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REPORT

Community Development Projects Identification and Feasibility Study

August 2021

Project: Socio-Economic Reintegration of Returnees and Other Vulnerable Households in Migration Affected Areas Severely Impacted by Covid-19 Pandemic

As part of the Contract **"Consultancy on Community Development Projects Identification and Feasibility Study,"** this report is prepared for and submitted to International Organization for Migration known as United Nations (UN) Migration Agency as Milestone 3: Community Projects Identification & Feasibility Study Report in accordance to the deliverable schedule as outlined in the Terms of Reference (ToR).

The report is prepared and submitted by:

Lehlohonolo Mpholle (Consultant)

12th August 2021

Date

*The project is supported by the Government of Japan and its people through the project titled ''**Socio-Economic Reintegration of Returnees and Other Vulnerable Households in Migration Affected Areas Severely Impacted by Covid-19 Pandemic**'' which is implemented by International Organization for Migration (IOM).*

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ACRONYMS

ALC	Action Learning Cycle
CRS	Catholic Relief Services
BOS	Bureau of Statistics
COVID-19	Corona Virus Disease of 2019
DA	District Administrator
DISCOSEC	District Covid-19 Secretariat
DWA	Department of Water Affairs
ED	Electoral Division
FGDs	Focused Group Discussions
LSL	Lesotho Maloti (local currency)
PRA	Participatory Rural Appraisal
RoC	Return on Capital
RSA	Republic of South Africa
RSDA	Rural Self-help Development Association
SADP-II	Smallholder Agriculture Development Project-Phase II
IOM	International Organization for Migration
WFP	World Food Programme
WV	World Vision

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EXECUTIVE SUMMARY

The International Organization for Migration (IOM)Lesotho Country Office is undertaking a community projects identification and feasibility study in the five target districts of Leribe, Qacha's Nek, Quthing, Mohale's Hoek and Quthing. This exercise is a part of a project on Socio-Economic Reintegration of Returnees and other vulnerable members in migration affected areas severely impacted by the COVID-19 pandemic. Specifically, this part of the project seeks to identify programmes and activities that can improve beneficiaries' livelihoods through maximization of income-generating activities, whilst also developing an environment that reintegrates the returnees into the community of origin.

The project is being implemented by the IOM Lesotho, through the DISCOSEC (District Covid-19 Secretariat) established in the districts to address COVID-19 pandemic situations and led by the offices of the District Administrators (DA). It is these structures that have in each district identified the community councils that will benefit under this project, as per the table below.

Table 1: Identified Project Site by DISCOSEC team

DISTRICT	COMMUNITY COUNCUL	ESTIMATED POPULATION SIZE
Mafeteng	Sekameng	2,337
Mohale's Hoek	Silioe	2,404
Quthing	Tosing	1,813
Qacha's Nek	Qhoalinyane	1,279
Leribe	Leshoele	1,384

Source: BOS, 2016

Through participatory community consultation exercises, the communities and their local authorities in these project areas identified key development challenges, and areas of assistance that they believed would assist them in improving their livelihoods and social cohesion. As per the Table 2 below, various projects were identified and proposed by the communities, mainly in agri-business. It is important to mention that many of these projects are agribusiness because in many rural settlements, agriculture is considered a key driver of rural development.

Table 2: Identified Project by Area

DISTRICT	AREA	PROJECT A	TOTAL COST OF PROJECT A	PROJECT B	TOTAL COST PROJECT B	PROJECT C	TOTAL COST PROJECT C

Mafeteng	Sekameng	Layers Project	264,000 LSL	Vegetable Production	183,000. LSL		
Mohale's Hoek	Silioe	Water Bottling	182,000 LSL	Apiculture with Orchard	200,000 LSL		
Quthing	Tosing	Food Processing Project	170,100 LSL				
Qacha's Nek	Qhoalinyane	Layers Project	264,000 LSL				
Leribe	Leshoele	Fisheries Project	122,000 LSL	Vegetable Production	183,000 LSL	Communal Water Harvesting	248,000 LSL

Each community-except for Qhoalinyane in Qacha's Nek and Tosing in Quthing-have proposed a choice between two projects; whilst Leribe in Ha Leshoele have a bouquet of three (3) alternatives. It is important to mention that the district of Mohale's Hoek, in Siloe the community wish to implement both the Water bottling and the Apiculture projects. Whilst the communities have identified their preferred areas of choice, the technical feasibility and the budget allocation(s) shall be key determinants in the outcome.

It is important to note that IOM has a budget for 15,000 USD per project, which is equivalent to 210,000 LSL with an exchange rate of 1 USD = 14 LSL. This budget is an inclusive cost – which includes project management costs by the implementing partner (NGO). Table 3: Summary Project Feasibility Score

PROPOSED PROJECT (District)	**FEASIBILITY SCORE**
1. Layers Project (Mafeteng, Qacha's Nek)	0
2. Vegetable Production Project (Mafeteng, Leribe)	+4
3. Water Bottling Project (Mohales Hoek)	-1
4. Apiculture with Orchard (Mohales Hoek)	+6
5. Bakery & Food Processing Project (Quthing)	+5
6. Fisheries Project (Leribe)	+3
7. Communal Water Harvesting (Leribe)	+4

Table 3 above summarize the overall feasibility score per individual project proposed, with Apiculture with an Orchard project being the highest ranked community project, and the Water Bottling being the lowest ranked. This scoring allocation is based on 7-point criterion that determines the feasibility of the project technically, financially and its applicability as a community project. Appendix 11 gives a detailed explanation of how the Feasibility scoring is applied.

In implementing these projects, the exercise notes that key institutional considerations will need to be addressed, including such issues as the ownership structures of the projects at community level, and the coordination arrangements at central district level. In addition to this, both the technical appreciation and the financial aptitude of the communities will need to be considered for the sustainability of these interventions.

SECTION 1: BACKGROUND

The IOM Lesotho is implementing a project titled '' *Socio-Economic Reintegration of Returnees and other vulnerable households in migration affected areas severely affected by Covid-19 pandemic*'' funded by Government of Japan. This project aims at supporting sustainable reintegration of returnees who continue to come back to Lesotho through official borders and informal crossings (so-called ''community crossings'') from South Africa since March 2020 when South Africa implemented the COVID-19 lockdown and border closure. Amongst others, the project aims to identify and implement community-based community projects aimed at improving community development, through maximizing income-generating opportunities and enhancing living conditions while addressing the returnees' immediate needs to restore their livelihoods and ensure their safety from being infected/affected by COVID-19.

The project will be implemented in five communities identified from the five target districts of Leribe, Mafeteng, Mohale's Hoek, Quthing and Qacha's Nek. The project will be implemented under guidance of the Local authorities, the respective community councils and the local chiefs. In addition, the project will be in close collaboration with the Ministries of Local Government, Social Development, Tourism, Environment & Culture, and Labour & Employment.

As part of the project preparation, the project has engaged a consultant to identify and determine the feasibility of community projects, in the identified project sites. As per the Terms of Reference of this consultancy, the assignment has the following objectives:

- Identify Priority Needs in terms of small-scale community development projects or income generating activities,
- Identify and select priority areas of intervention and target beneficiaries,
- Determine the financial and physical feasibility of implementing these proposed community projects.

This study will be done through a consultative process that will engage community members and their leaders in a participatory manner. It will also involve a review of existing data/ information and consultations with relevant offices.

SECTION 2: METHODOLOGY

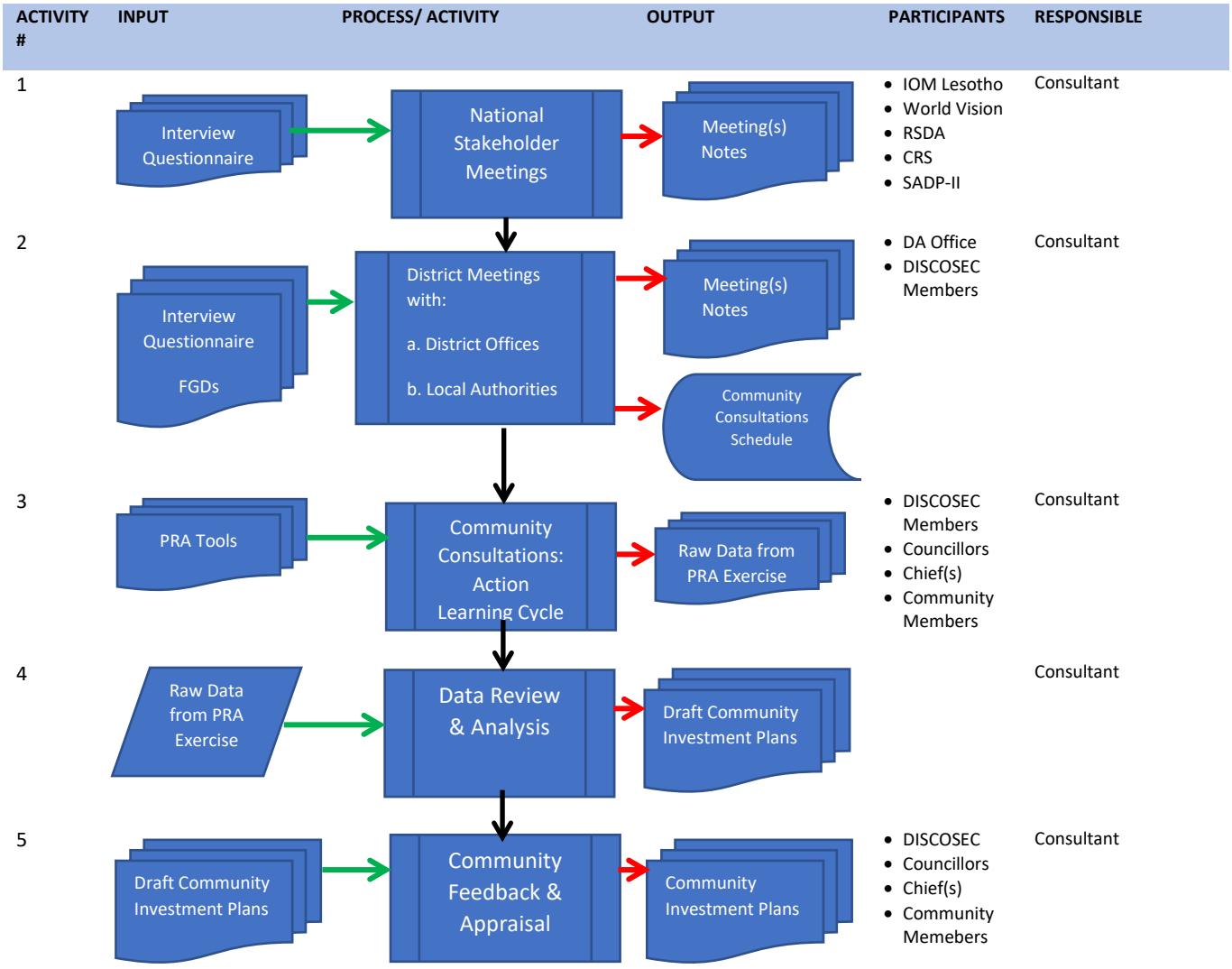
As per the Terms of Reference of this assignment, the objective is to identify community projects one each in the five (5) districts of Qacha's Nek, Quthing, Mohale's Hoek, Mafeteng and Leribe. Specifically, a preliminary site identification process has identified the following sites for the project, respectively Qanya, Tosing, Siloe, Sekameng and Ha Lejone. These project sites were identified before the inception of the consultancy assignment, through a criteria-based selection process. Core to these criteria was that the sites should have an element of COVID-19related migration effects (returnees who have lost jobs in South Africa due to COVID-19 pandemic and mobile populations within the host community) and must have a minimum of 1,000 potential community beneficiaries.

To develop a community projects identification and feasibility study report, the assignment engaged in a participatory community approach. Specifically, the data collection was sought from consultations with the respective communities and including their local authorities. The data collected constitutes different formats as per the design of the Participatory Rural Appraisal (PRA) tools at use, and includes village maps of the communities under review, resource maps, transact walks, seasonal patterns, livelihood data, specific project activities-including costing and respective institutional analysis.

In addition to this primary data, the consultant also reviewed key published data especially on the demography and socio-economic data pertaining to the respective area. These data were derived mainly from the different Bureau of Statistics (Lesotho) publications. Also reviewed was documentation from other institutions on their working modalities. The report also makes use of primary data collected from interviews with institutions implementing community projects across country; institutions such as World Vision (WV) Lesotho, Catholic Relief Services (CRS), Rural Self-help Development Association, and the World Bank funded Smallholder Agriculture Development Project-II.

The Diagram below outlines the methodology employed during the data collection process, and the tools used. As detailed below, the process was participatory, and all the data used in developing these community projects emanated from the community members themselves.

Diagram 1: Methodology & Approach



The community consultations made use of Focused Group Discussions where community members and the local authorities were engaged to identify key areas for development opportunity. These Focused Group Discussions (FGDs) concentrated on the helping communities' identity key constraints to development in their areas and assisting them in identifying and developing interventions that have an investment opportunity. The communities were also assisted in developing linkages of their challenges to how they pertained to the on-going global COVID-19 pandemic. Lastly, the consultative approach with the communities', the local authorities and district authorities, provided them a platform to own the process, and its potential outcomes. This approach was already to ensure that at all levels, the process and the ensuing projects were already owned at local level, and a sense of responsibility instilled.

SECTION 3: COMMUNITY DEVELOPMENT PROJECTS FINDINGS

SUB-SECTION 3.1: MAFETENG DISTRICT

3.1.1. BACKGROUND

Mafeteng is on the West of Lesotho, approximately 80 km South-West from the capital city of Maseru. The district borders the Free-State Province of the Republic of South Africa (RSA), with a relatively short distance of 148 km from one of the economic hubs of the RSA, Bloemfontein. Mafeteng is the most arid district in the country, lying approximately 1,600 m above-sea level. The district has an estimated total population of 178,222 (BOS, 2016), spread across eight (8) constituencies; of which are further spread into eight (8) Community Councils and one (1) Urban Council. Sekameng is an Electoral Division (ED) in the Metsi-Maholo council, encompassing 6 core villages, with an estimated population size of 2,337 (BOS, 2016).

Table 4: List of Villages under Sekameng

- Thoahlane
- Kali
- Rantai
- Boranta
- Bagomi

Ha Thulo

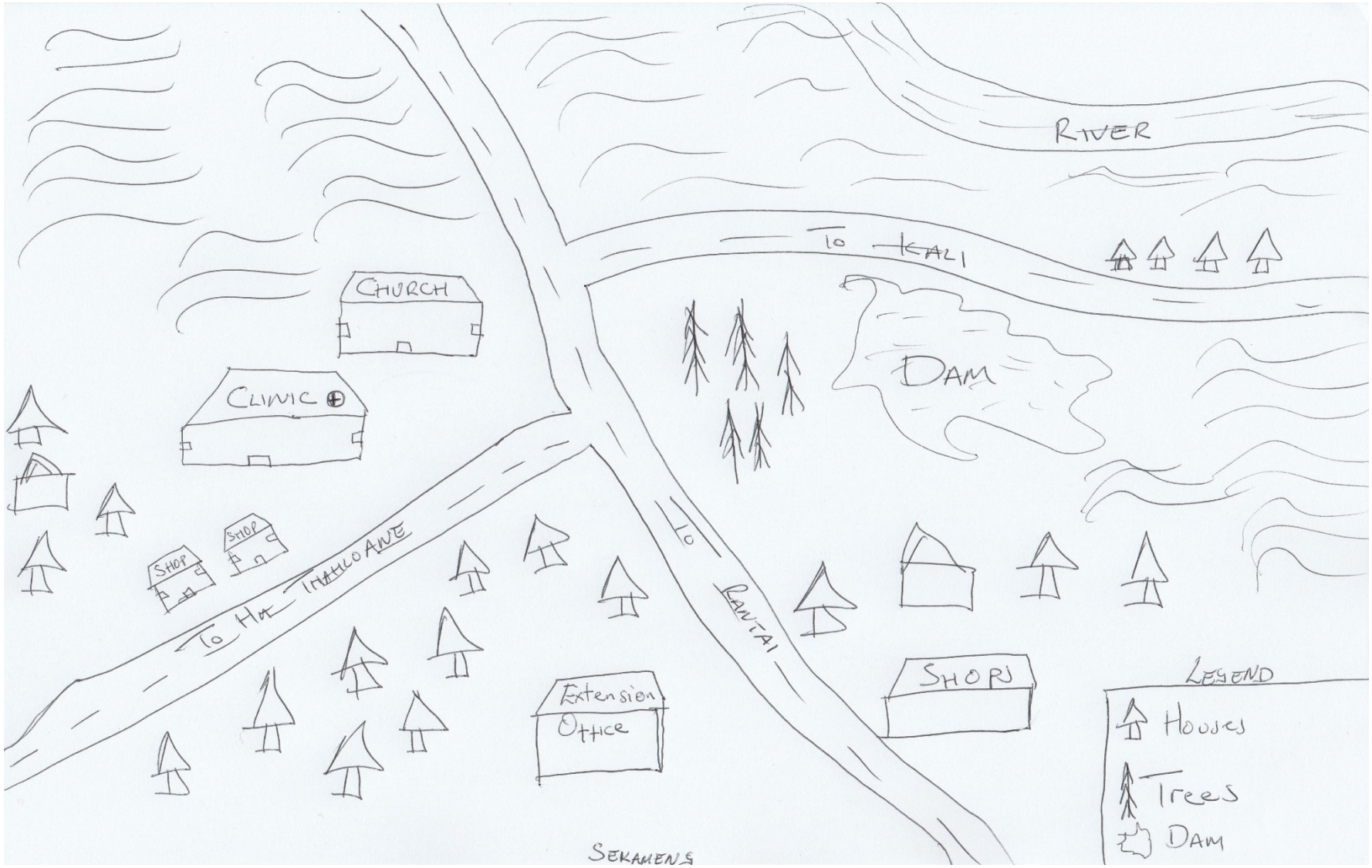
3.1.2. INSTITUTIONAL ANALYSIS

As per the table below, Sekameng has basic services in the area that include schools and health services. The area is not electrified, nor is there piped water. It makes use of communal water stands, and solar energy.

Table 5: Institutions in Sekameng

INSTITUTION	NUMBER	IMPORTANCE TO THE COMMUNITY
SCHOOLS	3	Provide education
CLINIC	1	Improve health of the community
CHURCH	1	They are spiritual Centers

Diagram 2: Sekameng Village Map



3.1.3. SITUATIONAL ANALYSIS

Sekameng is characterized by long spells of drought, high temperature and unfavorable soil and water conditions. Despite this, the area has both crop and livestock farmers, though very sporadic. The community of Sekameng rely on household subsistence farming for their livelihood; with most able-bodied individuals working away from Sekameng in neighboring towns like Maseru and Mafeteng town (internal migration). There is also an incidence of those individuals working in the formal and informal mining sectors of South Africa (international migration), who send remittances to their families back home.

Table 6: Sekameng Key Economic Activities

1	Field Crop Farming (Maize, Wheat & Sorghum) Famring
2	Smallstock Farming (Piggery, Wool & Mohair and Poultry)
3	Migrant employment
4	Employment at local shop outlets

Due to the informal employment arrangements of many in this area, coupled with reliance on remittances; many households in this area have been heavily impacted by the COVID-19 pandemic; through the loss of employment by local populations as well as migrant workers, loss of remittances and loss of business opportunities.

3.1.4. PARTICIPATORY COMMUNITY CONSULTATION

Mafateng district initially had earmarked the area of Ha Seeiso to benefit under this project. However, considering the logistics and administrative challenges, the DISCOSEC found it difficult to implement the project at Ha Seeiso. Instead, DISCOSEC identified the area of Sekameng as a preferred beneficiary area for the community development project. Consultations were held with community members of Sekameng, together with their local authorities between 18 and 24 June 2021. During the consultations, Unemployment and Water Scarcity were identified as their key developmental challenges in the area of Sekameng.

a. Problem Analysis

Diagram 3: Sekameng Problem Tree 1

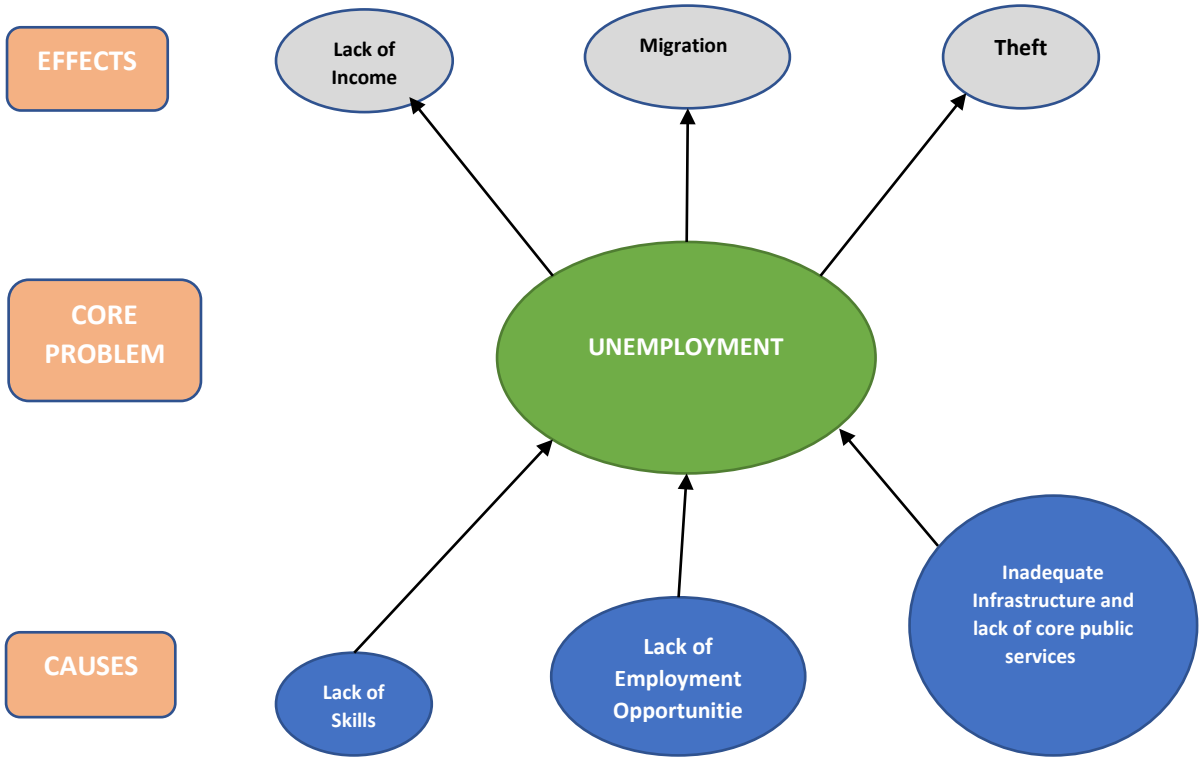
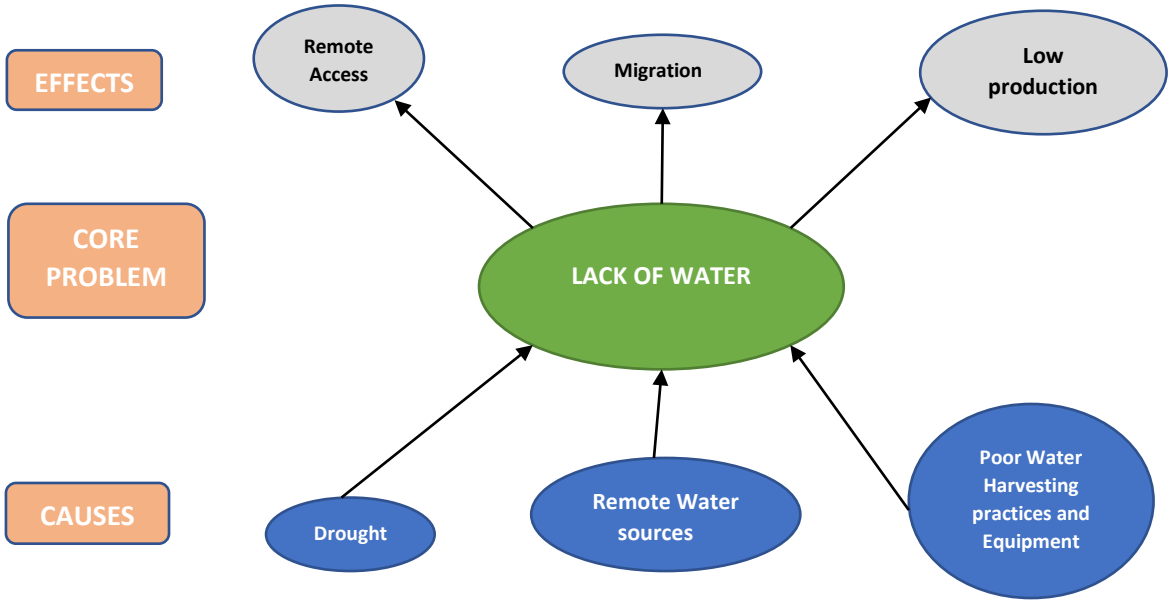


Diagram 4: Sekameng Problem Tree 2



3.1.5. COMMUNITY INVESTMENT PROJECTS

To address the above core problem of high unemployment and its undesirable effects, the community of Sekameng identified two (2) options as solutions. The table below outlines these solutions in descending order of importance. These proposed solutions are being proposed to complement existing community projects in this area that are being supported by various Non-Governmental Organizations.

Table 7: Sekameng Identified Solutions

PROPOSED INTERVENTION	RATIONALE
Layers Enterprise Project	To establish a layers project that will be able to provide the necessary job opportunities for the people in the area. It will also provide a means of income for the community, whilst increasing access to a necessary nutritive product such as eggs.
Vegetable Production under Shade-Net	To engage in protected vegetable production under shade-net, in a communal field for creation of jobs and generation of income.

3.1.6. PROJECT COSTING

a. Layers Project

Layers are perhaps one of the most economically viable projects a community can enter, but equally the most expensive. Whilst they are profitable, a layer's project requires high capital investment, on the part of the housing unit, and the layer chickens themselves. As the table C outlines, in the case of a 1,000-layer project, the layer house together with the 1,000 layers account for 74% (M195,000) of the set-up costs. In addition to the high capital costs, the recurring costs, especially on feeds are also considered relatively, with Table O outlining that monthly the business would need to set aside approximately M26,550 to finance its monthly costs.

Whilst these may seem like a costly business, it requires stringent management to ensure that the profits are realized. The return on capital (RoC) for this project is estimated at 31.95% and has a break-even point of 3 (2.84)years. Both ratios are considered low. Under proper management this layer project has the potential to generate income approximated at M35,340 whilst selling at Farm gate prices. This could even be greater if prices are increased to retail prices. Appendix 5 outlines this. With this amount of monies being generated (with Annual Net profit estimated at M92,822) this project could easily finance other future community projects that require high capital investment.

Table 8: Sekameng Layers Project Costs (Capital Costs)

CAPITAL (INVESTMENT) COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
40*15 Open-Plan Structure	1.00	90,000.00	90,000.00
Cages (A Type, 3 Tier 96 layer)	11.00	5,500.00	60,500.00
Drinker System	1.00	3,000.00	3,000.00
Medicinal Tank (100L)	1.00	500.00	500.00
5000L Water Tank	1.00	7,000.00	7,000.00
Point of Lay	1,000.00	105.00	105,000.00

GRAND TOTAL **264,000.00**

Table 9: Sekameng Layers Project Costs (Operational Costs)

MONTHLY OPERATIONAL COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
Labour	2.00	1,000.00	2,000.00
Feeds (50kg Bag of Laying Mash)	80.00	280.00	22,400.00
Drugs (Medicine)	1.00	150.00	150.00
Egg Trays	400.00	2.00	800.00
Transport	1.00	1,000.00	1,000.00
Marketing & Communication)	1.00	200.00	200.00
Other Miscelleneous Costs			-

GRAND TOTAL **26,550.00**

b. Vegetable Production Project

Protected vegetable production can be either through use of plastic tunnels or through shade-nets. Given the favorable weather conditions enjoyed by the lowlands in Lesotho, Shade-nets offer a less costly option for protected vegetable production. A community project with communal land of over 600sqm would call for approximately M183,000, with the infrastructure and an irrigation system accounting for 69% of the total costs. Because vegetable production is not a month-month operation, but rather a seasonal operation, a seasonal cost analysis reveals that approximately M17,950 would be used to fund a 180 days season cycle of cabbage production that includes purchase of seedlings and labor costs.

Perhaps vegetable is relatively one of the most least costly operations. Despite this, it still calls for a reasonable 20.64% ROC, and a long 5 years (4.84) break-even period. Unlike other agro-enterprises, vegetable production is labor intensive, and requires large amounts of land for there to be any economies of scale. It is however a good social capital tool for community development and creating of long-term jobs that do not require any specialized skills. See Appendix 6.

Table 10: Sekameng Vegetable Production under Shade Nets Project Costs (Capital Costs)

CAPITAL COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
40*15 Shade-Net Structure	1.00	105,000.00	105,000.00
Irrigation Equipment Set	1.00	21,000.00	21,000.00
Labour for Installation of Shade-Net	1.00	12,000.00	12,000.00
Water Pump	1.00	23,000.00	23,000.00
5000L Water Tank	1.00	7,000.00	7,000.00
Other Equipment	1.00	15,000.00	15,000.00

GRAND TOTAL **183,000.00**

Table 11: Sekameng Vegetable Production under Shade Nets Project Costs (Operational Costs)

SEASONAL OPERATIONAL COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
Permanent Labor	12.00	800.00	9,600.00
Fertilizers & Pesticides (Including Organic Manure)	1.00	2,200.00	2,200.00
Labour (Wedding & Harvest)	8.00	200.00	1,600.00
Transport	1.00	1,000.00	1,000.00
Marketing	1.00	1,000.00	1,000.00
Startup Seeds/ Seedlings (Seedling Trays)	17.00	150.00	2,550.00

GRAND TOTAL **17,950.00**

3.1.7. RISK ASSESSMENT

Table 12: Sekameng Risk Assessment

IDENTIFIED RISK	RISK IMPACT	RISK MITIGATION
1. High bird mortality	• Low egg yields • Loss of revenue	• Put in place a strict health care programme, that is driven by a well knowledgeable extension officer
2. Low quality of eggs	• Low egg yieldsLoss of revenue	Engage in appropriate poultry management programme
3. High incidence of rodents	• Loss of chickens • Loss of revenue	• Put in place a Control programme
4. Unreceptive Market	• Produce remaining unsold • Poor returns/ revenue	• Develop a proper market research prior to production • Develop an aggressive marketing strategy
5. Low borehole yields	• Low water yields • No water for domestic and agriculture use • Physical and social burden on sourcing of water	• Development of water storage structures for drought periods • Development of appropriate infrastructure
6. Unreceptive Market	• Produce remaining unsold • Poor returns/ revenue	• Develop a proper market research prior to production • Develop an aggressive marketing strategy
7. Urban Migration	• Loss of manpower and skills • Loss of potential market/ clients	• Develop programs that will incentivize the required manpower and population to stay

3.1.8. PROJECT FEASBILITY

Table 13: Sekameng Project Feasibility Matrix

Projects	1. Layers Project	2. Vegetable Production
1. Site Feasibility	Appropriate (+)	Appropriate (+)
2. Environmental Impact	Medium (/)	Low (+)
3. Skills Requirements	High (-)	Low (+)
4. Financial Requirements	High (-)	Low (+)
5. Project Type	Semi-communal (/)	Semi-communal (/)
6. Economic Benefits	High (+)	Medium (/)
7. Socio-cultural Benefits	Medium (/)	Medium (/)
FEASIBILTY SCORING	*0*	*4+*

The project feasibility matrix above objectively determines which is the best placed project for adoption and implementation by the community. This matrix makes use of a seven (7) criterion analysis. Based on this matrix, the Vegetable production project scores a high feasibility index score than the Layers project, mainly due to the high financial and skills requirements by the layers project. Despite this, it important to mention that both projects score relatively poorly on the project type rating, as both are not deemed as having a purely communal orientation and have low socio-cultural benefits.

3.1.9. IMPLEMENTATION PLAN & LOGISTICS

See Appendix 10

SUB-SECTION 3.2: MOHALE'S HOEK DISTRICT

3.2.1. BACKGROUND

Mohale' Hoek district lies on the South-West of Lesotho, bordering the Free-State province of the RSA. In country, Mohale's Hoek shares internal borders with five (5) of the ten (10) districts of Lesotho, and has an average altitude of 2,100 m above-sea level. The district has an estimated population size of 165,590 (BOS, 2016). Mohale's Hoek has a total of eight (8) constituencies, spread across seven (7) Community councils and one (1) Urban council. Siloe council has eleven (11) villages, with an estimated total population of 2,404 (BOS, 2016).

Table 14: List of Villages under Silioe

- Matsie
- Salang
- Leribe
- Thabong
- Khauta
- Mohalinyane
- Sokase
- Linareng
- Tlokotsing
- Malimong
- Ha Mokhele

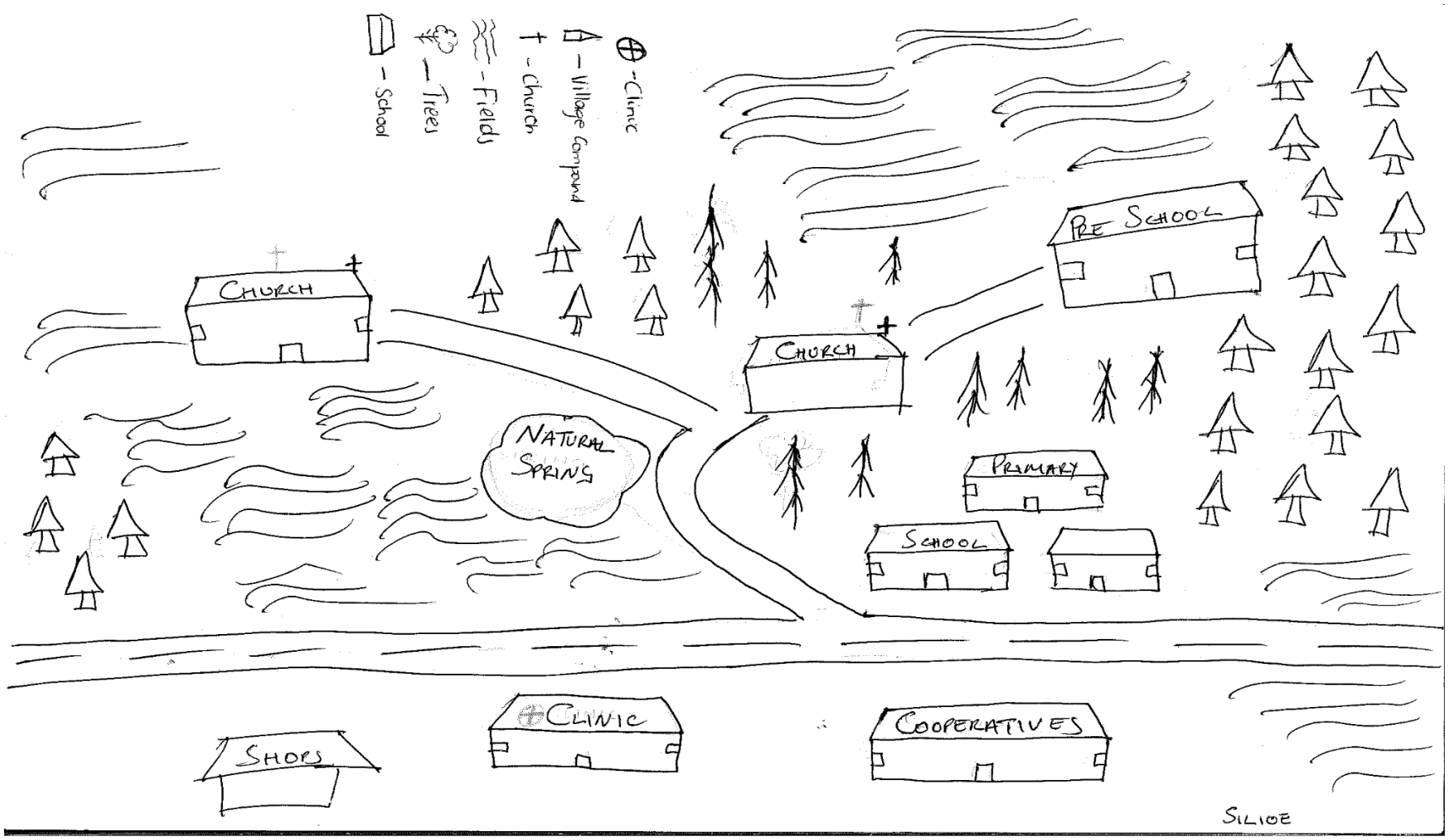
3.2.2. INSTITUTIONAL ANALYSIS

Silioe lies between the Mohale's Hoek and the Mafeteng district, some 30 km in either direction. Although it is a community council, many of the villages here have access to electricity and piped water services for its 547 households. In addition to this, Siloe has key institutions which offers different services in the area as defined in the table below.

Table 15: Institutions in Silioe

INSTITUTION	NUMBER	IMPORTANCE TO THE COMMUNITY
SCHOOLS	2	Provide education
CLINIC	1	Improve health of the community
CHURCH	2	They are spiritual Centers
COOPERATIVES	1	Provide knowledge and skills in crop husbandry and rural savings schemes.

Diagram 5: Silioe Village Map



3.2.3. SITUATIONAL ANALYSIS

Silioe is primarily characterized by a flat landscape of vast open fields of land, with sporadic natural springs and wells, making it favorable for crop production. There is also small evidence of livestock farming, especially small-stock farming. However, as per the table below, the most common economic activity is through labor migration (employment in the neighboring farms) in South Africa. There are large commercial farms in the Free-State province of RSA, that lies a mere 10 km west of Siloe. These farms provide the core income for many residents in Siloe.

Table 16: Silioe Key Economic Activities

1	Employment in South African Farms
2	Employment in Firms in Mohale's Hoek and Mafeteng
3	Field Crop Farming (Maize, Wheat & Sorghum) Farming
4	Piggery Farming
5	Employment at local shop outlets

However, it is this dependency that has caused a negative cyclic effect where the residents have become least self-sufficient. The COVID-19 pandemic has exposed such inadequacies and resulted in many residents of Siloe having no income due to loss of employment at farms in RSA due to COVID-19 impact. . In addition, with no direct work and migrants returning to the community of origin, there has been an increase of unemployed residents in the area.

3.2.4. PARTICIPATORY COMMUNITY CONSULTATION

The Siloe community had its participatory community engagement exercise on 22 June 2021. During this exercise, in attendance were the community members and the local authorities for the area. Preceding these detailed discussions, Mohale's Hoek DISCOSEC held preliminary sensitization sensations with the local authorities, and some selected community members to come and discuss on the principle of potential community projects in the area of Siloe.

At the participatory focused group discussions, the community of Siloe identified two (2) problems, as being most prominent inhibitors to development in their area. These were: 1. Unemployment, and 2. Lack of Water.

a. Problem Analysis

Diagram 6: Silioe Problem 1

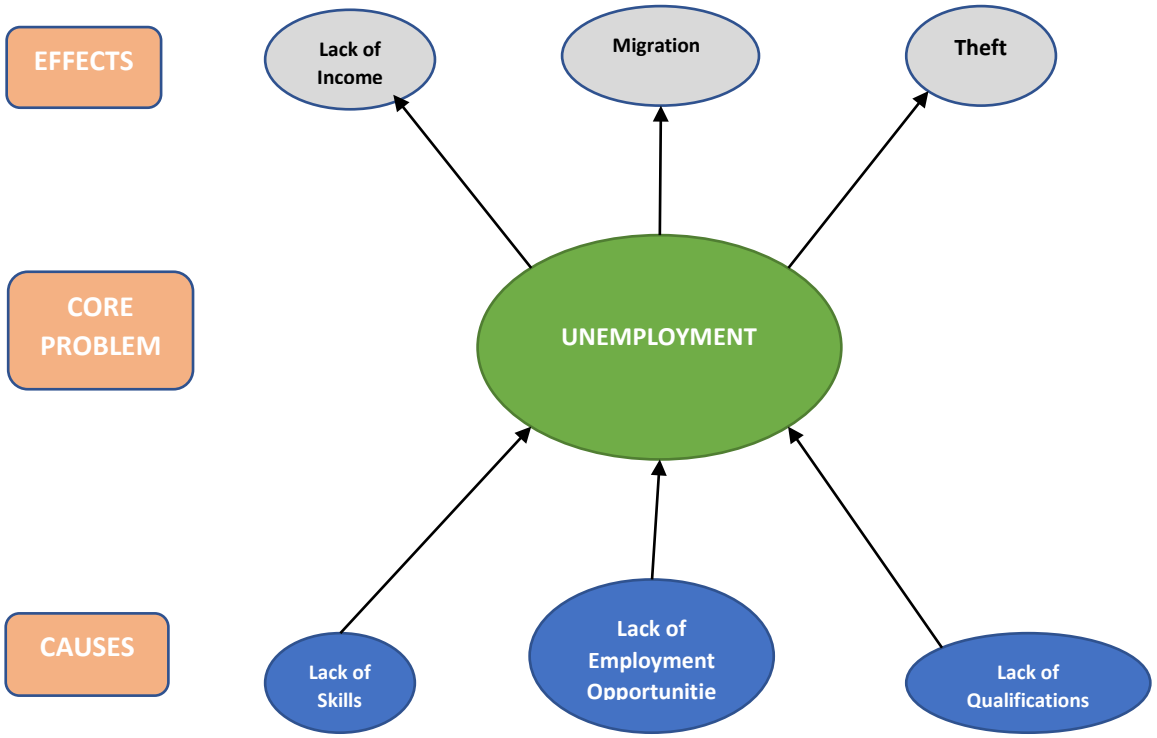
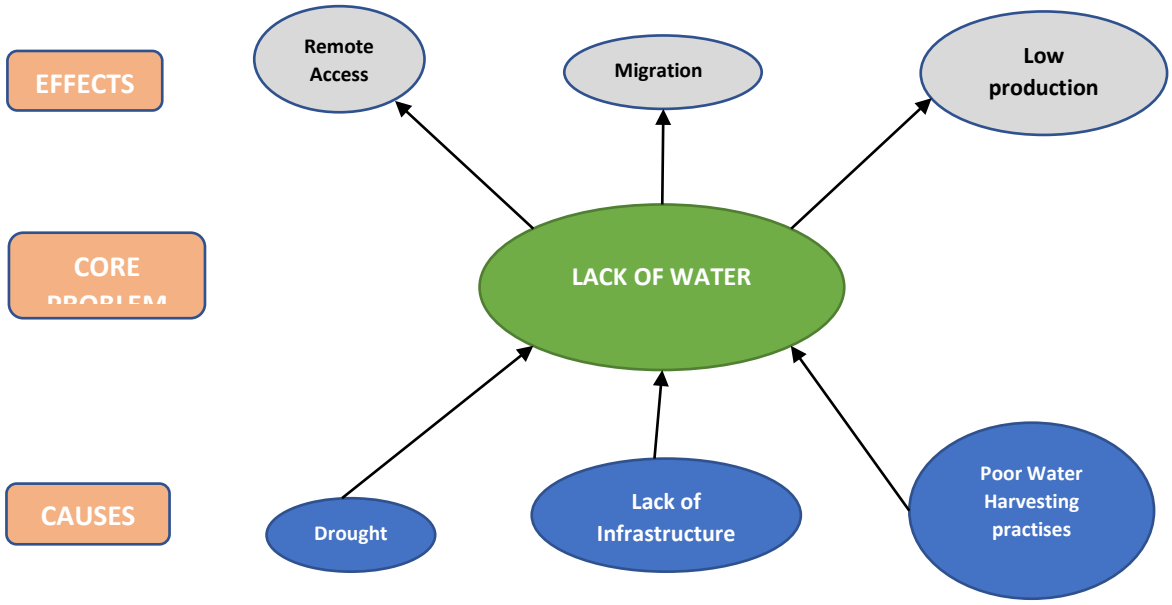


Diagram 7: Silioe Problem 2



3.2.5. COMMUNITY INVESTMENT PROJECTS

Silioe identifies water as a core problem in the area. However, in qualifying this analysis, it was found that the problem in Silioe is not the unavailability of water, but rather harvesting and making use of this resource (water). The community therefore amongst others is proposing an enterprise project that will make use of the natural springs in the area, by turning them into sources of both job creation and income generation. Secondly, Silioe community identifies the expansion of an ongoing WFP initiative as the second project and turning it into a combined fruit-tree and apiculture program.

Table 17: Silioe Identified Solutions

POTENTIAL INTERVENTION	RATIONALE
1. Spring Water Bottling	To establish a spring water bottling mini plant that will help create jobs and income in the area.
2. Apiculture enterprise	To establish a combined orchard business, with beekeeping for honey production.

3.2.6. PROJECT COSTING

a. Water Bottling Project

Water bottling business is relatively expensive to set-up, and has relatively high operational costs. Perhaps the most glaring is that month-month a small unit of this nature producing 23,000 bottles of 500 ml water a month would have an expense of LSL 74,850. The core cost item here being the water bottles themselves, which account for 78.36% of the total operational cost. On the capital costs, the costliest item would be the water processing/ bottling machine which accounts for 61.54% of the capital costs. The latter analysis is acceptable as this machine usually have a lifespan of 15-20 years under favorable conditions. Table 18 and Table 19 outline this.

Despite this, the project has very favorable revenue structures, with an estimated Return on Capital of 111.5%, with a 1 year break-even point. Month to month, the business has the potential to make M16,922 selling at manufacturers prices. Thee returns could even be higher when selling at wholesale and retail prices. Appendix 8 give a detailed outline of this scenario.

Table 18: Silioe Water Bottling Project Costs (Capital Costs)

CAPITAL COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
Spring Recatchment	1.00	15,000.00	15,000.00
6*3 Moveable Container Unit	1.00	31,000.00	31,000.00
Water bottling Machine	1.00	112,000.00	112,000.00
Labelling Machine	1.00	9,000.00	9,000.00
Container Fixtures	1.00	15,000.00	15,000.00

GRAND TOTAL **182,000.00**

Table 19: Silioe Water Bottling Project Costs (Operational Costs)

MONTHLY OPERATIONAL COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
Labour	8.00	1,000.00	8,000.00
Bottles & Labels	23,000.00	2.55	58,650.00
Purifiers & Detergents	1.00	2,000.00	2,000.00
Electricity	1.00	3,000.00	3,000.00
Transport	1.00	1,000.00	1,000.00
Marketing & Communication)	1.00	200.00	200.00
Other Miscelleneous Costs	1	2000	2,000.00

GRAND TOTAL **74,850.00**

b. Apiculture Project

Apiculture is the keeping of bees for purpose of producing honey from them. This type of business has in most recent years picked up popularity due to the associated health benefits of honey, especially organic honey. The business of apiculture, when complimented with the production of fruit-trees (an orchard) makes for a very favorable community project with good financial and socio-cultural returns. This project has an estimated total capital cost of LSL200,000; with the core costs going into the demarcation of the orchard and purchase of beehives. The honey production business is done on a 6-month seasonal basis, with an estimated seasonal cost of LSL21,500-where sourcing of bottles/ containers bottles is the highest cost accounting for 53.49% of the operational costs. Table 20 and 21 outline this.

In terms of profitability, a project producing approximately 750,000 grams (1,500 of 500g bottles) of honey per production seasons will make an estimated seasonal net profit of LSL 56,320. As per Annex 7, this translates into a 56.32% Return on Capital

Table 20: Silioe Apiculture Project Costs (Capital Costs)

CAPITAL (INVESTMENT) COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
Budded Fruit Trees	1,000.00	45.00	45,000.00
Fencing (Devil's Fork (1Ha)	1.00	64,000.00	64,000.00
BeeHives	30.00	1,800.00	54,000.00
Protective Gear (Clothing & Equipment	5.00	3,000.00	15,000.00
Smoker	2.00	500.00	1,000.00
Extraction Machine	1.00	12,000.00	12,000.00
Utensils	1.00	9,000.00	9,000.00

GRAND TOTAL **200,000.00**

Table 21: Silioe Apiculture Project Costs (Operational Costs)

SEASONAL OPERATIONAL COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
Permanent Labor	4.00	800.00	3,200.00
Temporary Labor *(Harvest)*	4.00	200.00	800.00
Packaging	1,000.00	11.50	11,500.00
Transport	1.00	2,000.00	2,000.00
Landscpaiing	1.00	3,000.00	3,000.00
Marketing	1.00	1,000.00	1,000.00
			-

GRAND TOTAL **21,500.00**

3.2.7. RISK ASSESSMENT

Table 22: Silioe Risk Assessment

IDENTIFIED RISK	RISK IMPACT	RISK MITIGATION
1. Contamination of the water	• Poisonous water source • Loss of production	• Continuous biological monitoring of the water source
2. Lack of necessary skills	• Poor yields • Inadequate and inefficient utilization of the facilities/ investment	• Capacity building of the designated production team
3. Migration of the Bees	• Not enough Bees to produce honey • Loss of Production	• Create a conducive environment for beekeeping through planting of trees and flowers

3.2.8. PROJECT FEASIBILITY

Table 23: Silioe Project Feasibility Matrix

Projects	Water Bottling	Apiculture
1. Site Feasibility	Appropriate (+)	Appropriate (+)
2. Environmental Impact	Moderate (/)	Low (+)
3. Skills Requirements	High (-)	Moderate (/)
4. Financial Requirements	Moderate (/)	Low (+)
5. Project Type	Private (-)	Communal (+)
6. Economic Benefits	High (+)	High (+)
7. Socio-cultural Benefits	Low (-)	High (+)
FEASIBILTY SCORING	*-1*	*6+*

The project feasibility matrix above objectively determines which is the best placed project for adoption and implementation by the community. This matrix makes use of a seven (7) criterion analysis. Based on this matrix, Water bottling scores a negative 1 aggregate score, mainly due to its high skills requirements and lack of community orientation to the project. The Apiculture project scores a resounding 6+ mainly due to favorable orientation as a community and low skills and financial requirements.

3.2.9. IMPLEMENTATION PLAN & LOGISTICS

See Appendix 10

SUB-SECTION 3.3: QUTHING DISTRICT

3.3.1. BACKGROUND

Quthing district lies on the Southern part of Lesotho and is mostly characterized by the Senqu valley. It has an average altitude of 1,500 m above the sea-level. It borders the Eastern Cape province of the RSA. The total population size for the Quthing district is estimated at 115,469 (BOS, 2016)-this being the third least populated district in Lesotho. The district has five (5) constituencies, with five (5) Community Councils and one (1) Urban council. Tosing is a village that falls in the Namesake community council, with a total of seven (7) villages at an estimated population size of 1,813 (BOS, 2016).

Table 24: List of Villages under Tosing

- Khorong
- Tosing
- Ha 'Mali
- Ha Mabele a tlala
- Leqhe
- Ha Thaha
- Sekering

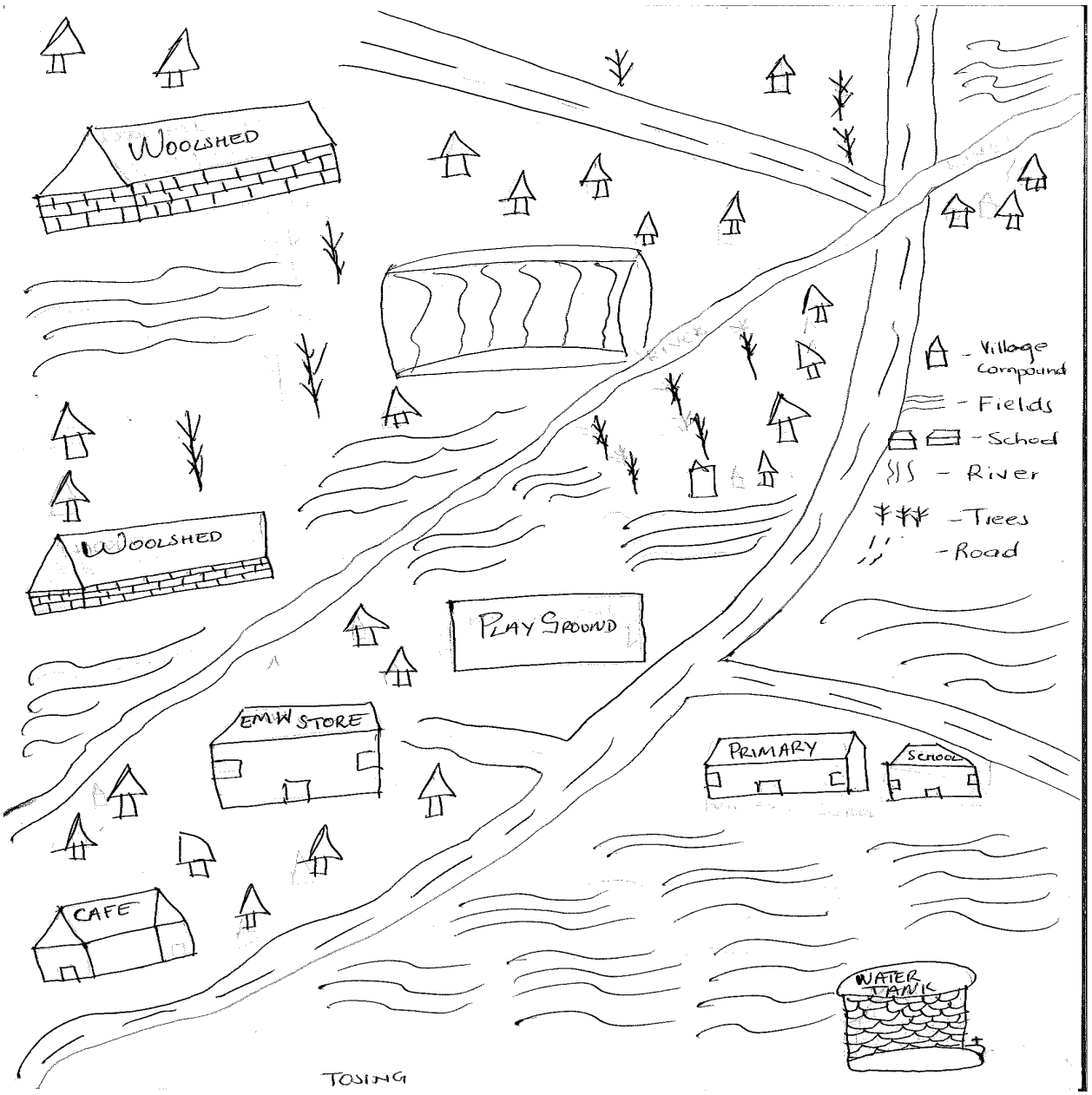
3.3.2. INSTITUTIONAL ANALYSIS

With an estimated 457 households in the area, the council lies between Moyeni in the South and Mount Moorosi in the North. Though not an Urban council, Tosing is within vicinity of these two economic hubs of the district. It therefore makes use of key services from these areas. As such not many service institutions exist in the area.

Table 25: Institutions in Tosing

INSTITUTION	NUMBER	IMPORTANE TO THE COMMUNITY
SCHOOLS	2	Provide education for the children in the community
SHOPS	1	Improve community livelihood
STORAGE FACILITY	1	Storage facility for crop and machinery
WOOLSHED	2	Safeguards Community wool and dip tank.

Diagram 8: Tosing Village Map



3.3.3. SITUATIONAL ANALYSIS

Tosing is an area with high level of poverty, and characterized by relatively high population (457 households). It lies on the border with the Eastern Cape province of RSA - where the economy is driven by large farms owned by white South Africans (Ceres) . To this effect, there are two (2) economic activities in this area, vegetable production and labour migration (working in apple / grape production farms in South Africa in particularly Ceres Farms).

Table 26: Tosing Key Economic Activities

1	Vegetable production
2	Employment in South African Vineyards
3	Field Crop Farming (Maize, Wheat & Sorghum) Farmring
4	Running & Employment at local shop outlets

Due to the high reliance on labour migration (employment in the Eastern Cape vineyards), many of the community members in Tosing rely both directly and indirectly (remittances) on foreign income for their livelihood. Many of them are skilled vineyard farmers with an abundant wealth of experience and knowledge. However, most of these migrant laborers do not have stable contracts with farmers or working in informal sector, and the COVID-19 pandemic resulted in loss of their jobs which forced them to return to Lesotho. There is therefore both a loss in direct income by labour migrants, and a loss of remittances by their family members back in Lesotho who are relying on remittance for their livelihood due to the COVID-19 pandemic. This has exacerbated the unemployment (influx of returnees) situation in the area.

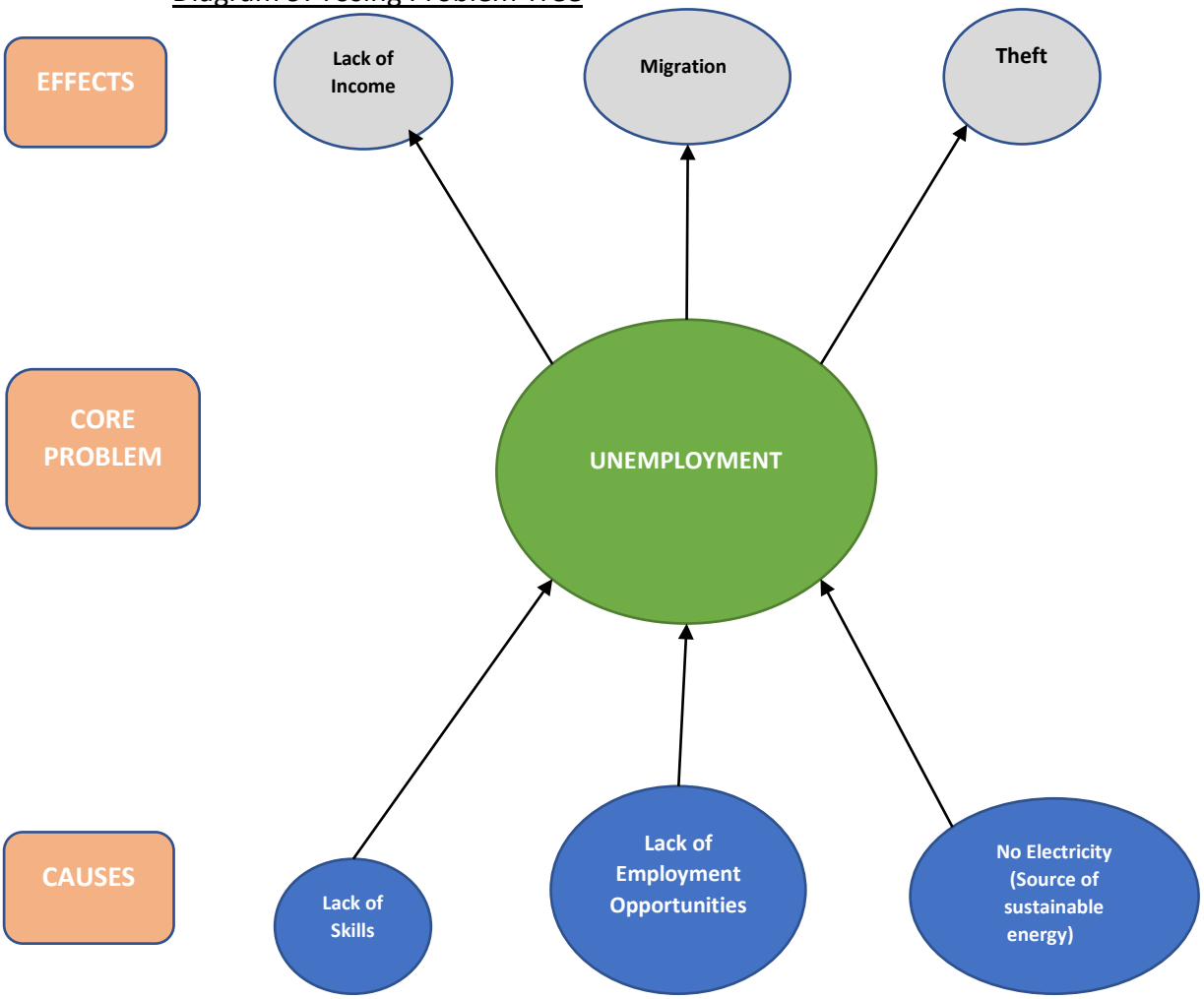
3.3.4. PARTICIPATORY COMMUNITY CONSULTATION

On 16 June 2021, the community of Tosing was subjected to a detailed participatory planning discussion that included both the Community members and the local authorities of the area. This consultative discussion was preceded in earlier weeks by a sensitization session where Quthing DISCOSEC held a preliminary round of discussions on the identification of possible investment projects for the area.

During the discussion, Tosing community and its leaders attended a facilitated discussion which would help them identify key developmental challenges, as well as potential intervention to address the identified challenges. In this consultative process, the community of Tosing identified a high level of unemployment as a key bottleneck in the area.

a. Problem Analysis

Diagram 9: Tosing Problem Tree



3.3.5. COMMUNITY INVESTMENT PROJECTS

The community of Tosing is already engaged in Food processing activities that include bakery, cooking, food packaging etc. This is being done as a community project under the auspices of the Extension Officer from Ministry of Agriculture, who has been providing skills and mentorship in the areas of food production. These are being done as means for income generation, and to develop sustainable ways of food processing and packaging using basic equipment and methodologies.

Table 27: Tosing Identified Solutions

POTENTIONAL INTERVENTION	RATIONALE
Food Processing Project	To establish a multi-vested Food processing and packaging facility.

3.3.6. PROJECT COSTING

a. Food Processing & Packaging

The Tosing community has solely proposed a Food Processing & Packaging facility, a Bakery unit that is also capable of processing other foods for both local production and sale into other areas. The proposed project is being augmented onto on-going activities by the community, who are already engaged in bakery, but using basic tools and utensils. Through this assistance the project will be able to establish a low-scale modernized facility that uses local energy sources such as solar, wood and coal. The project will have a capital cost of approximately LSL170,100 which will be for the rehabilitation of their current workplace, and the procurement of equipment and utensils. It is expected that sales will be made to the locals, through the various shops in the area. The project will have an approximated monthly production cost of LSL11,000 which will made up of mainly the ingredient costs. Table 28 and 29 below give this outline.

Table 28: Tosing Food Processing Project Costs (Capital Costs)

CAPITAL (INVESTMENT) COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
30*10 Open-plan Processing Plant	1.00	45,000.00	45,000.00
Stainless steel working tables	3.00	3,000.00	9,000.00
Dough Mixer	3.00	700.00	2,100.00
Ovens (wood)	5.00	3,000.00	15,000.00
Proofer	1.00	3,000.00	3,000.00
Baking Trays & Tins	20.00	300.00	6,000.00
Solar Dryer	1.00	45,000.00	45,000.00
Mini-cold storage/ room	1.00	30,000.00	30,000.00
Utensils Set (jugs, Spoons, Cutlery, etc)	1.00	15,000.00	15,000.00

GRAND TOTAL **170,100.00**

Table 29: Tosing Food Processing Project Costs (Operational Costs)

MONTHLY OPERATIONAL COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
Flour & Pasteries	1.00	5,000.00	5,000.00
Packaging	1.00	2,000.00	2,000.00
Cleaning & Safety	1.00	1,000.00	1,000.00
Transport	1.00	2,000.00	2,000.00
Marketing	1.00	1,000.00	1,000.00
GRAND TOTAL			**11,000.00**

3.3.7. RISK ASSESSMENT

Table 30: Tosing Risk Assessment

IDENTIFIED RISK	RISK IMPACT	RISK MITIGATION
1. Remotely located (Physical Access is a challenge)	• No income generation due to limited sales	• Develop attractive products for the local communities • Incite purchase from other villages, institutions (clinic, schools etc.) through aggressive marketing strategies.
2. No Electricity	• Under utilization of machinery and equipment • Limited options of production	• Develop different Menus and products that can be made using least energy requirements
3. Duty transfer of the Area Assistant- Nutrition	• Lack of mentor to drive the process • Loss of encouragement and dedication by the Community members	• Develop a detailed Exit Strategy that shows how the project will be self-sustainable

3.3.8. PROJECT FEASIBILITY

Table 31: Tosing Project Feasibility Matrix

Project	**Food Processing**
1. Site Feasibility	Appropriate (+)
2. Environmental Impact	Low (+)
3. Skills Requirements	High (-)
4. Financial Requirements	Low (+)
5. Project Type	Community (+)
6. Economic Benefits	Low (-)
7. Socio-cultural Benefits	High (+)
FEASIBILTY SCORING	*3+*

The project feasibility matrix above objectively determines which is the best placed project for adoption and implementation by the community. This matrix makes use of a seven (7) criterion analysis. Based on this matrix, the Food Processing project scores 3+. This is a very healthy score showing that the project is community oriented, has minimum requirements, and has some degree of potential to generate income

3.3.9. IMPLEMENTATION PLAN & LOGISTICS

See Appendix

SUB-SECTION 3.4: QACHA'S NEK DISTRICT

3.4.1. BACKGROUND

The district of Qacha's Nek is in the East of the country. The district is in the highlands of Lesotho, with an average altitude of 1,985 m above the sea-level. It borders the Eastern Cape and Kwazulu-Natal provinces of the RSA. The district has three (3) constituencies, with two (2) Community Councils and one (1) Urban council. The total population size for the Qacha's Nek district is estimated at 74,566 (BOS, 2016)-this being the least populated district in Lesotho. Qhoalinyane, falls in the Qanya community council with eight (8) villages at an estimated population size of 1,279(BOS, 2016).

Table 32: List of Villages under Qhoalinyane ED

- Sekhalabateng
- Ha Semethe
- Ha Mokhothu
- Matlotlo
- Thaka Makula
- Moeling
- Ha Ramots'eoa
- Kebakile

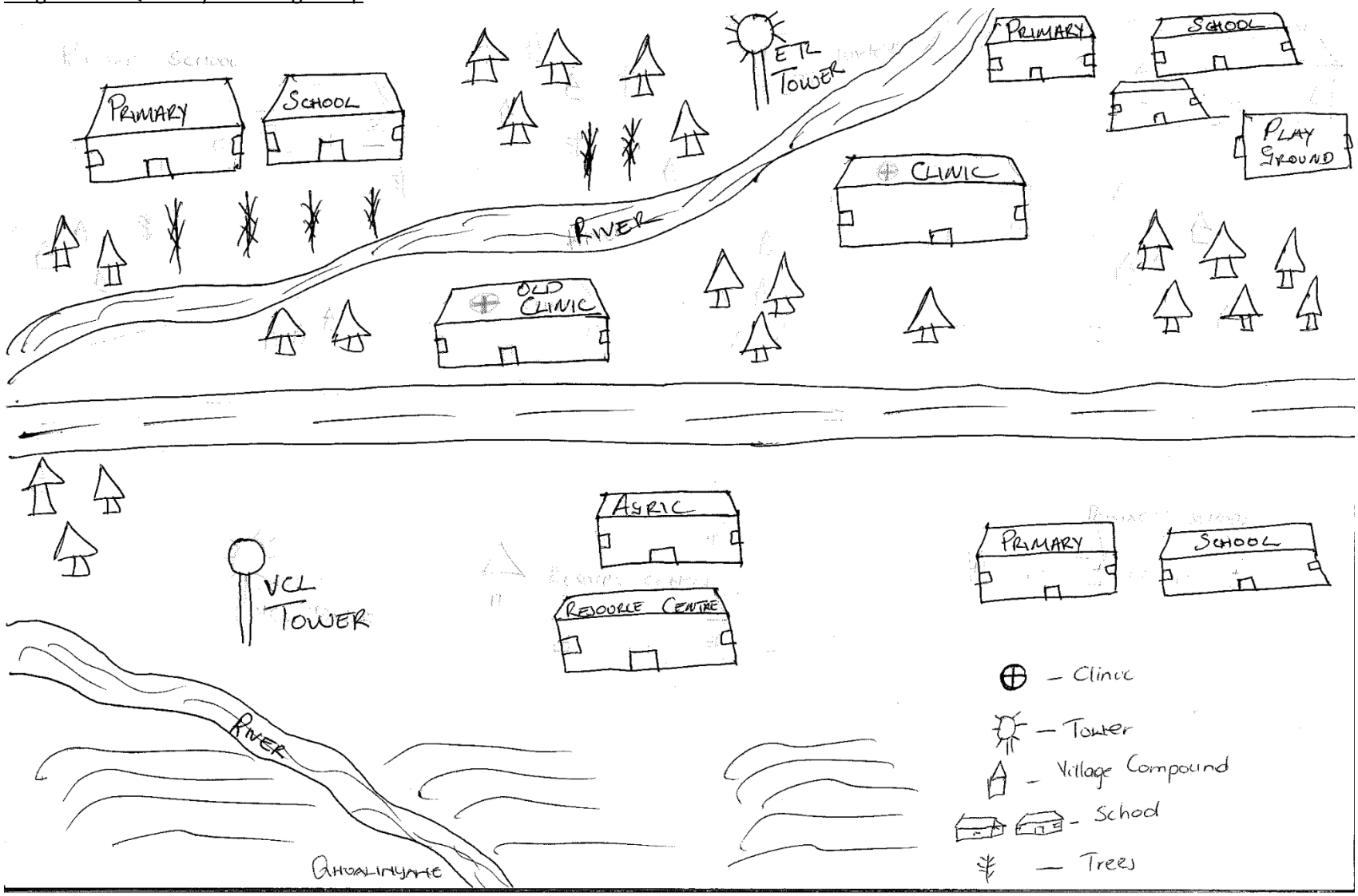
3.4.2. INSTITUTIONAL ANALYSIS

Qhoalinyane ED is a rural setting in the highlands of Qacha's Nek, that also incorporates settlements along the Senqu valley area. With an estimated 290 households in the area, the council lies between Qacha's Nek and Quthing district. As a remote rural community, the population does not have access to basic services such as electricity or piped water. However, as per table below, the area has health clinic and school for its people.

Table 33: Institutions in Qhoalinyane ED

INSTITUTION	NUMBER	IMPORTANCE TO THE COMMUNITY
SCHOOLS	3	Provide education
CLINIC	2	Improve health of the community
EXTENTION OFFICE (Agriculture)	1	Ensures sustainable agricultural / food production
WOOLSHED	1	Safeguards wool and wool production.

Diagram 10: Qhoalinyane Village Map



3.4.3. SITUATIONAL ANALYSIS

Qhoalinyane is located in the highlands, with a high prevalence of poverty situation, and lack of economic activity. The population in this area relies heavily on agriculture as its main source of both income and food substance. There is no electricity and piped water in the areas, with many making use of either underground (borehole) and spring water for their livelihoods. Table 34 below outlines the areas key economic activities in descending order of importance.

Table 34: Qhoalinyane Key Economic Activities

1	Livestock-Small-stock rearing, especially on Wool & Mohair
2	Field Crop Farming (Maize, Wheat & Sorghum) Famring
3	Employment in more urbanized towns of Qacha's Nek, Quthing and Maseru.
4	Running & Employment at local shop outlets

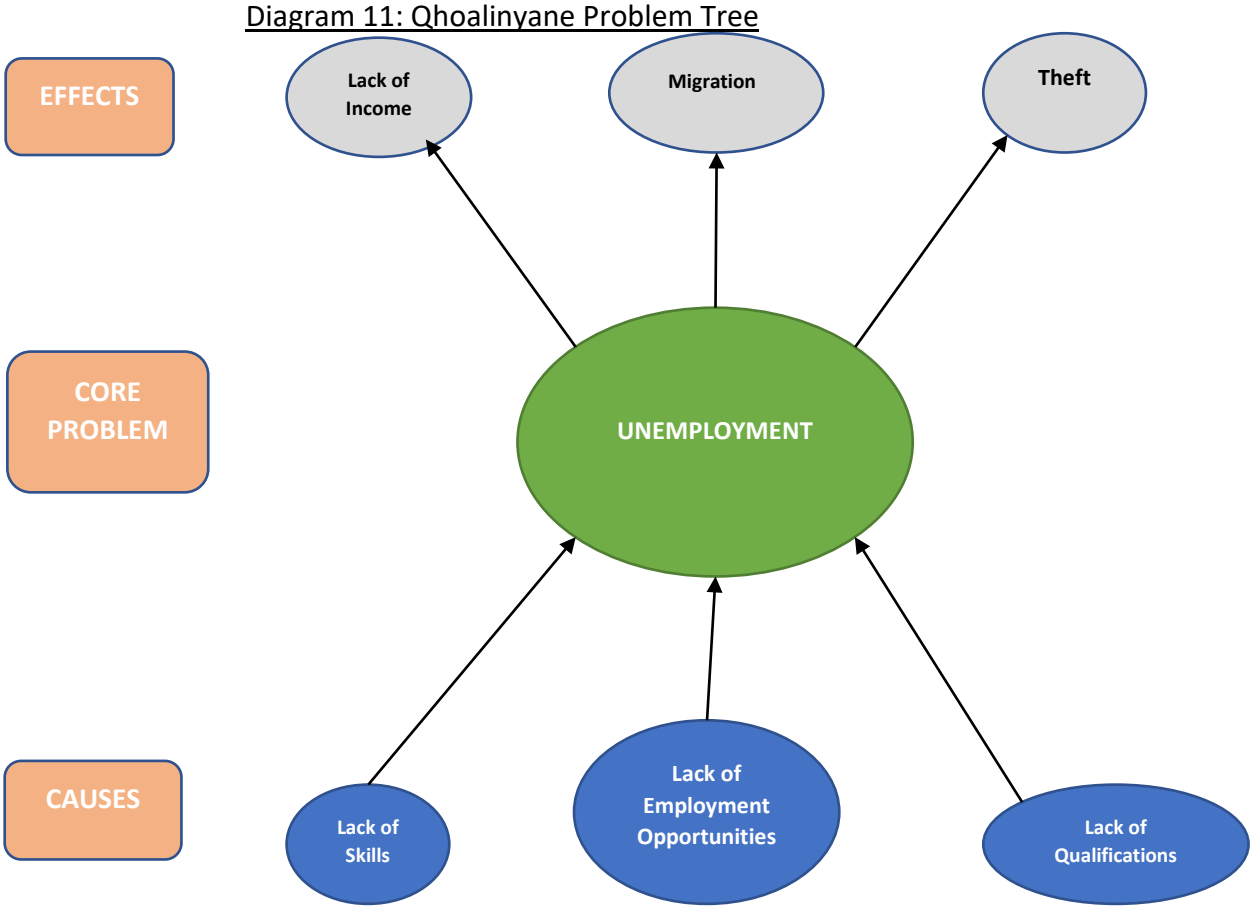
There is also a high outflow of people movement, where internal migration (rural-urban) and international migration (mainly to RSA) for employment purpose is highly realized. Many people in their prime years have moved to towns and across the border in search of better job opportunities. Therefore, the majority of the community members heavily rely on remittances. Since the outbreak of COVID- 19, the community has realized a sharp decrease in income earned from remittances, and on sales made in towns; due to a forced reduction in business opportunities borne by the COVID-19 movement restriction measures. Therefore, lack of business opportunities and migrants losing their jobs (and business opportunities) has resulted in a return of many, placing more burden on the already poor community.

3.4.4. PARTICIPATORY COMMUNITY CONSULTATION

To identify the areas of intervention for a community-based project, and as per the outline in section 2 of this report, a participatory community consultation was conducted. Firstly, a sensitization and preliminary identification exercise was carried out with te community, under the guidance of the Qacha's Nek DISCOSEC. On 21 June 2021, the community together with their local authorities were engaged through a participatory approach, to identify key areas of development that would arrive at providing solutions to some of their key development challenges. During this exercise, Qhoalinyane identified Unemployment as its key challenge.

a. Problem Analysis

Diagram 11: Qhoalinyane Problem Tree



3.4.5. COMMUNITY INVESTMENT PROJECTS

To address the above core problems of unemployment, the community of Qhoalinyane determines that development and implementation of an enterprise project will create both employment for the people in the area and generate income to build their resilience.

Table 35: Qhoalinyane Identified Solutions

POTENTIAL INTERVENTION	RATIONALE
Layers Enterprise Project	To establish a layers project that will be able to provide the necessary job opportunities for the people in the area. It will also provide a means of income for the community, whilst increasing access to a necessary nutritive product such as eggs.

3.4.6. PROJECT COSTING

a. Layers Project

Layers are perhaps one of the most economically viable projects a community can enter, but equally the most expensive. Whilst they are profitable, a layer's project requires high capital investment, on the part of the housing unit, and the layer chickens themselves. As the table C outlines, in the case of a 1,000-layer project, the layer house together with the 1,000 layers account for 74% (LSL195,000) of the set-up costs. In addition to the high capital costs, the recurring costs, especially on feeds are also considered relatively, with Table 36 outlining that monthly the business would need to set aside approximately LSL 26,550 to finance its monthly costs.

Whilst these may seem like a costly business, it requires stringent management to ensure that the profits are realized. The return on capital (RoC) for this project is estimated at 31.95% and has a break-even point of 3 (2.84) years. Both ratios are considered low. Under proper management this layer project has the potential to generate income approximated at LSL 35,340 whilst selling at Farm gate prices. This could even be greater if prices are increased to retail prices. Appendix 5 outlines this. With this amount of monies being generated (with Annual Net profit estimated at LSL 92,822) this project could easily finance other future community projects that require high capital investment.

Table 36: Qhoalinyane Layers Project Costs (Capital Costs)

CAPITAL (INVESTMENT) COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
40*15 Open-Plan Structure	1.00	90,000.00	90,000.00
Cages (A Type, 3 Tier 96 layer)	11.00	5,500.00	60,500.00
Drinker System	1.00	3,000.00	3,000.00
Medicinal Tank (100L)	1.00	500.00	500.00
5000L Water Tank	1.00	7,000.00	7,000.00
Point of Lay	1,000.00	105.00	105,000.00

GRAND TOTAL **264,000.00**

Table 37: Qhoalinyane Layers Project Costs (Operational Costs)

MONTHLY OPERATIONAL COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
Labour	2.00	1,000.00	2,000.00
Feeds (50kg Bag of Laying Mash)	80.00	280.00	22,400.00
Drugs (Medicine)	1.00	150.00	150.00
Egg Trays	400.00	2.00	800.00
Transport	1.00	1,000.00	1,000.00
Marketing & Communication)	1.00	200.00	200.00
Other Miscellaneous Costs			-

GRAND TOTAL **26,550.00**

3.4.7. RISK ASSESSMENT

Table 38: Qhoalinyane Risk Assessment

IDENTIFIED RISK	RISK IMPACT	RISK MITIGATION
1. High bird mortality	• Low egg yields • Loss of revenue	• Put in place a strict health care programme, that is driven by a well knowledgeable extension officer
2. Low quality of eggs	• Low egg yields • Loss of revenue	• Engage in appropriate poultry management programme
3. High incidence of rodents	• Loss of chickens • Loss of revenue	• Put in place a Control programme
4. Unreceptive Market	• Produce remaining unsold • Poor returns/ revenue	• Develop a proper market research prior to production • Develop an aggressive marketing strategy
5. Urban Migration	• Loss of manpower and skills • Loss of potential market/ clients	• Develop programs that will incentivize the required manpower and population to stay

3.4.8. PROJECT FEASIBILITY

Table 39: Qhoalinyane Project Feasibility Matrix

Project	Layers Project
1. Site Feasibility	Appropriate (+)
2. Environmental Impact	Medium (/)
3. Skills Requirements	High (-)
4. Financial Requirements	High (-)
5. Project Type	Semi-communal (/)
6. Economic Benefits	High (+)
7. Socio-cultural Benefits	Medium (/)
FEASIBILTY SCORING	*0*

The project feasibility matrix above objectively determines which is the best placed project for adoption and implementation by the community. This matrix makes use of a seven (7) criterion analysis. Based on this matrix, the Layers project scores 0. This means its neither a bad nor a good community project. Whilst it is a financially rewarding project, the layers project is high on recurring financial requirements, which can be the determining factor to a successful or an unsuccessful project.

3.4.9. IMPLEMENTATION PLAN & LOGISTICS

See Appendix 10.

SUB-SECTION 3.5: LERIBE DISTRICT

3.5.1. BACKGROUND

Leribe is in the North-West of Lesotho with an average altitude of 1,500 m above the sea-level. It borders the Free-State province of the RSA. The Leribe district has 13 Constituencies, 14 Community Councils and two (2) Urban Councils. Leribe has covers both the lowlands and highlands of the country. The total population size of the Leribe district is estimated at 337,521 (BOS, 2016), this being the second most populated district after the capital city, Maseru. Ha Leshoele is an Electoral Division (ED) under the Hlotse Urban council with nine (9) villages at a total population size of 1,384 (BOS, 2016).

Table 40: List of Villages under Ha Leshoele ED

- Sents'onyane
- Matebeleng
- Lipelaneng
- Mapheaneng
- Ha Leshoele
- Ha Leaooa
- Ha Lesitsi
- Lithabaneng
- Matjelong

Ha Leshoele being under the Urban Council is approximately 3 km from the city center of Hlotse. The population make a living mostly through employment in businesses in Hlotse, through farming, through local small-scale shops, and through remittances from labour migrants (spouses & children employed across South Africa). The area has abundant farmland, and with most parts accessing electricity and piped water. There is even a tarred road that cuts across the area of Ha Leshoele, making access to Hlotse, and the neighboring towns of Maputoe, Pitseng and Mapoteng easily accessible.

Whilst many of the population at Ha Leshoele are employed in various areas of business, it is their dependency on remittances from abroad that has made the community here susceptible and feeling the harsh effects of Covid-19 induced retrenchments. Many people in the area have either directly or indirectly lost income due to loss of jobs or lack of business because of layoffs or closure of business during COVID-19 lockdown

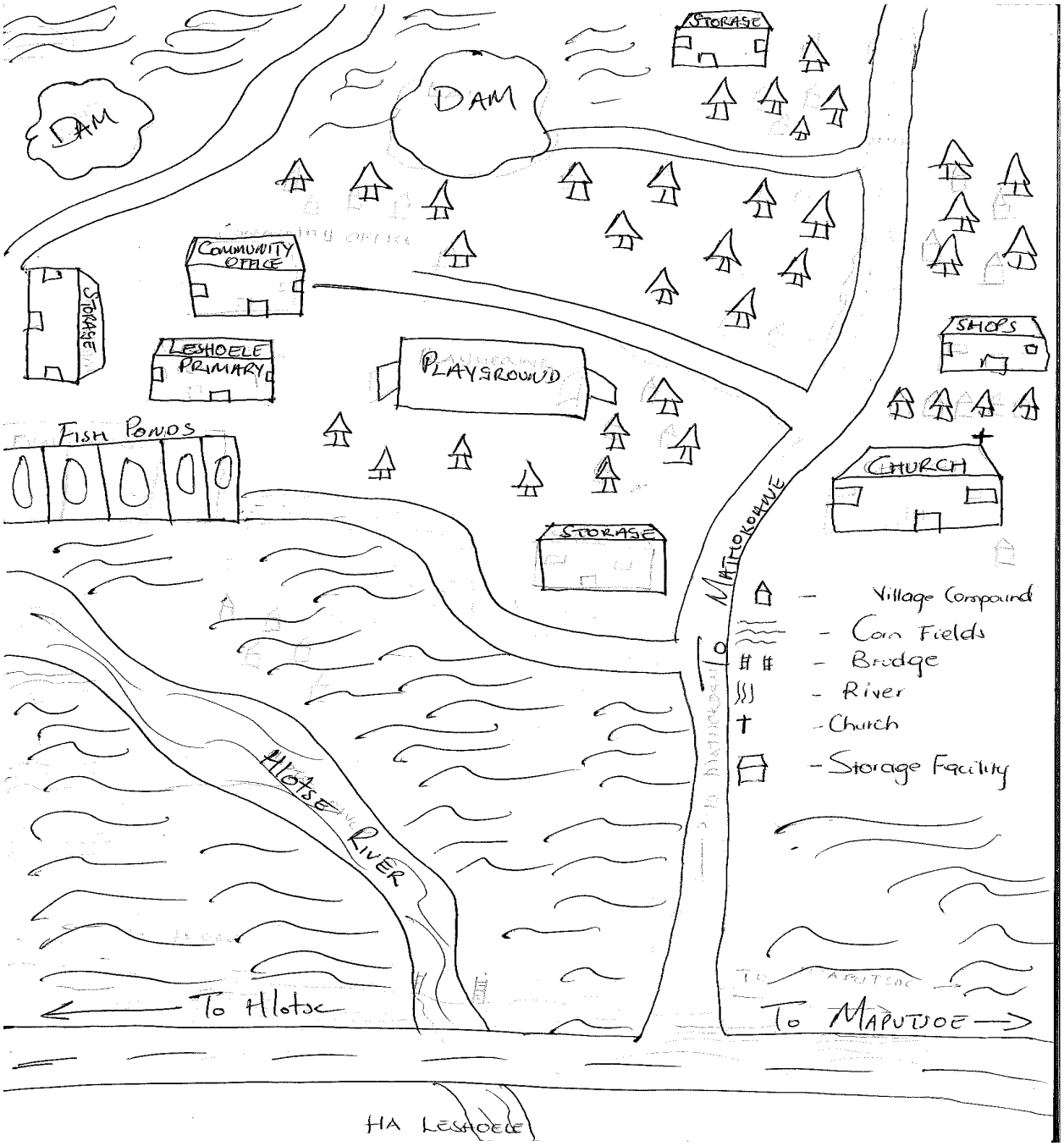
3.5.2. INSTITUTIONAL ANALYSIS

Ha Leshoele has a population size approximated at 1,384, which extrapolates into approximately 315 households across the nine villages. Due to its close approximation to the main town of Hlotse, Ha Leshoele does not necessarily own many institutions that would otherwise be available with a population size of this magnitude.

Table 41: Institutions in Ha Leshoele

INSTITUTION	NUMBER	IMPORTANCE TO THE COMMUNITY
SCHOOLS ANS PREPATORY SCHOOLS	2	Provide education to the children in the community.
COMMUNITY OFFICE	1	A link between the community, the community council and local government.
STORAGE WAREHOUSES	3	Provide storage facilities to the community
SHOPS	1	Improve community livelihood
CHURCH	1	They are spiritual Centers

Diagram 12: Ha Leshoele Village Map



3.5.3. SITUATIONAL ANALYSIS

Being near Hlotse, Ha Leshoele is categorized as an urban area, and the population has access to both Water & Sewage and Electricity main (primary) grids of the country. Ha Leshoele area relies heavily on formal employment as its key economic activity, thus with many of its population engaged as laborer in various sectors of the economy across the district. Table 42 below outlines the areas key economic activities in descending order of importance.

Table 42: Ha Leshoele Key Economic Activities

1	Employment in the business hub of Hlotse (Retail Outlets, Supermarkets, Shops, etc)
2	Employment in the Maputsoe & Ha Nyenye Industries (Firms)
3	Field Crop Farming (Maize, Wheat & Sorghum) Famring
4	Sheep Farming
5	Vegetable Production Farming
6	Running & Employment at local shop outlets

3.5.4. PARTICIPATORY COMMUNITY CONSULTATION

To identify the areas of intervention for a community-based project, and as per the outline in section 2 of this report, a participatory community consultation was engaged at two (2) intervals. Firstly, on 21 May 2021, Leribe DISCOSEC engaged the Ha Leshoele community to raise awareness on the proposed intervention by UN IOM Lesotho. This was mainly to discuss with the community that they should already start thinking of areas where they could be assisted on for development.

Following this, there was a further detailed engagement on 14 June 2021, where the community together with their local authorities were engaged through a participatory approach, to identify key areas of development that would arrive at providing solutions to some of their key development challenges. During this exercise, Ha Leshoele identified two (2) key Problems namely: 1. Unemployment, 2. Lack of Water; as their biggest challenges. Below these are further analyzed.

a. Problem Analysis

Diagram 13: Ha Leshole Problem 1

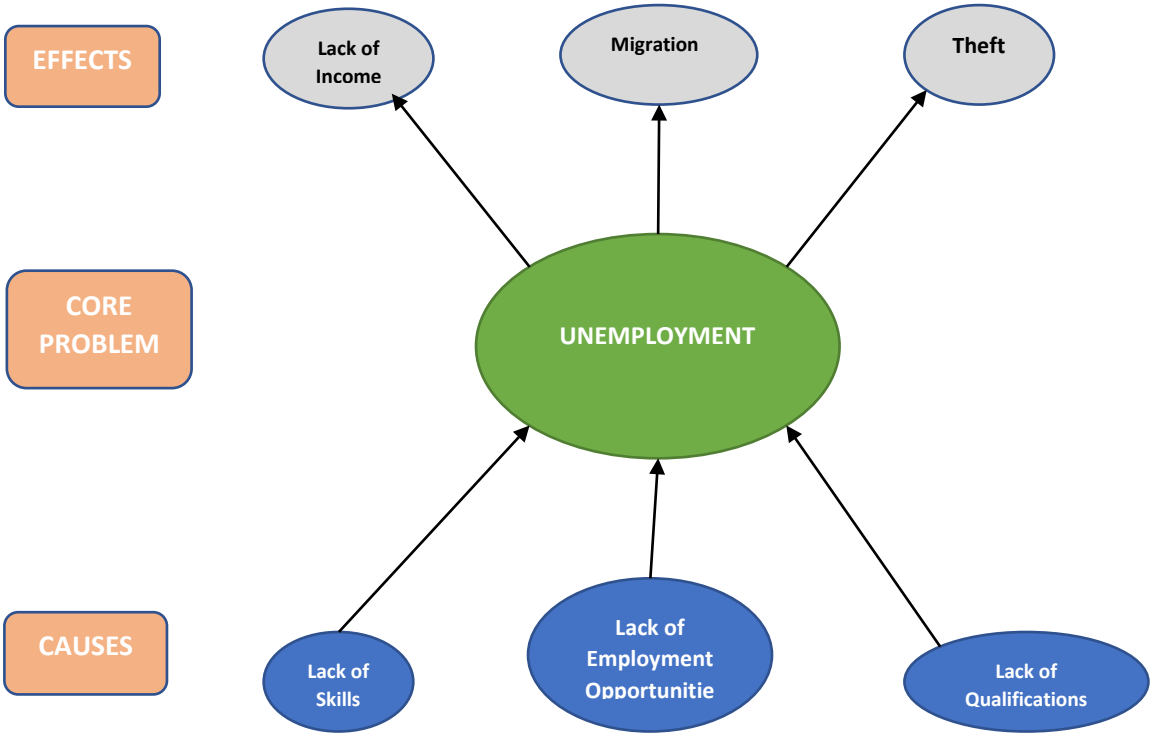
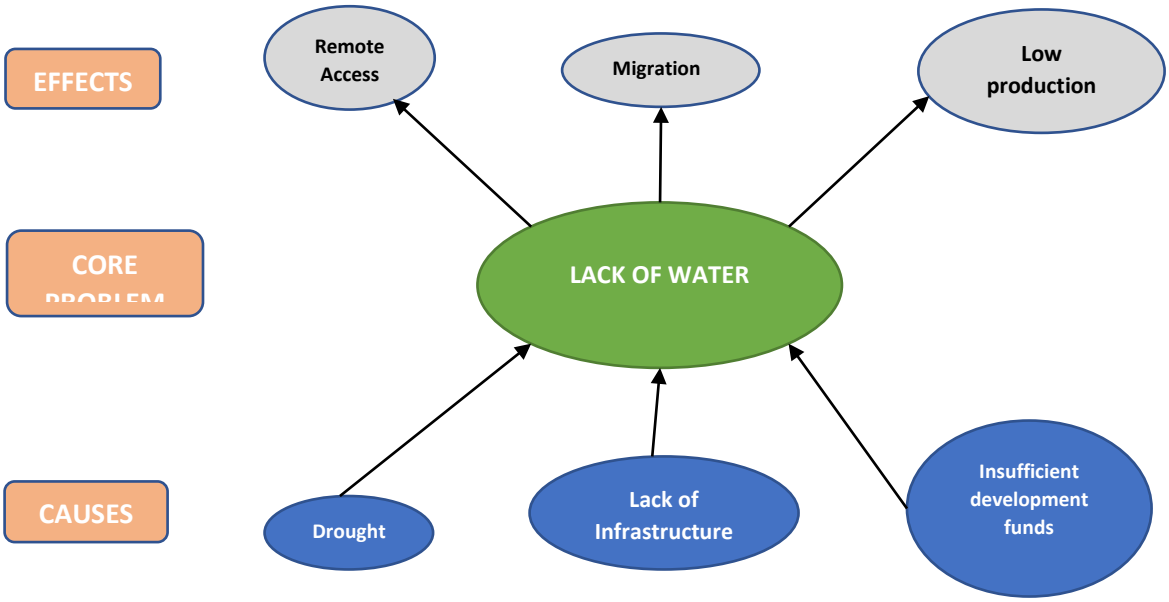


Diagram 14: Ha Leshoele Problem 2



3.5.5. COMMUNITY INVESTMENT PROJECTS

To address the above core problems, and their undesirable effects, the community of Ha Leshoele identified three (3) options as solutions. The table below outlines these solutions in descending order of importance.

Table 43: Ha Leshoele Identified Solutions

PROPOSED INTERVENTION	**RATIONALE**
1. Fishery Project	To resuscitate the fisheries project, that would create both employment and a source of income through sales of fish.
2. Vegetable Production under Shade-Net	To engage in protected vegetable production under shade-net, in a communal field for creation of jobs and generation of income.
3. Water Harvesting	Construction of communal water points to serve villages with no access to water.

3.5.6. PROJECTS COSTING

a. Fisheries Project

The Fisheries project in Leribe seeks to rescucitate a former Fisheries project that was prominent in the area during the late 1990s. There are five (5) fish ponds that need to be rehabilitated for the rearing of fish for commercialization. This project is estimated would produce approximately 7,700 kg of fish over a production season of 6 months. As per table 44 and 45, the estimated capital cost of this project will be LSL 226,000 including the purchase of starter fingerlings, which will account for 31.89% of the cost, whilst the rehabilitation works will account for 33.19%.

At full functionality, and as per Appendix 9, the facility will draw a return on capital of 38.63%, which can be translated into a net revenue income of approximately LSL87,296 on an annual basis.

Table 44: Ha Leshoele Fisheries Project Costs (Capital Costs)

CAPITAL (INVESTMENT) COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
Physical Rehabilitation of the Fish ponds	5.00	15,000.00	75,000.00
Fish Divider cages	20.00	1,500.00	30,000.00
Harvesting Nets & Trays	10.00	700.00	7,000.00
Equipment & Utensils	1.00	10,000.00	10,000.00

GRAND TOTAL **122,000.00**

Table 45: Ha Leshoele Fisheries Project Costs (Operational Costs)

SEASONAL OPERATIONAL COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
Permanent Labor	10.00	800.00	8,000.00
Fingerlings	12,000.00	6.00	72,000.00
Feeds	5.00	500.00	2,500.00
Packaging	1.00	20,000.00	20,000.00
Transport	1.00	1,000.00	1,000.00
Marketing	1.00	500.00	500.00
			-

GRAND TOTAL **104,000.00**

b. Vegetable Production under Shade-net project

The Ha Leshoele area has large amounts of fields that are being used for crop production. In addition to this, the area is also well placed for irrigated production, as the Hlotse river passes through the area. Protected vegetable production can be either through use of plastic tunnels or through shade-nets. Given the favorable weather conditions enjoyed by the lowlands in Lesotho, Shade-nets offer a less costly option for protected vegetable production. A community project with communal land of over 600sqm would call for approximately LSL183,000, with the infrastructure and an irrigation system accounting for 69% of the total costs. Because vegetable production is not a month-month operation, but rather a seasonal operation, a seasonal cost analysis reveals that approximately LSL17,950 would be used to fund a 180 days season cycle of cabbage production that includes purchase of seedlings and labor costs.

Perhaps vegetable is relatively one of the most least costly operations. Despite this, it still calls for a reasonable 20.64% ROC, and a long 5 years (4.84) break-even period. Unlike other agro-enterprises, vegetable production is labor intensive, and requires large amounts of land for there to be any economies of scale. It is however a good social capital tool for community development and creating of long-term jobs that do not require any specialized skills. See Annex 6.

Table 46: Ha Leshoele Vegetable Production under Shade Nets Project Costs (Capital Costs)

CAPITAL COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
40*15 Shade-Net Structure	1.00	105,000.00	105,000.00
Irrigation Equipment Set	1.00	21,000.00	21,000.00
Labour for Installation of Shade-Net	1.00	12,000.00	12,000.00
Water Pump	1.00	23,000.00	23,000.00
5000L Water Tank	1.00	7,000.00	7,000.00
Other Equipment	1.00	15,000.00	15,000.00
GRAND TOTAL			**183,000.00**

Table 47: Ha Leshoele Vegetable Production under Shade Nets Project Costs (Operational Costs)

SEASONAL OPERATIONAL COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
Permanent Labor	12.00	800.00	9,600.00
Fertilizers & Pesticides (Including Organic Manure)	1.00	2,200.00	2,200.00
Labour (Wedding & Harvest)	8.00	200.00	1,600.00
Transport	1.00	1,000.00	1,000.00
Marketing	1.00	1,000.00	1,000.00
Startup Seeds/ Seedlings (Seedling Trays)	17.00	150.00	2,550.00

GRAND TOTAL **17,950.00**

c. *Water Harvesting project*

The Ha Leshoele area has nine (9) village of which not all have piped portable water. There are three (3) villages which do not have immediate access to a water source, and during drought periods this situation is exacerbated. To curb this, one of the presented options is for the development of a community water harvesting project that will utilize a borehole system. As per the table below, two (2) fully fitted boreholes systems can be procured, that would be able to provide water to the two villages. Approximately 15,000 liters of water can be produced each day, resulting in approximately 100 households having a direct benefit.

Table 48: Water Harvesting (Capital Costs)

CAPITAL COSTS			
Item	**Quantity**	**Unit Cost**	**Total Cost**
Borehole Drilling & Casing	2.00	115,000.00	230,000.00
Pipelaying and Pump-setting	2.00	5,500.00	11,000.00
Backfill & stonewall	2.00	2,000.00	4,000.00
Fixtures	2.00	1,500.00	3,000.00

GRAND TOTAL **248,000.00**

3.5.7. RISK ASSESSMENT

Table 49: Ha Leshoele Risk Assessment

IDENTIFIED RISK	RISK IMPACT	RISK MITIGATION
1. High Mortality of Fish	• Low fish yields • Loss of revenue	• Put in place a strict health care programme, that is driven by a well knowledgeable extension officer
2. High incidence of pests and vegetable disease	• Low vegetable yields • Loss of income	• Put in place a Pest Control programme
3. Low borehole yields	• Low water yields • No water for domestic and agriculture use • Physical and social burden on sourcing of water	• Development of water storage structures for drought periods • Development of appropriate infrastructure
4. Unreceptive Market	• Produce remaining unsold • Poor returns/ revenue	• Develop a proper market research prior to production • Develop an aggressive marketing strategy
5. Urban Migration	• Loss of manpower and skills • Loss of potential market/ clients	• Develop programs that will incentivize the required manpower and population to stay

5.5.1. PROJECT FEASIBILITY

Table 50: Ha Leshoele Project Feasibility Matrix

Project	FISHERIES	VEGETABLE PRODUCTION	WATER HARVESTING
1. Site Feasibility	Appropriate (+)	Appropriate (+)	Appropriate (+)
2. Environmental Impact	Low (+)	Low (+)	Medium (/)
3. Skills Requirements	High (-)	Low (+)	Low (+)
4. Financial Requirements	Low (+)	Low (+)	Low (+)
5. Project Type	Semi-communal (/)	Semi-communal (/)	Communal (+)
6. Economic Benefits	High (+)	Medium (/)	Low (-)
7. Socio-cultural Benefits	Medium (/)	Medium (/)	High (+)
FEASIBILTY SCORING	*3+*	*4+*	*4+*

The project feasibility matrix above objectively determines which is the best placed project for adoption and implementation by the community. This matrix makes use of a seven (7) criterion analysis. Based on this matrix, the water harvesting project is best placed as the most suitable community project. Perhaps the most underpinning reason for this is that it's the most community-oriented project by type; and secondly it has low skills requirements and low running financial requirements. The fisheries project is then second placed, with the vegetable production being placed last, mainly due to it being a private project in nature and lacking the community orientation.

5.5.2. IMPLEMENTATION PLAN & LOGISTICS

See Appendix 10

SECTION 4: CONCLUSIONS & RECCOMMENDATIONS

SUB-SECTION 4.1: CONCLUSIONS

During the weeks of 26th July and 2nd August 2021, feedback consultations were held with the DISCOSEC committees, in their respective districts. The purpose of this consultations was to appraise and agree on the community projects and agree on the next steps. As per Table 51 below, five (5) projects of the seven (7) proposed have been agreed on for implementation.

Table 51: Confirmed Community Project by Area

DISTRICT	COUNCIL	PROJECT NAME	PROJECT COST (M)	PROJECT COST (USD)
Qacha's Nek	Qhoalinyane	Layers Project	264,000.00	18,082.19
Quthing	Tosing	Bakery & Food Processing Project	144,000.00	9,863.01
Mohale's Hoek	Silioe	Apiculture with Orchard	200,000.00	13,698.63
Mafeteng	Sekameng	Vegetable Production under Shade Net	183,000.00	12,534.25
Leribe	Ha Leshoele	Fisheries	226,000.00	15,479.45
			1,017,000.00	**69,657.53**

NB. 1 USD= 14.6LSL

SUB-SECTION 4.2: RECOMMENDATIONS

RECOMMENDATION 1: Project ownership is very important for sustainability purposes. The IOM will be investing a solid amount of money per community council, that needs to have fruitful long-term impact on the communities. Therefore, identifying and putting in place an ownership structure that will be accountable for the project must be front-loaded as a primary task.

RECOMMENDATION 2: Many of the identified community areas are rural settlements, who rely on either/both agriculture and remittances as a source of income and livelihood. Many of these settlements have very limited knowledge and capacity in the proposed technical interventions. Similarly, they lack the necessary financial management skills to handle streams of business income. It is therefore necessary that before any physical intervention is done, these communities be capacitated on soft skills such as Basic Book-keeping, Group Dynamics, Sales & Marketing, etc.

RECOMMENDATION 3: Dependency syndrome is perhaps the biggest risk that all these community projects face, especially in lieu of the relatively high operational costs of the proposed interventions. Without any reinvestment of revenue into the business, or any financial contributions from the beneficiaries, these projects would cease to exist once the funding capital from IOM ends. To curb this, it is recommended that from the early begins of the project, there be a *"cost-sharing"* arrangement between the financier (IOM) and the beneficiaries (communities). For example, it could be arranged that communities to the best of their abilities finance certain parts of the operational costs, where they could provide labor and other factors of production, as In-kind contribution.

RECOMMENDATION 4: All five (5) project areas identified market Access as key constraint to their development. Whilst this may seem like a challenge that needs to be addressed on a Problem Tree analysis, it is not. Market access, or rather market penetration is rather a skill, not a production constraint. Many farmers seek a market once they have started production, whereas as a rule of thumb for sustainable business, a market must be sourced prior to production. Therefore, it is recommended that for those communities who shall be engaging in an agro-business enterprise, they be equipped with skills sets of how to develop a proper marketing strategy/ plan for their product. This must be done prior to production.

RECOMMENDATION 5: Should the IOM Lesotho wish to engage in more community projects across the country, it is highly recommended that the timing of the identification and feasibility study be relooked with an intention to increase it. A community participatory approach is intentionally slow, long and accommodating. At minimum, the Action Learning Cycle calls for at-least 4 days of participatory consultations, with activities evenly spread over this period. This slow and long process allows for the communities to fully participate and feel engaged in each step of the consultation process.

SECTION 5: APPENDICES

APPENDIX 1: TERMS OF REFERENCE FOR THE ASSIGNMENT

Terms of Reference

Position Title: Consultancy on Community Development Projects Identification and Feasibility Study
Type of Contract: Consultancy service

Duration of Assignment: April 2021 to May 2021 (25 working days)

BACKGROUND:

International Organization for Migration (IOM) has been advocating for the adoption of sustainability-oriented reintegration policies that respond to the economic, social and psychosocial needs of returning migrants while also benefiting communities of origin and addressing structural challenges to reintegration. With the aim to support sustainable reintegration of returnees who continue to come back to Lesotho affected by COVID-19, as well as host communities in migration affected areas, the Government of Japan has provided financial support to International Organization for Migration (IOM) under the project called **''Socio-Economic Reintegration of Returnees and other vulnerable members in migration affected areas severely impacted by COVID-19 pandemic.**'' The project will be implemented from March 2021 for 12 months.

In this project, IOM intends to apply part of the reintegration assistance modality which proved to be effective and productive based on the global IOM Reintegration project which will be modified and tailored to the Lesotho context and the urgent needs of returnees pressured by continuous challenges of COVID-19. The project has three outcomes. **Outcome 1**: GoL has improved its ability to successfully implement reintegration programmes; **Outcome 2**: Vulnerable Basotho returnees impacted by COVID-19 have enhanced their livelihoods through restoring their dignity, income generating opportunities and enhanced their living conditions in the district of origin; and **Outcome 3**: GoL (Local Government) has improved its ability to enhance social unity / cohesion through community development initiative.

These activities are designed to improve beneficiaries' livelihoods through maximizing income-generating opportunities and enhancing their living conditions while addressing the returnees' immediate needs to restore their livelihoods and ensure their safety from being infected/affected by COVID-19. This project will be implemented in close collaboration with Ministry of Social Development (MoSD), Ministry of Labour and Employment (MoLE), local government in target districts/community, among others.

In this project, IOM will target five migration affected community in Mafeteng, Mohales Hoek, Quthing, Qacha's Nek and Leribe district to provide support in the form of community development / income generating activities. As the first step, IOM is looking for a local consultant who will conduct field assessment to the target five districts / community and identify the feasible community development project which will benefit the community as a whole.

OBJECTIVE:

The specific objectives of the assignment are as follows:

1. Assess priority needs in terms of small-scale community development projects or income generating activities (i.e. community infrastructure rehabilitation, saving and loan group formulation, agricultural processing, livestock project).

2. Identify and select priority areas of intervention and target beneficiaries within the communities

This assignment will contribute to ***Outcome 3****: GoL (Local Government) has improved its ability to enhance social unity / cohesion through community development initiative*, and specifically, **Output 3.1: Community development projects are accessible to returnees and host community members.**

SCOPE

Under the overall guidance of the IOM Lesotho Head of Office and under the direct supervision of National Project Officer, and Regional Thematic Specialist (RTS) based in IOM Regional Office in Pretoria, the consultant will be responsible for the following:

Community Development Project Identification and Feasibility Study

1. Propose the assessment methodology and the implementation plan
2. Conduct a desk research on community / rural development project in Lesotho including analysis of existing assessment reports from Ministry of Social Development (community development department), NGOs which implement community development / poverty reduction projects such as World Vision, Skillshare, Catholic Relief Service and Red Cross
3. Conduct visit to five districts and interview district officials and other stakeholders
4. Conduct visit to five identified community councils and assess the economic/livelihood situation of the target populations, poverty situation and challenges and opportunities to improve their livelihood at the community level, in consultation with village leaders and local community members (women, men, youth, returnees, mobile populations and host community)
5. Propose a strategy for economic reintegration of returnees and other vulnerable groups through the community development project
6. Identify potential community development projects in the target community and assess the feasibility and estimated cost, develop risk mitigation strategy and estimated number of beneficiaries (direct and indirect) based on the proposed projects.

METHODOLOGY

A. Desk-based research: Conduct a desk research on community / rural development project in Lesotho including analysis of existing assessment reports from Ministry of Social Development (community development department), NGOs which implement community development / poverty reduction projects such as World Vision, Skillshare, Catholic Relief Service and Red Cross

B. Stakeholder Interview: The Consultancy will hold some consultations with Government, UN, IOM, NGOs and civil society at national level which is involved in community development projects, and with district officials, NGOs which are providing livelihood support in target districts / community councils.

C. Observation, Field Research: The Consultant will visit the target community councils identified by each District, and observe the local economic activity and livelihood situation. The consultant will hold consultation with the community councils, village leaders and local community in order to identify the potential community development projects which are welcomed by the community and could benefit the community as a whole to improve their livelihood situation.

DELIVERABLES

The Consultancy will produce a final document - Report on Community Development Projects identification and Feasibility Study - with key policy recommendations.

A typed final version of the Report on Community Development Projects identification and Feasibility Study is expected to be approximately 25 to 30 pages, excluding Appendixes. The proposed structure is as follows;

- Acronyms
- Executive Summary
- Section 1: Assessment Background
- Section 2: Methodology
- Section 3: Community Development Project Findings
  - 3.1. Mafeteng District
  - 3.2. Mohales Hoek District
  - 3.3. Quthing District
  - 3.4. Qacha's Nek District
  - 3.5. Leribe District
- Section 4: Conclusion and Recommendations

The following **Appendixes** should be attached to the final documents:

- Appendix 1: Terms of Reference for the assignment
- Appendix 2: Survey questionnaire
- Appendix 3: List of people interviewed (organization, title) The consultant can add other Appendixes as appropriate.

The following does not have to be included in the report but shall be shared with IOM Lesotho:

- All notes from meetings with stakeholders, including a list of all respondents in consultations, interviews, and other meetings.
- All references and sources consulted.
- Any other material relevant to the assignment.

	Deliverables	Duration
1	Initial meeting with IOM Lesotho *virtual meeting*	2 April 2021

2	Submit the inception report which includes research methodology, timeline, stakeholders to be interviewed and draft questionnaire	15 April 2021
3	Desk review of the relevant documents and conduct interview at national level	19 April – 23 April 2021
4	Field research / interview in five districts	26 April – 14 May 2021
5	Analyse the data collected from the field and draft a report	15-20 May 2021
6	Submit the first draft report to IOM	21 May 2021
7	Submit the final report to IOM after incorporating the feedback	31 May 2021

*This is an estimated timeframe to guide our planning process.

QUALIFICATIONS AND EXPERIENCE

The successful consultant should have the following qualifications and experience:

a. Completed advanced University degree from an accredited academic institution preferably in Economics, International Development, Business and Entrepreneurship, Social Studies and other relevant fields
b. Experience working in rural/community development, local market assessment, community-based infrastructure, or community poverty reduction initiatives such as income generating or saving group in rural area preferably in Lesotho
c. Proven previous working experience consisting of substantial involvement in assessments and research at community level
d. Capacity to collate and synthesize qualitative and quantitative data in a comprehensible manner
e. Demonstrated ability to work in a multicultural environment and establish harmonious and effective relationships.
f. Proven analytical and drafting skills, capable of working under pressure
g. Familiarity with basic concepts of forced migration, return and reintegration
h. Language(s): Fluency in English and Sesotho is required.

PAYMENT SCHEDULE

Total fee, inclusive of all travel and related costs, not subject to any deductions, will be paid to the consultant as follows;

- 30 % upon submission of the Deliverable 1 and 2
- 50 % upon the satisfactory completion of Deliverable 3, 4, 5 and 6
- 20 % upon satisfactory completion of the Deliverable 7

HOW TO APPLY

Interested candidates should submit an Expression of Interest which should include the following:

7. Technical proposal which summarizes a proposed workplan and proposed methodology for the assessment on community development project identification and feasibility study
8. Financial Proposal with a breakdown of costs
9. Updated Curriculum Vitae of key individual(s) who will undertake this assignment
10. Sample work done in the area of research, evaluation or assessment

Applications should be sent to iomlesothoadmin@iom.int not later than **17:00 hours** (Lesotho Time), **18 March 2021** with a subject line "***Consultancy – Community Development Projects Identification and Feasibility Study - Lesotho 003/2021.''***

Both local consultant (individual) and consultancy firm are eligible for this assignment.

APPENDIX 2: SURVEY QUESTIONNAIRE: Open-ended Questionnaire for Community Council/ Local Chiefs/ Lead Community Members

1. Please share the structure of the community Council, and the existing institutional arrangements, including role of the local chiefs.

2. In terms of demographics and employment, in what areas of employment are the majority of the community members in these area/ What is the main source of income for the majority of the community members?

3. Since the outbreak of the Covid-19 pandemic, what trends have been realized in terms of migrant movement (to and/or away)?

4. In the past 10 years, has there been any externally funded (not funded by Government) community development project in the area?

   YES NO

   If Yes, what was the Name of the Project, in what areas was the assistance, and what kind of participation/involvement was from the community members?

5. List 5 Key development challenges (problems) that the community faces

6. In terms of prioritization, how would the 5 identified challenges (problems) be ranked, and why?

7. Having identified and ranked these challenges (problems), how is it proposed that these be resolved?

8. What role would the local authorities play in the implementation of these resolutions?

9. What role would the community members play in the implementation of these resolutions?

10. What are the envisaged benefits that would be provided by these proposed resolutions/ interventions?

11. What is the proposed financing structure for these interventions in terms of capital investment and long-term operations costs?

12. In terms of organizational entities, what institutions are present in this area? (including schools, market areas, shops, milling facilities, clinic, etc)

APPENDIX 3: OPEN-ENDED QUESTIONNAIRE: NGOs

1. What Kind of Projects is your Organization doing in the Districts?
2. How do you identify beneficiaries and the type of projects they must be supported with?
3. What are the financing models do you go into with the beneficiary?
4. How do you engage into the procurement and delivery of services/ goods for the beneficiary?
5. What kind of institutional arrangements do you have a community level for the management of the interventions you implement?
6. Are there any special arrangements you have with regards to the identification, mobilization, and implementation of your community projects?

APPENDIX 4: STEPS IN MAKING BOTTLED WATER

STEP #	STEP	DESCTIPTION	RESPONSIBLE
1	Identifying the Water Source	The physical (geographical) identification of the water source in the community area	Beneficiary
2	Physical Check of the water source	The water source is tested, and authenticated as a reliable, biological appropriate and environmentally (and socially) friendly water source	Groundwater, Department of Water Affairs
3	Certification of the Source	Registration and certification of the water source	Water Rights, Department of Water Affairs
4	Purification	Removal of both sediments and biological impurities	Beneficiary
5	Adding additives	This step is optional based on the report in Step 2.	Beneficiary
6	Bottling	The actual filling and capping of bottles using appropriate machinery	Beneficiary
7	Labelling & Packaging	Adding labels using a labelling machine, and packaging into required quotas	Beneficiary
8	Sales	Includes transporting water to the sale points	Beneficiary

APPENDIX 5: LAYERS PROJECT INCOME STAMENT

ITEM	QUANTITY	UNIT COST	TOTAL
INCOME (Per Month)			
Eggs produced ((@ 90% Production Rate))	900	*31*	27,900
Egg Trays sold	884	*40*	35,340
Total Income			**35,340**
RECURRENT COSTS (Per Month)			
Labor *(Farm Manager)*	1	1,200	1,200
Labor *(1 Egg Collector)*	1	800	800
Temporary Labor *(1 Cleaner)*			-
Layer Mesh (50Kg Bags) (@110g….0.11Kg/bird/day)	80 (4,500kg)	280	22,400
Egg Trays	400	2	800
Medication	1	150	150
Transport	1	1,000	1,000
Marketing	1	200	200
Total Recurrent Costs			**26,550**
PROFIT MARGINS (Per Month)			
Gross Profit *(Before Return on Capital)*			**8,790**
Income Reinvestment (@ 12% Rate)			***1,055***
Net Profit			**7,735**
Return on Capital			***31.95%***
Cost of Production/ Tray			***M30.03***

APPENDIX 6: VEGETABLE PRODUCTION UNDER SHADE-NET INCOME STATEMENT (Cabbage)

ITEM	QUANTITY	UNIT COST	TOTAL
INCOME (Per Month)			
Cabbages sold @ 80% Survival	2,688	*12*	32,256
Total Income			**32,256**
RECURRENT COSTS (Per Month)			
Seedlings (Trays)	17	150	2,550
Labor *(Farm Manager)*	6	1,000	6,000
Labor	6	700	4,200
Temporary Labor *(Weeding & Harvest)*	6	200	1,200
Fertlizers & Pesticides	1	2,000	2,000
Transport	1	1,000	1,000
Marketing	1	1,000	1,000
Total Recurrent Costs			**17,950**
PROFIT MARGINS (Per Month)			
Gross Profit *(Before Return on Capital)*			**14,306**
Income Reinvestment (@ 12% Rate)			***1,717***
Net Profit			**12,589**
Return on Capital			***20.64%***
Cost of Production/ Cabbage Head			***M6.68***

APPENDIX 7: APICULTURE INCOME STATEMENT

ITEM	QUANTITY	UNIT COST	TOTAL
INCOME (Per Month)			
Honey Produced (grams)	30	*25,000*	750,000
500g Bottles of Honey Sold (@5% loss)	1,425	*60*	85,500
Total Income			**85,500**
RECURRENT COSTS (Per Month)			
Labor *(Farm Manager)*	1	1,100	1,100
Labor	3	700	2,100
Temporary Labor *(Harvest)*	4	200	800
Packaging	1,000	12	11,500
Transport	1	2,000	2,000
Landscaping	1	3,000	3,000
Marketing	1	1,000	1,000
Total Recurrent Costs			**21,500**
PROFIT MARGINS (Per Month)			
Gross Profit *(Before Return on Capital)*			**64,000**
Income Reinvestment (@ 12% Rate)			***7,680***
Net Profit			**56,320**
Return on Capital			***56.32%***
Cost of Production/ 500G Bottle of honey			***M15.09***

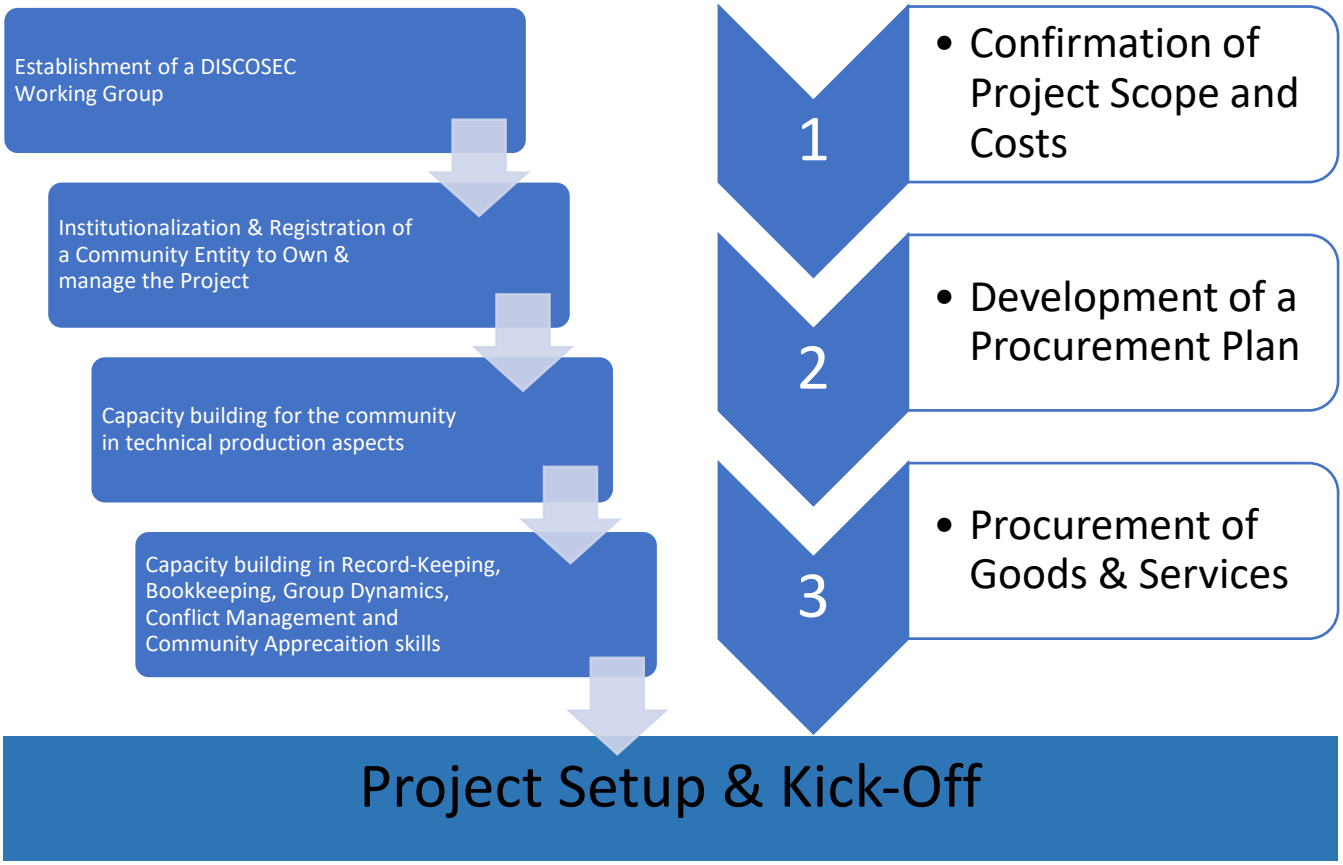
APPENDIX 8: WATER BOTTLING BUSINESS INCOME STATEMENT

ITEM	QUANTITY	UNIT COST	TOTAL
INCOME (Per Month)			
Water produced (@ 90% Production Rate)	480	*25*	12,000
500ml Water bottles sold (@2% loss)	23,520	*4*	94,080
Total Income			**94,080**
RECURRENT COSTS (Per Month)			
Labour	8	1,000	8,000
Bottles	23,000.00	2.55	58,650
Purifiers & Detergents	1.00	2,000.00	2,000
Electricity	1.00	3,000.00	3,000
Transport	1.00	1,000.00	1,000
Marketing & Communication)	1.00	200.00	200
Other Miscellaneous Costs	1	2000	2,000
Total Recurrent Costs			**74,850**
PROFIT MARGINS (Per Month)			
Gross Profit *(Before Return on Capital)*			**19,230**
Income Reinvestment (@ 12% Rate)			***2,308***
Net Profit			**16,922**
Return on Capital			***111.58%***
Cost of Production/ 500ML Bottled Water			***3.18***

APPENDIX 9: FISH FARMING INCOME STATEMENT

ITEM	QUANTITY	UNIT COST	TOTAL
INCOME (Per Season)			
Fish sold (Kg @ 20% Mortality)	7,680	*20*	153,600
Total Income			**153,600**
RECURRENT COSTS (Per Season)			
Permanent Labor	10.00	800.00	8,000
Fingerlings	12,000.00	6.00	72,000
Feeds	5.00	500.00	2,500
Packaging	1.00	20,000.00	20,000
Transport	1.00	1,000.00	1,000
Marketing	1.00	500.00	500
			-
Total Recurrent Costs			**104,000**
PROFIT MARGINS (Per Month)			
Gross Profit *(Before Return on Capital)*			**49,600**
Income Reinvestment (@ 12% Rate)			***5,952***
Net Profit			**43,648**
Return on Capital			***38.63%%***
Cost of Production/ Kg of Fish			***13.54***

APPENDIX 10: IMPLEMENTATION ARRANGEMENTS



APPENDIX 11: FEASIBILITY ANALYSIS EXPLAINED

As per the below tables, projects were evaluated a 7 criteria matrix, with the highest possible score being 7+ and the lowest possible score being -7. For a project to be desirable and be considered it must have a total score of 0 upwards, with the range 5-7 being highly desirable.

CRITERIA	FACTORS TO CONSIDER	SCORE
Site Feasibility	The suitability of the project in terms of the agroecological conditions necessary to foster the intended project.	+1, 0, -1
Potential Environmental Impact	The project has any explicit environmental hazards it posses to the environment, either directly or indirectly.	+1, 0, -1
Skills Requirements	Necessary technical skills required to run the enterprise. This includes basic husbandry practices and management knowledge	+1, 0, -1
Financial Requirements	The Operational financial requirements to sustain the business from month-to-month or season-season. This does not take capital costs into consideration	+1, 0, -1
Project Type	The distinction of whether the project is a community-oriented project, a private inclined project, or it cannot be satisfactorily be defined as either of the two.	+1, 0, -1
Economic Benefits	The returns earned in terms of monetary terms, are they relatively high, on par or low.	+1, 0, -1
Socio-cultural Benefits	The anticipated non-tangible benefits to the community, whether they promote such issues as community cohesion, togetherness, cultural initiatives, and other socially important activities in the area.	+1, 0, -1
FEASIBILTY SCORING	**7,6,5,4,3,2,1,0,-1,-2,-3,-4,-5,-6,-7**	

RANGE	DESCRIPTION	FEASIBILITY
5-7	High Qualities of an Economically and Socially beneficial Community Project.	Highly Desirable
1-4	An Economically or socially beneficial semi-communal/ communal project	Desirable
0	A Semi-communal project with average qualities	On Par
(-1) – (-3)	A private/ semi-communal project with minimum community benefits	Undesirable
(-4) – (-7)	No Qualities of a beneficial community project	Highly Undesirable

APPENDIX 12: EXAMPLE PICTURES OF SOME OF THE PROPOSED INTERVENTIONS

Vegetable Production Under Shade Net

Layers Production House

Layers 3 Tier Cage Syste

Beehive Boxes

Honey Extractor Machine

Community Borehole Infrastructure/ Unit

Constructed Fishponds

APPENDIX 13: LIST OF PEOPLE MET

NAMES	INSTITUTION	DISTRICT
Eriko Nishimura	IOM Lesotho	Maseru
'Mabaruti Motsamai	IOM Lesotho	Maseru
Maletsika Motsokotsi	DISCOSEC Leribe	Leribe
Lereko Nkongoane	DISCOSECLeribe	Leribe
	Ha Leshoele Councillor	Leribe
	Ha Leshoele local Chief	Leribe
	Ha Leshoele Community	Leribe
Lineo Ramonyaluoe	DISCOSEC Mafeteng	Mafeteng
Rorisang Manka	DISCOSECMafeteng	Mafeteng
	DISCOSEC Mafeteng	Mafeteng
Morena Maama	Ha Seeiso local Chief	Mafeteng
	Ha Seeiso Couincillor	Mafeteng
	Ha Seeiso Community	Mafeteng
	Sekameng local Chief	Mafeteng
	Sekameng Councillor	Mafeteng
Mantai Makhetha	DISCOSEC Quthing	Quthing
Monaheng Mohola	DISCOSEC Quthing	Quthing
	DisCoSec Quthing	Quthing
	Tosing Couincillor	Quthing
	Tosing Community	Quthing
Tieho Lits'oeneng	DISCOSEC Mohale's Hoek	Mohale's Hoek
Thabo Lefefonyane	DISCOSEC Mohale's Hoek	Mohale's Hoek
	Silioe Councillor	Mohale's Hoek
	Silioe local Chief	Mohale's Hoek
	Silioe Community	Mohale's Hoek
Maseiboko Selate	DISCOSEC Qacha's Nek	Qacha's Nek
Tlhoriso Mpeete	DISCOSECQacha's Nek	Qacha's Nek
	DISCOSEC Qacha's Nek	Qacha's Nek
	Qhoalinyane local Chief	Qacha's Nek
	Qhoalinyane Community	Qacha's Nek
Moipone Ranyali	RSDA	Maseru
Limakatso Matekane	SADP-II	Maseru
Masekete Mots'ets'ero	World Vision	Maseru
Billy Makakole	Department of Water Affairs	Maseru

APPENDIX 14: PICTURES OF THE COMMUNITY GATHERINGS

Qacha's Nek, Qhoalinyane

Quthing, Tosing

Mafeteng, Ha Seeiso

Leribe, Ha Leshoele

APPENDIX 15: GEOGRAPHICAL MAP OF LESOTHO