transformation, thus benefiting local communities (see CSP outcome 3).
76. WFP will continue to support the Government in reinforcing the monitoring of the school meals programme in primary schools and implementing its commitments to the School Meals Coalition, including the formulation of a financing strategy, to accelerate the transformative effects of school feeding on education, nutrition and food systems.
77. WFP programmes in pre-primary and primary schools will be leveraged, jointly with other United Nations entities contributing to human capital development, as platforms to raise awareness of nutrition, gender and social services access through SBC communication.

*Activity 4: Assist the Government in the design, implementation and monitoring of policies and strategies that strengthen nutrition programmes*

78. WFP will assist the Government in updating its food and nutrition strategy, reinforcing the implementation and integration of nutrition strategies across programmes to address the nutrition needs of people most at risk in all age groups and genders including during the first 1,000 days of life and for people living with HIV/AIDS.
79. WFP will support the Government in improving nutrition programmes to ensure coverage in remote areas where malnutrition is high, especially among pregnant and breastfeeding women and girls, young children, adolescents, people living with HIV/AIDS, tuberculosis patients and persons with disabilities, targeting all age groups.
80. WFP will strengthen the Government's capacity to ensure food safety and quality. This includes support with implementing food fortification legislation, mobilizing resources for monitoring and testing food in order to comply with national food and safety standards and for SBC, which will positively impact school meals and other programmes reliant on food imports.

**Partnerships**

81. WFP will maintain collaboration with national partners including all relevant ministries. Collaboration with the Ministry of Finance and Parliament will be prioritized to enhance sustainable financing strategies and facilitate the passing of school meals legislation.
82. WFP will help to establish connections between the Food and Nutrition Coordinating Office and other ministries.
83. WFP will continue working with the United Nations Educational, Scientific and Cultural Organization on comprehensive sex education; with the Joint United Nations Programme on HIV/AIDS on the provision of technical support to the Government and on advocacy for HIV-sensitive and gender-responsive social protection programmes; and with the United Nations Population Fund on building knowledge and awareness of discriminatory gender norms throughout school-based programmes.
84. WFP will continue to coordinate with the United Nations Children's Fund, the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization, the United Nations Resident Coordinator's Office and other United Nations partners to ensure that nutrition is mainstreamed. The private sector, the media, development partners, other United Nations entities and international financial institutions will be engaged in advocating and operationalizing a multisectoral approach to nutrition and school meals.
85. WFP will mobilize and expand partnerships with the World Bank and the International Fund for Agricultural Development (IFAD) to support the Government in the areas of food systems and social protection.
86. WFP will continue working with national management agencies implementing school meals in primary schools to enhance their capacity with regard to food safety and quality and to continue engagement with smallholder farmers for the supply of local produce for the school meals programme.

**Assumptions**

87. *Nutrition.* The Government devotes resources to improving nutrition programmes. Regulations on the availability, promotion and marketing of safe and nutritious foods are promulgated. Targeted communities provide their input as part of the community-based approach to formulating the regulations and are willing to adopt the regulations.
88. *HGSF.* The Government allocates funding and adequate capacity to achieve its School Meals Coalition commitments. Funding for the scale-up of the HGSF programme will be secured.

***Transition/handover strategy***

89. WFP will invest in capacity strengthening activities designed to assist the Government in addressing nutrition challenges, with the aim of facilitating a handover of nutrition interventions in the long term. The handover of meals for pre-primary schools is not foreseen under this CSP due to financial constraints faced by the Government. However, WFP will advocate the inclusion of pre-primary schools in the national school meals programme as part of the free primary education programme, which will ensure that more at-risk children are enrolled in pre-primary schools. WFP will work with the Government on a long-term milestone-based transition plan informed by lessons learned from the handover of the primary school meals programme.

***Country strategic plan outcome 3: By 2029, populations at risk in Lesotho benefit from strengthened, climate-resilient food systems and sustainable livelihoods***

90. WFP will build on its integrated package of resilience interventions to promote livelihood diversification for at-risk populations, in particular women and young people. With more diverse livelihoods, people will be better placed to consume more nutritious foods, have varied and healthy diets and obtain better access to markets. These activities will also help to reduce damage to ecosystems.
91. Taking a food systems approach, WFP will implement multi-year integrated strategies designed to enhance resilience to climate shocks. Taking into account Indigenous knowledge, these strategies will include the delivery of climate services, asset creation activities, ecosystem regeneration projects, livelihood diversification initiatives and interventions that foster market access and value chain development. Continuous assessment, results-based learning and evidence-driven enhancements will be integral to ensuring the scalability and effectiveness of the programme in enhancing resilience and food security.
92. Using a people and community-centred approach, WFP will raise awareness of ways to reduce climate-related risks and adapt to and mitigate the impacts of climate change. The organization will identify the potential for communities, households and individuals to become self-reliant and resilient in the face of climate change.
93. WFP will use food assistance for assets and food assistance for training schemes as entry points for activities that support agriculture and livelihoods and skill development, addressing post-harvest losses, risk management, malnutrition prevention, youth engagement and women's empowerment. Programming will be tailored to the diverse needs and circumstances of women, men, girls and boys, young people and persons with disabilities. This work will be underpinned by gender, protection and other assessments and, where conducive, linked to formal partnerships with civil society organizations for women and young people.
94. WFP will also support the Government in addressing issues related to food safety, food quality and the establishment of food standards and certifications. SBC activities will play a crucial role in promoting land and water conservation and the consumption of nutritious and safe foods; such activities will also be gender-responsive and tackle gender-based inequality.
95. CSP outcome 3 contributes to SDG 2.4.

***WFP strategic outcome***

96. CSP outcome 3 is aligned with WFP strategic outcome 3: People have improved and sustainable livelihoods.

**Focus area**

97. The focus area of CSP outcome 3 is resilience building.

**Alignment with national priorities**

98. CSP outcome 3 is aligned with key frameworks including NSDP II key priority area 1, enhancing inclusive and sustainable economic growth and private sector-led job creation, key priority area 3, building enabling infrastructure and key priority area 4, strengthening national governance and accountability systems. CSP outcome 3 is aligned with UNSDCF pillar 2 on equitable food systems, environmental sustainability and climate action.

**Expected outputs**

99. The following outputs will contribute to the achievement of CSP outcome 3:

- Output 5.1: Communities and households at risk of shocks and stressors benefit from sustainable livelihood and ecosystem regeneration programmes that enhance their adaptive capacities and resilience.
- Output 6.1: Smallholder farmers and other value chain actors benefit from strengthened value chain development and a policy environment that supports resilient food systems and facilitates economic opportunities.

**Key activities**

*Activity 5: Assist the Government in the design and implementation of diverse livelihood and natural resource management programmes using ecosystem-based and climate change adaptive approaches*

100. Working with the ministries responsible for the environment and forestry, local government, agriculture, food security, nutrition, gender, youth and social development, WFP will coordinate a collaborative approach to building scalable programmes that support the diversification of livelihoods and increase the incomes of targeted population groups, particularly young people and smallholder farmers. Programmes will incorporate small-scale food processing, asset creation and value addition to help to mitigate post-harvest losses. Linked to CSP outcome 2, this activity will promote the increased availability of nutritious foods, enhancing dietary diversity.

101. In addition, WFP will work with the Government and the other Rome-based agencies to strengthen national policies and programmes related to land tenure systems. Working with the University of Lesotho, WFP will support the institutionalization of the three-pronged approach<sup>32</sup> with the ministry responsible for local government.

102. Building on the integrated resilience approach used in the CSP for 2019–2024, WFP will continue to work with the Government to strengthen capacity and programmes, especially the public works programme. This partnership aims to address the severe depletion of the natural resource base and chronic food insecurity resulting from climate-related and economic shocks. Targeted households will be invited to participate in seasonal activities that pair Indigenous knowledge practices with innovative technologies to support sustainable livelihoods while addressing ecosystem degradation. These activities will include asset creation/rehabilitation, soil and water conservation, landscape restoration, watershed management and skills training. A vulnerability-based profiling system will be introduced for beneficiary targeting.

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<sup>32</sup> The three-pronged approach comprises integrated context analysis at the national level, which aims to identify the most appropriate programmatic strategies in specific geographical areas; seasonal livelihood programming at the subnational level; and community-based participatory planning at the local level.



103. In parallel, and in close collaboration with FAO, WFP will promote increased adoption of ecosystem restoration practices such as regenerative farming technologies and climate-smart agriculture by smallholder farmers aged over 18, including women, young people and persons with disabilities, to increase the supply of diversified nutritious crops. WFP will leverage partnerships with private-sector actors to increase farmers' access to improved and diverse seed varieties.
104. Leveraging the successes of the Adaptation Fund project, WFP aims to achieve a paradigm shift from small-scale, scattered and short-term interventions to an integrated package of assistance that enables rural and urban communities to adopt transformational practices, including improved water-shed management practices that regenerate landscapes and livelihoods, to improve the climate resilience of food systems.
105. This holistic approach includes interventions that foster social and behavioural change and raise awareness of the impact of climate change; community-based practices related to disaster risk reduction; the production and consumption of diverse and nutrient-rich foods; water, sanitation and hygiene issues; gender inequality; and women's empowerment. SBC messages will be tailored to existing communication mechanisms and people's diverse needs.
106. WFP will facilitate the development of partnerships and other links between targeted communities and private-sector entities, particularly financial institutions, with a view to stimulating the provision of affordable and sustainable financing products.

*Activity 6: Provide support to value chain and market actors, including the Government, to enable communities at risk to aggregate, add value, access markets, reduce food losses and consume safe and healthy foods*

107. WFP will provide technical guidance and capacity strengthening to promote farmer profiling, aggregation, storage and packaging/branding to improve food production, quality, processing and consumption and domestic and international commercialization. WFP will support government efforts to improve decentralized food aggregation and storage facilities, benefitting smallholder farmers and reducing their post-harvest losses.
108. Smallholder farmers and other value chain stakeholders including women, men and young people (aged over 18) will receive support to access agricultural inputs and services. This assistance includes facilitating access to diverse agricultural markets, including school meals programmes and other institutional buyers. The focus is on fostering resilience, innovation, and the sustainability of initiatives that target food loss mitigation; value addition, including fortification; and job creation. WFP will focus on high-value horticultural cash crops, particularly fruit and vegetables, in order to complement the fresh produce market and enhance value chains for fresh produce.
109. Institutional and community capacity will be increased to support the sustainable management of and equitable access to climate-resilient agricultural technology and land, water and energy resources.
110. Synergies with school-based programming and community-based malnutrition prevention initiatives will be sought to improve access to healthier diets and prevent malnutrition in infant and young children and pregnant and breastfeeding women and girls. In partnership with the Government, school-based programmes and emergency response operations will evaluate the feasibility of purchasing from local smallholder farmers and value chain actors, including for the provision of fortified foods, for schools and nutrition activities.

### **Partnerships**

111. In collaboration with the United Nations Environment Programme, WFP will co-lead pillar 2 of the UNSDCF. Through the joint programme on food systems, the United Nations aims to enhance food and nutrition security for the people of Lesotho. The objective is to transform national food systems, deriving benefits from the sustainable use of natural resources and fostering green growth that is both risk-informed and climate-resilient.
112. To enhance practices that foster resilient, sustainable and equitable food systems, WFP is committed to working with a diverse range of stakeholders. This includes partnerships with government ministries, local communities, smallholder farming households, smallholders' associations, private-sector entities, academic institutions and NGOs. The country office will prioritize the reinforcement of partnerships with the Government and local, regional and international donor bodies. This collaborative effort aims to explore various multilateral funding avenues, supporting sustainable flagship programmes focused on rural transformation, climate finance, agriculture and digital transformation to address chronic development challenges.
113. For technical support, main partners include farmers' associations, line ministries and government departments, other United Nations bodies – particularly FAO – NGOs and community-based organizations for climate action.
114. WFP will collaborate with local, regional and international private-sector buyers to offer smallholder farmers opportunities to access markets and with the media to promote key messages and awareness.
115. Leveraging WFP's strong ties with SADC, the country office aims to utilize interregional exchanges to establish partnerships focused on harnessing the potential of Indigenous knowledge systems in Lesotho's agro-processing and value chain development. The country office will also engage with the SADC Indigenous food value chains development programme.
116. WFP will partner with key ministries overseeing agriculture, the environment, energy, water, digitalization and planning. WFP will engage with the national nutrition office and other government entities to support transformative, productive, inclusive and sustainable food systems. A focal point of this collaboration will be the integration with the Rapid Rural Transformation initiative and other infrastructure that facilitates access to an array of services.
117. Partnerships between the Rome-based agencies will be strengthened through a revised WFP–FAO workplan and the ongoing WFP–IFAD collaboration for value chain support and climate risk insurance with the aim of increasing farmers' productivity and supporting resilient food systems, landscape management and smallholder farmers' access to markets.

### **Assumptions**

118. *Food systems policies and strategies.* WFP, the United Nations and the Government will successfully attract new donors and multi-year and pooled funding to support the achievement of the cross-cutting objectives under CSP outcome 3.
119. *Capacity strengthening.* The Government's technical staff will embrace the capacity development process, reinforcing institutional capacity, not only individual capacity. However, WFP recognizes that the implementation of certain elements of policy change will be beyond the scope of the organization.

120. *Aggregation and market access.* WFP and its partners will be able to source, pilot and scale up innovative solutions to improve targeting, market access, food standards and quality, post-harvest loss management, aggregation standards and rural transformation, among others.<sup>33</sup>
121. *Natural resources management.* Different socioeconomic groups within communities will be committed to maintaining the assets created.
122. *Sustainable livelihoods.* A wide cross-section of partners will commit to joint and converged programmes of work.

#### ***Transition/handover strategy***

123. Using the three-pronged approach, WFP will help to identify interventions led by the Government and owned by targeted communities that will enable the gradual, timebound transition of WFP activities to national programmes. A handover strategy will be designed to facilitate knowledge management, setting out a sequence of activities that will enhance the gradual phase-out of WFP support, guided by the achievement of outcome indicators.
124. WFP plans to gradually integrate its interventions into national systems by supporting government policies and building capacity at the community, household and individual levels, thereby facilitating market opportunities and the efficient management of agricultural assets and natural resources. An evidence-based transition strategy will be developed, drawing on a decentralized evaluation and a cost-benefit and return on investment analysis of the Rapid Rural Transformation site, planned for 2024–2025.

#### ***Country strategic plan outcome 4: The Government, development partners, civil society and private sector organizations in Lesotho have improved access to innovative, effective and cost-efficient on-demand WFP services by 2029***

125. Under CSP outcome 4 WFP will provide on-demand services for the Government, development actors, civil society and private sector organizations, to scale up and accelerate interventions aimed at achieving SDG targets in Lesotho.
126. CSP outcome 4 contributes to SDG 17.16.

#### ***WFP strategic outcome***

127. CSP outcome 4 is aligned with WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective.

#### ***Focus area***

128. The focus area of CSP outcome 4 is resilience building.

#### ***Alignment with national priorities***

129. CSP outcome 4 is aligned with key frameworks including the NSDP II key priority area 3, building and enabling infrastructure and key priority area 4, strengthening national governance and accountability systems. CSP outcome 4 is aligned with UNSDCF pillar 3 on people's well-being and economic development.

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<sup>33</sup> WFP. 2023. *Innovation Report, WFP, Lesotho Country Office* (internal document).

**Expected outputs**

130. The following output will contribute to the achievement of CSP outcome 4:

- Output 7.1: The Government, development actors, civil society and private sector organizations benefit from strengthened supply chain capacities and access to WFP on-demand services to deliver more efficient, effective and coordinated interventions.

**Key activities**

*Activity 7: Provide the Government, development partners, civil society and private sector organizations with on-demand services that promote innovation and expertise in supply chains and other areas*

131. WFP will provide on-demand support to the Government and development actors on issues that can benefit from WFP platforms, standards, technical expertise, food safety and quality management services or other experience or capabilities.
132. WFP will provide its information and communications technology and CBT expertise to partners as an on-demand service.
133. WFP will provide emergency supply chain preparedness and response services for disaster and pandemic preparedness, including training and simulation exercises, information management, warehousing and transport planning and optimization.
134. Support will be made available to the Government and partners to enhance digitalization and strengthen end-to-end planning and traceability to enable cost-effective decision making and increased accountability for food safety and quality throughout the value chain.

**Partnerships**

135. WFP will partner with the Government, private sector institutions, other United Nations bodies, civil society organizations and farmers associations.

**Assumptions**

136. *Supply chain development.* The Government and partners will select WFP as the partner of choice for service provision. WFP will maintain and develop partnerships with private sector entities to enhance programme interventions. WFP will invest in the enhancement of technical infrastructure to minimize technical issues and disruptions.

**Transition/handover strategy**

137. WFP expertise and experience will be transferred to partner institutions through sharing of expertise and the strengthening of national systems, policies and programmes.
138. Physical facilities managed by WFP will be transitioned to national institutions where feasible and envisaged under programme arrangements.

**4. Implementation arrangements****4.1 Beneficiary analysis**

139. Under CSP outcome 1, WFP aims to assist 40,000 people annually in rural and urban settings, informed by IPC analysis and multidimensional child poverty analysis. This figure is based on recent funding levels, the Government's commitment to social assistance programmes and the share of people in need reached by other humanitarian actors. WFP will use geographical, community-based and demographic targeting, prioritizing areas with over 20 percent of the population in IPC phase 3, the highest survival deficit food gap<sup>34</sup> and

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<sup>34</sup> The survival deficit food gap takes into account the cost of food, the cost of preparing food and the cost of basic hygiene.

populations with a food gap above 20 percent. Of the 40,000 beneficiaries annually, 21,200 will be women and girls.

140. Under CSP outcome 2, WFP aims to reach 60,000 children aged 2–5 every year; 51 percent will be girls.
141. Under CSP outcome 3, WFP will target 5,000 people annually, including smallholder farmers and food system actors, providing sustainable and impactful resilience building, capacity strengthening and food for training activities. The selection of beneficiaries and the type and duration of assistance will be adjusted based on evolving needs identified through engagement with local communities and an integrated context analysis.
142. Targeting will be based on joint assessments conducted with the Lesotho Vulnerability Assessment Committee, with input from community leaders and community organizations. WFP will support the Government in linking its programmes to the national social registry to reach acutely vulnerable households with emergency interventions and chronically vulnerable people with social protection programmes.<sup>35</sup>

## **4.2 Transfers**

143. Transfer modalities will be chosen based on market functionality, infrastructure, beneficiary preference assessments, donor requirements and an in-depth risk analysis, including social cohesion and “do no harm” considerations. This analysis will consider the feasibility, appropriateness and efficiency of planned activities and their contribution to gender equality and the safety of women, men, girls and boys. Cash interventions, informed by the 2022 Lesotho vulnerability assessment report, will include regular price monitoring and WFP will explore opportunities for expanding CBT wherever possible.
144. In activities 1, 3 and 5, the transfer value of CBTs will be calculated to cover a minimum expenditure basket ensuring a daily intake of 1,113 kilocalories. The transfer cost matches that provided under the national public works programme.
145. In activity 3, a nutritious food basket will be provided to encourage school attendance and meet nutritional needs, especially for young children from food-insecure households. Super Cereal Plus will be distributed to prevent malnutrition, especially the micronutrient deficiencies that are prevalent in this age group.
146. In activity 3, building on the experience of the WFP HGSP pilot project for pre-primary schools conducted in the southern districts, there will be an annual 10 percent increase in the use of commodity vouchers, which will be received by 12,100 households by 2029.
147. Activities 2, 3, 4, 5 and 6 will involve capacity strengthening assistance.

## **4.3 Country office capacity and profile**

148. WFP will review its country office workforce and structure, identifying any adjustments needed in order to implement the CSP, including staff training.
149. The Lesotho country office has 65 staff, 95 percent of whom are national staff. Gender parity is at 49 percent. The country office is located in Maseru and there are three field offices.
150. WFP will maximize use of internal opportunities in WFP for surge and temporary staff, cost-sharing and short-term experts for specialist expertise.
151. WFP will continue to emphasize staff welfare; diversity, equity and inclusion; and staff development and maintain WFP's support for the United Nations Lesotho disability inclusion initiative.

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<sup>35</sup> This reflects the recommendations of the CSP evaluation to enhance targeting for crisis response and resilience building as well as prioritizing households at risk.

#### **4.4. Partnerships**

152. In alignment with UNSDCF priorities, WFP will seek joint advocacy and programming opportunities with the other Rome-based agencies and international financial institutions.
153. WFP will work with a wide range of partners to build on complementarities and shared goals. Partnerships will evolve in the following ways to ensure a system-wide capacity strengthening approach:
  - Relations with the Government will be maintained and deepened, and engagement at the national and subnational levels strengthened.
  - WFP will leverage its expertise in South–South and triangular cooperation and its centres of excellence while enhancing United Nations country team collaboration, consistent with United Nations development system reforms.
  - To ensure a community-centric approach, it is imperative for WFP to maintain and increase its engagement with local organizations, academic and research institutes, civil society, youth groups and NGOs, including those representing marginalized groups such as persons with disabilities.
154. In partnership with other United Nations agencies, WFP will strengthen ties with the private sector in food systems, knowledge transfer, innovative technologies and digital transformation.

### **5. Performance management and evaluation**

#### **5.1 Monitoring and evaluation arrangements**

155. Guided by the corporate results framework, CSP monitoring integrates insights from past evaluations and goes beyond the framework to comprehensively assess activities. Informed by CSP and country capacity strengthening evaluations, WFP is shaping a robust gender-responsive monitoring, evaluation and learning strategy that will enhance evidence generation and reporting within WFP and its partners. This collaborative monitoring, undertaken jointly with other United Nations entities where feasible, is pivotal in facilitating essential adjustments to CSP activities.
156. Guided by the minimum monitoring requirements process, output and outcome monitoring will be aligned with the monitoring plan, ensuring that data are disaggregated by sex, age, disability and other relevant variables. A system for escalating process monitoring issues will be established and WFP and government staff will receive training in monitoring and evaluation.
157. Based on the recommendations of the CSP evaluation and the updated corporate policy on country capacity strengthening, WFP will improve its capacity strengthening monitoring. Corporate indicators, including country-specific process milestone indicators, will be used to measure how WFP activities contribute to strengthening institutional and systemic capacity.
158. In line with the integrated cross-cutting context analysis and risk assessment findings and corporate requirements, WFP will develop a plan for community engagement to ensure accountability to affected populations and a gender action plan, sensitive to operational opportunities and challenges in Lesotho.
159. WFP will strengthen its partnership with the National University of Lesotho to manage a community feedback mechanism utilizing a toll-free number. WFP will gradually improve the mechanism, expanding to all WFP operations and locations.
160. The monitoring, review and evaluation plan includes the CSP mid-term review (2026) and final evaluation (2027), as well as a decentralized evaluation of SBC activities in 2025.

## **5.2 Risk management**

### ***Strategic risks***

161. The country office has a reassurance action plan to address identified gaps in internal controls and enhance operational effectiveness in line with the global reassurance action plan.
162. Government priority shifts and political instability may impact WFP activities, affecting commitment and funding. In the absence of confirmed government funding, a failure to secure adequate resources could limit technical assistance and programme implementation. WFP advocates ongoing joint funding efforts and maintains transparent communication with the Government during transition periods. The country office works with the United Nations Department of Safety and Security for proactive security measures regardless of the political context.
163. Heightened competition for funding on the global stage may limit external donor interest, hampering efforts to secure funding for CSP activities. WFP will establish a diverse range of funding sources and engage in proactive communication and strengthen relationships with donors to ensure continued support.

### ***Operational risks***

164. Operational risks in Lesotho arise from technical issues or disruptions in internal services, such as information communication technology services and administration platforms, jeopardizing continuous access to beneficiaries and hindering delivery of services, including those under CSP outcome 4.
165. Funding shortfalls and coordination gaps with other United Nations entities could hamper CSP implementation and resource availability. A partnership strategy and a prioritization plan have been devised to diversify resources and enhance advocacy. Through its internal control mechanisms, WFP will ensure accountability for results and resource use at all levels. This process will include strengthening the capacity of WFP employees and cooperating partners to conduct due diligence through the United Nations Partner Portal.

### ***Fiduciary risks***

166. Recognizing the high incidence of gender-based violence in Lesotho, WFP will conduct mandatory training on protection from sexual exploitation and abuse for WFP employees, cooperating partners and participants in capacity strengthening activities. WFP will sensitize affected communities to gender-based violence issues and strengthen internal reporting and referral procedures. WFP will enhance assurance measures to reduce fraud risks. Mitigation measures include periodic independent beneficiary verification, increased use of digital solutions and support for beneficiary identity management systems; continuous risk assessments will be conducted in areas prone to fraud and corruption.

### ***Financial risks***

167. Fluctuating food prices can affect the impact of CBTs, while infrastructure constraints in the winter and rainy season can affect transport costs and the timeliness of assistance. WFP will mitigate these risks through adequate planning, improved market trend analysis and market development activities.

## **5.3 Social and environmental safeguards**

168. The country office will use WFP's environmental and social safeguards tool to avoid, minimize and mitigate harm to the natural environment and people and to comply with environmental and social standards that safeguard peoples' lives and nature. WFP will support the use of fuel-efficient stoves in communities to reduce biomass usage, improve health and tackle climate change.

## 6. Resources for results

### 6.1 Country portfolio budget

169. The total budget for the CSP is USD 94,896,929, of which 15 percent is allocated to implementing gender-transformative approaches designed to reduce the gender gap in digital and financial inclusion, knowledge and skills and interventions that improve women's economic opportunities and well-being. The budget is lower than that of the CSP for 2019–2024 because of a strategic shift in the role of WFP in Lesotho from direct implementation to an enabling role.

170. WFP will offer on-demand services as described under CSP outcome 4.

COUNTRY PORTFOLIO BUDGET (USD)								
Country strategic plan outcome	Activity	2024	2025	2026	2027	2028	2029	Total
1	1	2 798 073	5 421 873	5 439 798	5 463 470	5 413 848	2 805 905	<b>27 342 966</b>
1	2	744 685	1 679 390	1 275 833	1 302 713	1 309 285	655 975	<b>6 967 880</b>
2	3	3 303 375	6 966 962	7 235 972	7 477 184	7 479 433	3 872 668	<b>36 335 594</b>
2	4	525 185	1 160 296	987 374	950 211	958 821	478 661	<b>5 060 547</b>
3	5	1 468 252	2 672 060	2 678 846	2 745 083	2 786 269	1 399 000	<b>13 749 508</b>
3	6	414 713	719 979	700 048	714 309	729 445	338 559	<b>3 617 053</b>
4	7	271 212	343 627	345 901	347 239	343 148	172 252	<b>1 823 380</b>
<b>Total</b>		<b>9 525 495</b>	<b>18 964 187</b>	<b>18 663 771</b>	<b>19 000 209</b>	<b>19 020 249</b>	<b>9 723 018</b>	<b>94 896 929</b>

### 6.2 Resourcing outlook and strategy

171. In line with its partnership strategy, the country office will implement a comprehensive resource mobilization strategy targeting traditional and non-traditional donors, including emerging donors, international financial institutions, the private sector and thematic funding streams, such as climate financing and other innovative financing.

172. Aligned with the United Nations country team resource mobilization strategy for the UNSDCF and government plans to strengthen financial support for the SDGs, in particular for climate financing, the strategy will involve collaboration with the Ministry of Finance and Development Planning and other relevant government entities, including the Ministry of Foreign Affairs and International Relations. The goal is to facilitate domestic and joint resource mobilization in order to help to fund the new CSP.

173. To implement the strategic shifts, WFP will emphasize the increasing role of the Government and international financial institutions and blended finance in resourcing WFP activities. WFP will seize funding opportunities with multilateral institutions such as the African Development Bank, the International Monetary Fund and the World Bank, focusing on building resilience and sustainable development pathways to support transformative change and exit strategies.



174. Furthermore, there will be a growing emphasis on strengthening private partnerships and engaging individual donors. It is anticipated that multi-year funding will gain greater significance.
175. In the event of funding shortfalls, WFP will prioritize the provision of life-saving assistance over support for livelihoods, school meals and other safety nets. Should prioritization be required within life-saving assistance, measures including reducing transfer values and prioritizing all non-earmarked funding for crisis response will be adopted.

**ANNEX I****LOGICAL FRAMEWORK FOR LESOTHO COUNTRY STRATEGIC PLAN (2024–2029)****SDG 2: Zero hunger****SDG target 1: Access to Food**

**Country strategic plan outcome 1: Food-insecure and crisis-affected people in Lesotho are able to meet their essential needs before, during and after crises, including through anticipatory actions and shock-responsive national social protection programmes**

WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Focus area: crisis response

Nutrition-sensitive

**Assumptions**

- A) Adequate technology and infrastructure are in place to support the efficient collection, analysis and dissemination and comprehension of weather-related information for timely decision making.
- B) Social protection programmes have the necessary technology, infrastructure and resources to respond promptly to early warnings, and early warning and social protection institutions support and prioritize the integration of EWS with social protection programmes.
- C) Communities trust the reliability and accuracy of EWS and can understand and receive the messages.
- D) WFP's partnerships network can be leveraged to support the implementation of disaster risk management and social protection initiatives, social registry updates and capacity strengthening.
- E) The political environment remains stable, providing the necessary continuity and support for the long-term implementation of the planned activities.
- F) Climate and socioeconomic shocks will continue to occur in line with climate change projections for Lesotho.

**Outcome indicators**

Consumption-based coping strategy index (average)

Dietary Diversity Score

Economic capacity to meet essential needs

Proportion of Emergency Preparedness Capacity Indicator (EPCI) capacity parameters with improved rating

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

Number of enhanced business processes contributing to zero hunger and other SDGs implemented at scale by national stakeholders following WFP capacity strengthening support

Number of enhanced programme designs, processes, and platforms contributing to zero hunger and other SDGs Implemented at Scale by National Organizations Following WFP Capacity Strengthening Support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs that have benefitted from WFP capacity strengthening support

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support

Number of policies and legislative instruments contributing to zero hunger and other SDGs created or adapted by national stakeholders with WFP capacity strengthening support

Proportion of beneficiaries who recall and practice a key nutrition message

Proportion of children 6-23 months of age who receive a minimum acceptable diet

Proportion of households that cannot afford the lowest-cost nutritious diet

Proportion of national stakeholders contributing to zero hunger and other SDGs reporting improved consensus, coalitions, or networks after WFP capacity strengthening support

Proportion of people participating in training, coaching, or mentoring reporting improvement in knowledge/skills contributing to zero hunger and other SDGs

Proportion of target population who participate in an adequate number of distributions (adherence)

## Activities and outputs

### **1: Provide crisis- and shock-affected people and people at risk with packages of assistance that improve their access to safe food and nutrition and/or their ability to meet their own essential needs (URT-1.2: Unconditional resource transfer)**

1.1: Crisis- and shock-affected people in positions of greater risk in urban and rural areas receive timely and adequate assistance that meets their essential needs (Output category A: Resources transferred, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1: Crisis- and shock-affected people in positions of greater risk in urban and rural areas receive timely and adequate assistance that meets their essential needs (Output category G: Skills, capacities and services for climate adaptive livelihoods, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.2: Targeted households at risk of acute malnutrition benefit from improved knowledge of nutrition, health, hygiene and care practices and other interventions that contribute to improved year-round food consumption and nutrition status (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

### **2: Support the Government in implementing effective, targeted and inclusive early warning systems, anticipatory action, disaster risk reduction, crisis response interventions and shock-responsive social protection (EPA-1.1: Emergency preparedness and early action)**

2.1: People affected by crises and shocks benefit from enhanced government capacity to target people in positions of greater risk and to coordinate, manage and implement timely preparedness and early and anticipatory response interventions, including through shock-responsive social protection programmes (Output category A: Resources transferred, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2.1: People affected by crises and shocks benefit from enhanced government capacity to target people in positions of greater risk and to coordinate, manage and implement timely preparedness and early and anticipatory response interventions, including through shock-responsive social protection programmes (Output category C: Capacity development and technical support provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2.1: People affected by crises and shocks benefit from enhanced government capacity to target people in positions of greater risk and to coordinate, manage and implement timely preparedness and early and anticipatory response interventions, including through shock-responsive social protection programmes (Output category G: Skills, capacities and services for climate adaptive livelihoods, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

**SDG target 2: End malnutrition****Country strategic plan outcome 2: By 2029, national systems and programmes for nutrition security and school-based programming in Lesotho are strengthened**

WFP strategic outcome 2: People have better nutrition, health and education outcomes

Focus area: root causes

Nutrition-sensitive

**Assumptions**

- A) The Government devotes resources to improved human capital development.
- B) The Government is committed financially and allocates adequate capacities to achieve the School Meals Coalition commitments.
- C) Targeted communities participate fully and are willing to adopt improved nutrition practices.
- D) Regulations on the availability, promotion and marketing of safe and nutritious foods are promulgated and/or enforced.
- E) Funding for the scaling up of the HGSP programme will be secured.

**Outcome indicators**

Annual change in enrolment

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

Number of coordination meetings contributing to zero hunger and other SDGs led by national convening entity as a result of WFP capacity strengthening support

Number of enhanced business processes contributing to zero hunger and other SDGs implemented at scale by national stakeholders following WFP capacity strengthening support

Number of enhanced programme designs, processes, and platforms contributing to zero hunger and other SDGs Implemented at Scale by National Organizations Following WFP Capacity Strengthening Support

Number of management plans, processes and platforms contributing to zero hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs that have benefitted from WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support

Number of new or existing legislative instruments, standards or policies for fortified staple foods developed/adapted with WFP capacity strengthening support

Number of new or existing legislative instruments, standards or policies for fortified staple foods endorsed as result of WFP capacity strengthening support

Number of policies and legislative instruments contributing to zero hunger and other SDGs created or adapted by national stakeholders with WFP capacity strengthening support

Percentage of school-aged children meeting minimum dietary diversity score

Proportion of households that cannot afford the lowest-cost nutritious diet

Proportion of national stakeholders contributing to zero hunger and other SDGs reporting improved consensus, coalitions, or networks after WFP capacity strengthening support

Proportion of people participating in training, coaching, or mentoring reporting improvement in knowledge/skills contributing to zero hunger and other SDGs

### **Activities and outputs**

#### **3: Provide and support inclusive nutritious school meals in pre-primary and primary schools through school-based programming (SMP-1.5: School based programmes)**

3.2: Pre-primary and primary schoolchildren benefit from strengthened government capacity to implement, monitor and institutionalize multisectoral home-grown school feeding programmes that improve access to safe, nutritious school meals (Output category C: Capacity development and technical support provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

3.1: Targeted pre-primary schools receive adequate, safe and nutritious food that improves health and education outcomes and is provided in ways that stimulate local production and improve access to education (Output category A: Resources transferred, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

3.1: Targeted pre-primary schools receive adequate, safe and nutritious food that improves health and education outcomes and is provided in ways that stimulate local production and improve access to education (Output category B: Nutritious food provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

3.1: Targeted pre-primary schools receive adequate, safe and nutritious food that improves health and education outcomes and is provided in ways that stimulate local production and improve access to education (Output category N: School feeding provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

#### **4: Assist the Government in the design, implementation and monitoring of policies and strategies that strengthen nutrition programmes (NPA-1.3: Malnutrition prevention programme)**

4.1: Groups at risk of malnutrition, including pregnant and breastfeeding women and girls, young children, adolescents, people living with and affected by HIV and AIDS, and tuberculosis patients, benefit from enhanced nutrition programmes (Output category C: Capacity development and technical support provided, Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

#### **SDG target 4: Sustainable food system**

**Country strategic plan outcome 3: By 2029, populations at risk in Lesotho benefit from strengthened, climate-resilient food systems and sustainable livelihoods**

WFP strategic outcome 3: People have improved and sustainable livelihoods

Focus area: resilience building

Nutrition-sensitive

#### **Assumptions**

A) WFP, the United Nations and the Government will successfully attract new donors, and multi-year and pooled funding to support cross-cutting CSP outcome 3 objectives.

B) The Government's technical staff will embrace the capacity development process, reinforcing institutional not only individual capacity.

C) The country office and its partners will have capacities to source, pilot and scale innovative solutions to magnify targeting, market access, food standards and quality, post-harvest loss management, aggregation standards, and rural transformation, among others.

D) Different socioeconomic groups in the communities will be committed to maintain the assets created.

E) A wide cross-section of partners will commit to joint and converged programmes of work.

**Outcome indicators**

Average percentage of smallholder post-harvest losses at the storage stage

Climate adaptation benefit score

Climate resilience capacity score

Climate services score

Consumption-based coping strategy index (average)

Dietary Diversity Score

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Number of enhanced business processes contributing to zero hunger and other SDGs implemented at scale by national stakeholders following WFP capacity strengthening support

Number of enhanced programme designs, processes, and platforms contributing to zero hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support

Number of enhanced programme designs, processes, and platforms contributing to zero hunger and other SDGs implemented at scale by national organizations following WFP capacity strengthening support

Number of management plans, processes and platforms contributing to zero hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs that have benefitted from WFP capacity strengthening support

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support

Number of policies and legislative instruments contributing to zero hunger and other SDGs created or adapted by national stakeholders with WFP capacity strengthening support



Percentage of individuals practicing recommended healthy diet behaviour

Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base

Proportion of national stakeholders contributing to zero hunger and other SDGs reporting improved consensus, coalitions, or networks after WFP capacity strengthening support

Proportion of people engaged in Income generating activities (IGA) as a result of skills development trainings (FFT)

Proportion of people participating in training, coaching, or mentoring reporting improvement in knowledge/skills contributing to zero hunger and other SDGs

Proportion of the population in targeted communities reporting environmental benefits

Resilience Capacity Score (RCS)

Shock Exposure Index (SEI)

Value of smallholder sales through WFP-supported aggregation systems

Volume of smallholder sales through WFP-supported aggregation systems

## **Activities and outputs**

### **5: Assist the Government in the design and implementation of diverse livelihood and natural resource management programmes using ecosystem-based and climate change adaptive approaches (ACL-1.6: Community and household asset creation)**

5.1: Communities and households at risk of shocks and stressors benefit from sustainable livelihood and ecosystem regeneration programmes that enhance their adaptive capacities and resilience (Output category A: Resources transferred, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

5.1: Communities and households at risk of shocks and stressors benefit from sustainable livelihood and ecosystem regeneration programmes that enhance their adaptive capacities and resilience (Output category C: Capacity development and technical support provided, Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

5.1: Communities and households at risk of shocks and stressors benefit from sustainable livelihood and ecosystem regeneration programmes that enhance their adaptive capacities and resilience (Output category D: Assets created, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

5.1: Communities and households at risk of shocks and stressors benefit from sustainable livelihood and ecosystem regeneration programmes that enhance their adaptive capacities and resilience (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

5.1: Communities and households at risk of shocks and stressors benefit from sustainable livelihood and ecosystem regeneration programmes that enhance their adaptive capacities and resilience (Output category G: Skills, capacities and services for climate adaptive livelihoods, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

**6: Provide support to value chain and market actors, including the Government, to enable communities at risk to aggregate, add value, access markets, reduce food losses and consume safe and healthy foods (SMS-1.8: Smallholder agricultural market support programmes)**

6.1: Smallholder farmers and other value chain actors benefit from strengthened value chain development and a policy environment that supports resilient food systems and facilitates economic opportunities (Output category C: Capacity development and technical support provided, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

6.1: Smallholder farmers and other value chain actors benefit from strengthened value chain development and a policy environment that supports resilient food systems and facilitates economic opportunities (Output category F: Smallholder farmers supported, Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools)

**SDG 17: Partnerships for the goals**

**SDG target 16: Global partnership**

**Country strategic plan outcome 4: The Government, development partners, civil society and private sector organizations in Lesotho have improved access to innovative, effective and cost-efficient on-demand WFP services by 2029**

WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective

Focus area: resilience building

**Assumptions**

- A) The Government and partners will select WFP as the partner of choice for the provision of services and platforms.
- B) WFP will maintain and develop partnerships with private sector entities to enhance programme interventions.
- C) WFP will invest in the enhancement of technical infrastructure to minimize the occurrence of technical issues and disruptions.

**Outcome indicators**

Percentage of users satisfied with services provided

**Activities and outputs****7: Provide the Government, development partners, civil society and private sector organizations with on-demand services that promote innovation and expertise in supply chains and other areas (ODS-2.4: On-demand services)**

7.1: The Government, development actors, civil society and private sector organizations benefit from strengthened supply chain capacities and access to WFP on-demand services to deliver more efficient, effective and coordinated interventions (Output category H: Shared services and platforms provided, Standard output 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

**SDG 17: Partnerships for the goals****CC.1. Protection****Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

**CC.2. Accountability****Cross-cutting indicators**

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

**CC.3. Gender equality and women's empowerment****Cross-cutting indicators**

CC.3.4: Proportion of women and men in WFP food assistance decision-making entities who report meaningful participation

CC.3.5: Proportion of women and men reporting economic empowerment

**CC.4. Environmental sustainability****Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

**CC.5. Nutrition integration****Cross-cutting indicators**

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

CC.5.3: Nutrition sensitive score

**SDG 2: Zero hunger****CC.1. Protection****Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

**CC.2. Accountability****Cross-cutting indicators**

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

### **CC.3. Gender equality and women's empowerment**

#### **Cross-cutting indicators**

CC.3.4: Proportion of women and men in WFP food assistance decision-making entities who report meaningful participation

CC.3.5: Proportion of women and men reporting economic empowerment

### **CC.4. Environmental sustainability**

#### **Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

### **CC.5. Nutrition integration**

#### **Cross-cutting indicators**

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

CC.5.3: Nutrition sensitive score

**ANNEX II**

<b>BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)</b>											
<b>Country strategic plan outcome</b>	<b>Output</b>	<b>Activity</b>	<b>Beneficiary group</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>Total</b>	
1	1.1	1	Girls	13 200	13 200	13 200	13 200	13 200	13 200	<b>79 200</b>	
			Boys	12 800	12 800	12 800	12 800	12 800	12 800	<b>76 800</b>	
			Women	8 000	8 000	8 000	8 000	8 000	8 000	<b>48 000</b>	
			Men	6 000	6 000	6 000	6 000	6 000	6 000	<b>36 000</b>	
			<b>Total</b>	<b>40 000</b>	<b>40 000</b>	<b>40 000</b>	<b>40 000</b>	<b>40 000</b>	<b>40 000</b>	<b>40 000</b>	<b>240 000</b>
2	3.1	3	Girls	30 600	30 600	30 600	30 600	30 600	30 600	<b>44 676</b>	
			Boys	29 400	29 400	29 400	29 400	29 400	29 400	29 400	<b>42 924</b>
			<b>Total</b>	<b>60 000</b>	<b>60 000</b>	<b>60 000</b>	<b>60 000</b>	<b>60 000</b>	<b>60 000</b>	<b>60 000</b>	<b>87 600*</b>
3	5.1	5	Girls	1 650	1 650	1 650	1 650	1 650	1 650	<b>8 250</b>	
			Boys	1 600	1 600	1 600	1 600	1 600	1 600	1 600	<b>8 000</b>
			Women	1 000	1 000	1 000	1 000	1 000	1 000	1 000	<b>5 000</b>
			Men	750	750	750	750	750	750	750	<b>3 750</b>
			<b>Total</b>	<b>5 000</b>	<b>5 000</b>	<b>5 000</b>	<b>5 000</b>	<b>5 000</b>	<b>5 000</b>	<b>5 000</b>	<b>25 000**</b>
<b>Total (cumulative)</b>				<b>105 000</b>	<b>105 000</b>	<b>105 000</b>	<b>105 000</b>	<b>105 000</b>	<b>105 000</b>	<b>352 600</b>	
<b>Total (without overlap***)</b>				<b>100 500</b>	<b>100 500</b>	<b>100 500</b>	<b>100 500</b>	<b>100 500</b>	<b>100 500</b>	<b>326 100</b>	

\* There is an annual intake of 5,520 children, which amounts to 27,600 children for the duration of the CSP, with almost the same number transitioning to primary school. Thus the total number of children assisted over the six years will be 87,600.

\*\* Each food assistance for assets participant is enrolled for one year (July to June).

\*\*\* It is assumed that 10 percent of households assisted during the lean season or participating in food assistance for assets schemes have children enrolled in early childhood care and development centres. Accordingly, 10 percent is deducted from the number of beneficiaries for both lean season and food assistance for assets activities, and because those two interventions will be implemented in different locations, there will be no overlaps between them.

**ANNEX III**

<b>FOOD RATION (<i>g/person/day</i>) AND CASH-BASED TRANSFER VALUE (<i>USD/person/day</i>) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY</b>			
	<b>Country strategic plan outcome 1</b>	<b>Country strategic plan outcome 2</b>	<b>Country strategic plan outcome 3</b>
	<b>Activity 1</b>	<b>Activity 3</b>	<b>Activity 5</b>
<b>Beneficiary type</b>	<b>Population at risk affected by crises</b>	<b>School feeding: pre-school (early childhood care development)</b>	<b>Food for asset creation participants</b>
<b>Modality</b>	<b>Food/cash-based transfers</b>	<b>Food</b>	<b>Cash-based transfers</b>
Cereals		120	
Pulses		30	
Oil		10	
Canned fish		53	
Super Cereal Plus		60	
Total kcal/day	1	1 027	1 113
% kcal from protein	11	12	11
Cash-based transfers ( <i>USD/person/day</i> )	0.58	0.62	0.58
Number of feeding days per year	270	180	360



**ANNEX IV**

<b>TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE</b>		
<b>Food type/cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	5 493	2 306 024
Pulses	550	692 102
Oil and fats	458	1 161 179
Mixed and blended foods	2 747	3 816 474
Other	1 455	6 579 224
<b>Total (food)</b>	<b>10 703</b>	<b>14 555 002</b>
Cash-based transfers		31 081 737
<b>Total (food and cash-based transfer value)</b>	<b>10 703</b>	<b>45 636 740</b>

**ANNEX V**

<b>INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)</b>					
	<b>SDG target 2.1/WFP strategic outcome 1</b>	<b>SDG target 2.2/WFP strategic outcome 2</b>	<b>SDG target 2.4/WFP strategic outcome 3</b>	<b>SDG target 17.16/WFP strategic outcome 5</b>	<b>Total</b>
	<b>CSP outcome 1</b>	<b>CSP outcome 2</b>	<b>CSP outcome 3</b>	<b>CSP outcome 4</b>	
<b>Focus area</b>	<b>Crisis response</b>	<b>Root causes</b>	<b>Resilience building</b>	<b>Resilience building</b>	
Transfers	25 847 010	32 089 622	12 312 132	1 524 313	<b>71 773 078</b>
Implementation	3 004 755	2 726 072	2 290 988	107 605	<b>8 129 420</b>
Adjusted direct support costs	3 364 992	4 053 922	1 703 510	191 463	<b>9 313 886</b>
<b>Subtotal</b>	<b>32 216 758</b>	<b>38 869 616</b>	<b>16 306 630</b>	<b>1 823 380</b>	<b>89 216 384</b>
Indirect support costs (6.5 percent)	2 094 089	2 526 525	1 059 931	0	<b>5 680 545</b>
<b>Total</b>	<b>34 310 847</b>	<b>41 396 141</b>	<b>17 366 561</b>	<b>1 823 380</b>	<b>94 896 929</b>

## Acronyms

CBT	cash-based transfer
CSP	country strategic plan
DMA	Disaster Management Authority
EWS	early warning system
FAO	Food and Agriculture Organization of the United Nations
HGSF	home-grown school feeding
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
NGO	non-governmental organization
NSDP II	National Strategic Development Plan II 2023/24–2027/28
SADC	Southern African Development Community
SBC	social and behaviour change
SDG	Sustainable Development Goal
SRSP	shock-responsive social protection
UNSDCF	United Nations sustainable development cooperation framework