

**PROJECT CLOSE-OUT REPORT**

**LESOTHO COMMUNITY NATURAL RESOURCES**

**MANAGEMENT (CNRM) PROJECT**

**USAID/LESOTHO**

**DATE: August 31, 1995**

## ACRONYMS AND ABBREVIATIONS

AES	Agricultural Extension Specialist
AID	Agency for International Development
ARD	Associates in Rural Development, Inc.
CMS	Community Mobilization Specialist
CNRM	Community Natural Resource Management
COP	Chief of Party
COS	Community Organization Specialist
CRMO	Chief Range Management Officer
DAO	District Agricultural Officer
DLS	Department of Livestock Services
D/LS	Director of Livestock Services
DRDO	District Rural Development Officer
DRTO	District Range Technical Officer
EU	European Union
GA	Grazing Association
GAs	Grazing Associations:
	GA 1            Sehlabathebe
	GA 2            Ha Ramats'eliso/Ha Moshebi
	GA 3            Pelaneng/Bokong
	GA 4            Mokhotlong/Senqebethu
	GA 5            Tsatsa-le-Meno/Mosafeleng
	GA 6            Malibamats'o/Matsoku
	GA 7            Kopanang Basotho Qhoali
GIS	Geographic Information Systems
GOL	Government of Lesotho
GPS	Global Positioning System
HWD	Horizontal Well Drilling
LAPSP	Lesotho Agricultural Policy Support Program
LHDA	Lesotho Highlands Development Authority
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
NGF	National Grazing Fee
OBS	Organization and Business Specialist
OJMT	On-the-Job Management Training
OMFMS	Organizational Maintenance and Financial Management Specialist
PC/L	Peace Corps Lesotho
PCV	Peace Corps Volunteer
PP	Project Paper
PRA	Participatory Rural Appraisal
RMA	Range Management Area
RMAs	Range Management Areas:
	RMA 1            Sehlabathebe
	RMA 2            Ha Ramats'eliso/Ha Moshebi
	RMA 3            Pelaneng/Bokong
	RMA 4            Mokhotlong/Senqebethu

RMA/A  
RMEC  
RMD  
RRA  
RTO  
SOW  
SRMO  
ST/TA  
TA  
TS  
USAID  
  
USG  
VDC  
VWSS  
WI  
WMGA

RMA 5      Tsatsa-le-Meno/Mosafeleng  
RMA 6      Malibamats'o/Matsoku  
RMA 7      Kopanang Basotho Qhoali  
Range Management Advisor  
Range Management Education Center  
Range Management Division  
Rapid Rural Appraisal  
Range Technical Officer  
Scope of Work  
Senior Range Management Officer  
Short-term Technical Assistance  
Technical Assistance  
Training Specialist  
United States Agency for International  
Development  
United States Government  
Village Development Council  
Village Water Supply Section  
Winrock International  
Wool and Mohair Growers' Association

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## PROJECT CLOSE-OUT REPORT

### THE COMMUNITY NATURAL RESOURCE MANAGEMENT (CNRM) PROJECT 632-0228

#### PROJECT ASSISTANCE COMPLETION REPORT

CNRM Project Authorization Date:	June 26, 1991
AID/GOL Grant Agreement Signed:	June 27, 1991
Life of Project (LOP) Funding:	\$6,178,000
GOL Counterpart Contribution (est.):	\$1,544,500
Project Evaluation(s):	March 1995
PACD: Original	June 26, 2001
Revised	September 30, 1995

#### **PART ONE CLOSE-OUT ACTION**

##### A. PROJECT BACKGROUND

The CNRM project was originally authorized on June 26, 1991, with a Project Assistance Completion Date (PACD) of June 26, 2001. The Project Grant Agreement (PRO-AG) was signed on June 27, 1991. The PRO-AG has specified that project funding would be \$20,438,000, with USAID providing \$14,086,000 and the Government of Lesotho (GOL) providing \$6,352,000.

In mid-1993, the USAID Administrator made a decision to close the bilateral Mission in Lesotho by September 1995. The Mission submitted in March 1994, its proposal for orderly closeout of the CNRM project recommending acceleration of the first five years of activity already contracted for with the Associates in Rural Development and a termination date of the project by September 30, 1996. The Mission's recommendation was not accepted. The AFR/Bureau's action memorandum, "Approval of the General Plan for the Closure of the USAID/Lesotho Bilateral Program" dated March 15, 1994, summarizing the AFR/Bureau's decision stated, "The Bureau appreciates the Mission's efforts to encourage sustainability. However, since a decision has been taken to close out our bilateral program in Lesotho, we are required to end ongoing activities as quickly as is consistent with leaving behind useful units of assistance. While it would be desirable to continue the project, the Bureau determined that the CNRM project should be terminated by FY 1995, i.e., by the time the Mission closes." It was further recommended by the AFR/Bureau that future natural resource management activities in Lesotho be

considered under the new Initiative for Southern Africa. In essence, a ten-year project was truncated to three years necessitating an accelerated redesign. The project design and accomplishments as at that date were reviewed to determine what useful units of assistance could be left behind when terminating the project on September 30, 1995. The review focused on how project activities could be accelerated and redirected to maximize progress towards achievement of the project purpose "to establish effective community Grazing Associations (GAs) which would manage rangelands at sustainable carrying capacities for livestock." The redirected and accelerated project activities are fully described in the Project Grant Agreement Amendment No. 3.

Project activities were curtailed so that measurable impact could still be achieved in the remaining project time. A Project Paper Supplement was drawn in May 1994 which revised assistance to the Ministry of Agriculture (MOA). However, since the goal, sub-goal and purpose and end-of-project status were predicated upon a ten year project design, modifications and establishment of priorities had to be effected. The redirection strategy drawn up in May 1994 and adopted thereafter concentrated on three primary objectives which related to the stated project goal and purpose and the final phase of CNRM implementation. The objectives changed to: strengthening of the rural institutions (Grazing Associations) which were tasked with the management, restoration and improvement of the rangelands; formation of two additional new Range Management Areas (RMAs); and the institutionalization of effective community-based RMA/GA development strategies and methodologies within the Range Management Division (RMD).

## B. CONTRACTOR PERSONNEL

### 1. Associates in Rural Development (ARD), Inc.

Associates in Rural Development (ARD), Inc., in collaboration with its sub-contractor Winrock International Institute for Agricultural Development (Winrock), implemented the Community Natural Resource Management (CNRM) project from April 8, 1992 through August 31, 1995 on behalf of the Government of Lesotho and the United States of America under Contract No. 632-0228-C-00-2111-00.

ARD as a prime contractor sub-contracted with the following small business concerns and small disadvantaged business concerns as subcontractors:

- a) Winrock International (WI) for provision of technical assistance in the area of livestock services. One member of the contractor team, the Agricultural Extension Specialist, was provided by Winrock International;
- b) The Land Tenure Center (TLC) which provided technical services in the areas of land tenure;
- c) American Manufacturers Export Group (AMEG), a disadvantaged firm, which provided procurement services; and

- d) DeLara Travel Consultants, also a disadvantaged firm, which provided travel services.

The contract team began to arrive in Lesotho in early May 1992 and by October 1992 when the last person on the team arrived, they were able to start field activities. The original Scope of Work (SOW) called for a team composed of six professionals, formed as two field-oriented operational groups working with the Range Management Division (RMD) to establish Range Management Areas (RMAs) in designated communities. Because advice from host country technicians was so important, the Request for Proposals (RFP) for the contract had specified that approximately three members of the team be Basotho. The composition of the TA team was to be as follows:

<u>No.</u>	<u>Position</u>	<u>Duration</u>
1	Team Leader - Rural Development & Project Management	5 years
2	On-Site Community Organization Specialists	10 years
1	Range Management/Livestock Specialist	5 years
1	Agriculture/Extension Specialist	5 years
1	Organization Maintenance/Financial Management Specialist	5 years

With the redirection and acceleration of the project activities in May 1994, the above structure changed to the following:

<u>No.</u>	<u>Position</u>	<u>Estimated Work-months</u>
1	Rural Development/Proj. Mgmt. Specialist (COP)	40
2	On-Site Community Organization Specialist (positions eliminated)	50
1	Range Management/Livestock Specialist (title changed to Range Management/Project Monitoring)	38
1	Agricultural Extension Specialist	38
1	Organization Maintenance/Financial Management Specialist (title changed to Organization and Business Specialist)	39
1	Training Coordinator	15
1	Community Organization Specialist	10
2	Community Mobilization Specialist	24
1	Administrative Assistant	40
3	Non-Professional Office Staff	72
-	Short-term Technical Assistance	28
-	Home Office Support	23



Previously and in addition to the above technical expertise, 60 months each of a locally-hired administrative person, secretary, office assistant and guard/driver were allowed in the Contractor's central office at the RMD; 20 months of short team technical assistance were to be provided in the following areas: training needs assessment; baseline studies of new RMAs; livestock, wool and mohair marketing; expanding investment opportunities in rural areas to provide alternatives to livestock; rural financial institutions; impact assessments; livestock production; natural resource management; data collection, management and analysis; and informal education.

USAID/Lesotho and Peace Corps/Lesotho have collaborated on several projects in the past. It was because of this successful record of collaboration that the Director of Livestock Services made a special request for Peace Corps Volunteers (PCVs) to be included in professional areas of rural development; business skills training; community extension/training; and water development. On this basis, PCV/Lesotho provided PCVs with the necessary training and experience appropriate to the following tasks: community organization, non-formal education, business skills, and water resource development.

A total of five PCVs worked with the CMRM project during project years one and two. Two served as Community Development Advisors in RMAs 5 and 6; two served as Management and Training Advisors at the Range Management Education Center (RMEC); while one served as a Water Development Engineer. One volunteer (assigned as a Community Development Advisor) at RMA 5 was involved in a serious vehicle accident and was medically separated from the Peace Corps service. During project year two, three additional volunteers were assigned to the CNRM project; two as Business Advisors to RMAs 1 and 4 and the other as Community Advisor to RMA 5. Due to the political and social conflicts at RMA 5, it was agreed by all concerned that this PCV be transferred to work on the environmental education curricula at the RMEC. Following are specific highlights of PCV contributions to the project:

- implementation of a community development program to complement GA organizational activities in RMA #6;
- facilitation of feeder access road project in RMA #6;
- water system development and water development feasibility studies completed in three RMAs (#2, 5 and 6);
- management plan and budget developed for the RMEC;
- training of RMEC Manager and support staff;
- development of a Community Development Resource Handbook;
- practical business training provided to GAs 1 and 4 executive and management committees;
- livestock marketing study conducted for GA 4;
- non-forage vegetative monitoring manual developed;
- non-forage vegetative plant guide developed;
- non-forage vegetative transects established;
- RMEC marketing brochure designed, printed and distributed; and
- experiential environment curricula, The Language of the Earth, developed.

## 2. Training

### a. Long-term (Participant) Training

Approximately 18 person years of long-term (LT) participant training was to be provided under the project. The Contractor would have screened and placed these trainees in U.S. or appropriate third country (regional) training institutions, identified suitable training venues and provided all logistical and other support to participants studying abroad. The training should have included: three MAs in U.S.-based institutions, two in range science and one in rural sociology; and three BAs in third country training (African) institutions, one in rural sociology, and two in a program which included geographic information systems. The Contractor completed institutional assessments of potential universities and had identified all six participants in conjunction with the Ministry of Agriculture (MOA).

The LT training program of the CNRM project was envisaged to take off in its third year. Because of AID/Washington's mandate to close down USAID/Lesotho in September 1995, the LT component was also eliminated as none of the candidates would have completed their training before the closure of the Mission.

### b. Short-term (ST) Training

The Contractor was to provide logistics and other support for 130 person months of short-term training including:

- i. 45 person months of short duration training programs in Lesotho or the southern Africa region for project-related personnel in such areas as farm planning, financial management, and data processing;
- ii. 35 person months of in-country or regional seminars and workshops for middle and senior level GOL officials, non-governmental organizations and private participants relating to planning and natural resource management; and
- iii. start-up costs and three years' operating expenses for the National RMA Training Center, including logistics and course materials for seven two-three day training sessions at the Center for Grazing Association (GA) officials and members. The courses would be GA management, animal health, range and livestock, livestock marketing, fodder, and special courses for herdboys and women. Between 40 and 120 trainees would take each of the seven courses each year, for a total of 50 person months of training.

The project redirection strategy drawn up in May 1994 provided for a significant amount of ST in lieu of the lost LT training. 216 person-months of extensive and diverse training were achieved in place of 153 person-months targeted for the remaining of the project time. The training resulted in a total of 382 person-months of short-term training over the three years of the project affecting 3,823 persons (692 females and 3,131 males) in the following three categories: the Department of Livestock institutional training; range management area advisors and district staff training; and grazing association member and farmer training. This last category of training for grazing association members and farmers focused on association management practices; communication and leadership; range management; livestock marketing; animal health and nutrition; livestock breeding; and record-keeping.

Training activities were carried out in different but interrelated and complementary forms:

- (a) formal workshops were conducted by project and MOA staff for the Ministry staff at large, target farmers or other individuals associated with project activities;
- (b) Systematic, continuous and sequential short courses were also conducted for certain target groups; for example, the annual training of grazing association members, herdboys, etc.;
- (c) Study tours undertaken by GA members within Lesotho and some of the RMA Advisors who were able to travel to areas in the region.

Short-term training topics included, but were by no means limited to: association management practices, communication and leadership, range management, livestock marketing, animal health and nutrition, livestock breeding, and record-keeping.

An overview of training activities by category is provided below.

#### DLS Institutional Strengthening and Capacity Building

Training activities for the DLS focused on building management capacity, strengthening support services, improving technical and professional skills, establishing regional networking links and creating a reference/resource center for training materials and information. A total of 166 person-months of DLS institutional strengthening training activities took place over the life of the project providing training to 185 persons (137 females and 678 males). Examples of CNRM training activities designed to build DLS management capacity are: Management training for the RMEC manager; Agribusiness management for the DLS Director; and Legal and policy workshops for headquarters and district staff. Many of the DLS support staff were given the following training: computer; secretarial skills; purchasing and supplies management; vehicle operation; and accounting.

The technical/professional skills for DLS staff covered GIS/GPS; participatory extension methods; ecological monitoring; plant dynamics; range management; holistic resource management; environmental impact assessment; social aspects of natural resources management, and attendance at symposia and conferences on ruminant and grasslands conferences. The new RMD Resource/Reference Center houses all training manuals, course reports, course record packages and other resource materials compiled by the CNRM Training Coordinator as well as all technical reports developed and collected by CNRM. Several training sessions were conducted in PRA with the aim of providing headquarters staff, RMA advisors and district staff with new extension tools and methods to work with GAs. Over the life of the project, two consultants for approximately two months each were brought out from the U.S. to conduct PRA/RRA sessions for RMD staff, RMA advisors and district staff and 2 DLS staff attended a 6-week PRA session at the Egerton University. A field extension methods training course focusing on PRA was conducted by the University of Fort Hare for extension officers and RMA advisors in December 1994 (see **Appendix 3**, CNRM Short-term Training Activity Report Summary (Years one-three).

During year three of the project over 111 person-months of training was provided to farmers, GA members and committee members and RMA residents. Many of these training sessions were carried out by RMA advisors in response to needs identified by RMA residents while others were organized by CNRM TAs on-the-job. These training sessions were on bookkeeping; leadership; constitution planning; management; organizational development; grazing planning; role of the VDCs; livestock breeding; animal health; conflict resolution; animal selection/procurement; nutrition/food preservation; water supply planning; herdboys training; range rider training; and legal training.

### **3. Commodities Procurement**

#### **a. Commodities Procured by the Contractor**

The Contractor procured all equipment, commodities and printing for the project, with the exception of vehicles, which AID procured. All project commodities had their source and origin in countries in AID Geographic Code 000 wherever possible. When not possible, commodities were purchased with source and origin in AID Geographic Codes 941 or 935. The Contractor followed good commercial practices and maximized competition in accordance with the Competition in Contracting Act.

The contract-purchased commodities included equipment and materials needed for communications, furnishings for office and RMA buildings, camping equipment for the field team, PCV furniture and horses, horizontal well drilling equipment, and equipment for the National RMA Training Center.

**b. Commodities Procured by AID**

Originally the Project Paper had provided for the purchase of sixteen (16) vehicles to be procured in two tranches, the first at the project start-up and replacements four years later in the project. Following is a summary of the vehicles that were purchased for the CNRM project:

<u>Quantity</u>	<u>Description</u>
4	1992 Toyota Landcruisers
1	1992 Toyota Hilux, 4 x 4 Twin-Cab
1	1992 Toyota Hilux 4 x 4
1	1992 Toyota Cressida

In 1993 when the Lesotho Agricultural Policy Support Program (LAPSP) terminated, the following two vehicles were transferred to the CNRM program:

<u>Quantity</u>	<u>Description</u>
2	1989 Toyota Hilux, 4 x 4 Twin-Cab

The CNRM project also inherited the following described vehicle from the Lesotho Agricultural Production and Institutional Support (LAPIS) project in support of the Horizontal Well Drilling (HWD) program:

<u>Quantity</u>	<u>Description</u>
1	1992 Toyota Landcruiser, 4 x 4 pick-up.

This vehicle was transferred to the Department of Livestock Services on July 12, 1994 when assistance to the horizontal well drilling program phased out.

All commodities that were ever procured for the project which include field equipment, office equipment, vehicles, and residential furniture and equipment \*(include lists) were officially handed over to the government for official entry into the Ministry of Agriculture's inventory.

**4. Construction/Infrastructure Development**

The project had intended to fund, on a cost sharing basis, the construction of basic infrastructure for the four new RMAs (RMAs 5, 6, 7 and 8). Individual cost sharing arrangements would have been worked out with each GA. Cost sharing was viewed as a good indication of member commitment. The cost sharing would have ranged between 5-15% of the construction costs and might have been provided through in-kind contributions. The construction would have consisted of staff housing, office/storage facility, livestock handling facilities, fencing, water

development, and access roads, on the maximum, on the standard of construction that the communities would be able to maintain in future without project support. USAID would arrange separately for an engineer to monitor quality and progress of construction, and to assess its environmental effects.

A few watering sources were developed in RMAs 5 and 6 under the CNRM project. An access road leading into RMA 6 was constructed by the GA members themselves. In view of the fact that the GAs did not indicate the commitment expected of them (5-15% of the construction costs), other construction did not take place at all. Only one GA (RMA 6) indicated the willingness to do so but it was too late in the project to contemplate construction. The Lesotho Highlands Development Authority is working in this area on an almost identical program and is to continue all USAID efforts in the area including the infrastructure improvement.

## **5. RMA Development**

### **a. Strengthening of Existing Grazing Associations (GAs)**

At the start of the CNRM project, the Technical Assistance (TA) team developed a work plan whose purpose was, among other things, to structure assistance to the existing GAs. The goal of that component was to strengthen the existing GAs by improving their organizational structures, developing professional management, improving organizational marketing, improving management information systems and professional management training in order that they become self-sustaining. An informal appraisal of the existing GAs revealed weaknesses and shortcomings that the TA team had not anticipated. GA #1 was meeting on a regular basis, however, it was providing few tangible and meaningful benefits to association members; GA #2 was having trouble meeting on a regular basis, and this meant that GA leadership was not addressing GA problems in a timely manner; GA #3 appeared to be meeting on a regular basis, but after initial contacts by project TA, this GA and its RMA Advisor did not request or appear to want assistance from the project; and GA #4 appeared to have somewhat regular meetings attended by interested members, but all the officers of the GA had abandoned their posts, thus the GA was without leaders and incapable of operating properly.

Considering the results of these informal appraisals of the existing GAs, the Contractor team developed an On-the-Job-Management Training program (OJMT) which provided features such as:

- To encourage greater participation by officers at special meetings to address and develop well thought out proposals for GA problems;
- To encourage greater participation by village representatives at GA management committee meetings, and.
- To encourage and assist the GA in hiring a full-time manager.

The informal appraisal of existing GAs had also indicated that both the management and executive committees were too large having a minimum of 12 members. As a start to the empowerment process, the TA proposed to the management committees that smaller officer committees be established to consider proposals. The management committee is the committee with the legal authority to take decisions. GAs 1 and 4 responded quickly to this program while at GA 3, the RMA Advisor rejected the idea of an officer committee on the grounds that no committee could be established without representation from every village. The management committees of the three GAs were pleased with the process of using the small officer committees to develop solutions to GA problems and readily accepted the proposal to continue these small officer committees.

Utilizing the OJMT and the empowerment process, the CNRM TA motivated the officers and the management committees to take action and by June 1993, the following was achieved:

**At GA #1: Sehlabathebe** – 1. The GA hired a full-time manager and two full-time range riders to enforce the grazing management plan. These employees assumed full responsibility for the implementation of the grazing management plan including responsibility for range enforcement activities previously carried out by the RMA Advisor;

2. The GA initiated a program of marketing animal feeds and sales of veterinary supplies to members using proceeds from the range enforcement program; and,

3. GA management quickly adopted a system of meeting allowances. While this GA had a system of regular meetings prior to CNRM, attendance and participation at these meetings improved with the introduction of allowances.

4. As originally scheduled, financial assistance, as part of the OJMT to GA 1 for meeting allowances and assistance with the manager's salary ceased as of March 1995. In April 1995, however, the GA management decided that the meeting allowances were necessary to reward and maintain the interest of committee members and no changes or reductions were made to the meeting sitting allowances.

5. Income from commercial services and impoundments kept increasing. The GA management also adopted and implemented a livestock marketing fee system in 1995 which increased revenue to the GA. This was a tremendous contribution to the rural economy faced with the harsh winter.

6. On a bitter note, physical opposition by some GA members and non-members to the GA range enforcement program continued as does the number of legal cases resulting from these enforcement activities. If this physical opposition and the legal difficulties are not worked out, the GA 1 grazing management program and possibly GA 1 will cease.

**At GA #2: Ramats'ellso/Ha Moshebl** - 1. Due to the weak financial foundation of the GA, management was not able to hire a manager. However, the RMD Range Assistant stationed at GA 2, was seconded to GA 2 as manager for one year by the RMD;

2. The GA initiated a program of renting GA breeding pastures to farmers;

3. In 1995 the GA manager, with approval of GA management introduced sale of veterinary supplies and animal feed supplements for members; and

4. Although it took some months for GA 2 to have a meeting to consider a system of meeting sitting allowances, a system was adopted and the GA was able to establish a schedule of almost regular meetings. However, by the end of the project GA 2 was struggling to function and was not on the road to sustainability. Opposition by some chiefs and farmers to this GA remains strong.

**At GA #3: Pelaneng/Bokong** - The GA did not participate in this program. They only requested assistance from CNRM in the area of training courses.

**At GA #4: Mokhotlong/Sanqebethu** - 1. GA 4 hired a full-time manager, but his attempts to implement a range enforcement program failed as there was too great opposition from the local community and their Member of Parliament. Opposition to the GA expressed by the Member of Parliament nearly destroyed this GA; and

2. The Chairman of GA 4 was persuaded to return to GA meetings and the GA adopted a system of meeting sitting allowances. New officers were elected to replace officers that had abandoned their posts. An almost regular meeting system was established and GA 4 was the first GA to hire a full-time manager using the OJMT program.

3. During the 1994-95 period, GA 4 attempted to operate a program of veterinary supply sales, with limited success. It appears some needs of local farmers, such as options for the marketing of small stock, are better serviced by the national and local chapter of the Wool and Mohair Growers' Association.

To diffuse opposition that currently exists in GA 4, in May this year, the Department of Livestock Services sponsored a conflict resolution workshop where all key leaders were invited. In June, a follow-up meeting was convened which was attended by senior government officials, traditional chiefs, local political leaders, a large number of local farmers, the DLS and RMD staff. All participants at this meeting voiced strong support for the continuance of the GA.



## b. Formation and Development of New Grazing Associations

The objective of this component of the CNRM project was to promote the formation and development of sustainable GAs which would take full responsibility for management of the rangelands within the new RMAs to be identified during the life of the project.

The assumption of the Project Paper was that the general model of the RMA had been developed through the earlier USAID projects and had proved sufficiently successful to warrant replication throughout Lesotho. The Project Paper had also assumed that the RMD had adequate technical expertise to provide advice to GAs on range management. Where they were lacking was in the area of community development skills. Great emphasis was therefore put on the importance of the community organizational work required if GAs were to take root in the communities of the new RMAs. For this reason, the technical assistance team was to include Community Organization Specialists, and they were to be key players in the formation of new GAs. All TA indeed were to be field-based or expected to spend more than half of their time in the field, working at the level of the RMA communities.

RMAs 5 and 6 were already chosen by the RMD. RMA 5 was to be located at Tsatsa-le-Meno (later known as Mosafeleng) in the Qacha's Nek district, bordering RMAs 1 and 2; while RMA 6 was to border RMA 3 across the Malibamats'o River in the Leribe district, and extend as far as the limit of the Katse Dam catchment, to coincide with the area mandated for rural development assistance by the Lesotho Highlands Development Authority.

The field teams were designed to comprise three members, an On-Site Community Organization Specialist (OSCOS) from the TA team; a Range Management Area Advisor provided by the Range Management Division and, once initial work had been established a Peace Corps Volunteer to act as an assistant to the OSCOS. These two teams were envisaged as having access to assistance from the beginning from the Agricultural Extension Specialist (AES) and the Range Management Specialist (RMS) as necessary in technical areas, and in due course to be replaced by year 3 by a new PCV with business skills, supported by the Organizational Maintenance and Financial Management Specialist (OMFMS). At this stage, the two OSCOS would move on to RMAs 7 and 8 where they would apply their experience of RMAs 5 and 6 in forming the next two RMAs.

Specifically, **organizational development** was to involve making links with district agricultural staff; extensive village-by-village meetings within the RMA to identify residents' needs and goal; evaluation of the level of acceptability of the RMA/GA concept; development of a preliminary structure for the GA; formation of a representative committee; provision of basic training to committee members; development of a constitution for the GA; and formal declaration of the RMA by the Principal Chief. Throughout this process, participatory methods of data collection, decision-making and planning were to be utilized.

The resident field team would then implement a systematic phase-out of direct support, and **organizational maintenance** work would begin under the leadership of the OMFMS.

The **promotion of sustainability** would consist of inculcating the principles of grazing management, fodder production (as a supplement to forage) and improved animal production methods from the very beginning of the GA. The lead in these areas was to be provided by the RMS and AES.

In the first year of project implementation (1992), the teams were confronted by major issues and events: sorting out their roles and responsibilities; a car accident which led to the eventual resignation of the PCV; prolonged absence of the RMA Advisor who was involved in the same car accident, who even after he returned to duty was unable to ride a horse; introduction of the National Grazing Fee which was unpopular by any standards; inoperative Village Development Councils (VDCs) who were charged with the responsibility of livestock registration and collection of the national grazing fee; alternative community priorities and "low level of acceptance of RMA/GA" program; and inappropriate boundaries in RMA 6 that conflicted with traditional grazing practices.

In the second year (1993), major issues and events were the following: abolition of the National Grazing Fee regulations on July 16, 1993 by the new democratically elected government; and the non-functional and incapable VDCs especially after the abolition of the national grazing fee. There was no longer a realistic reason for people to involve themselves in the affairs of VDCs, or for VDCs to exercise their remaining functions. Major resistance was encountered by the RMD's Inventory Section at RMA 5 when they attempted to carry out cattlepost surveys. A systematic extension campaign in RMA 5 was necessitated by resistance encountered earlier. Eventually both RMAs 5 and 6 were officially declared. At about the same time, identification of RMAs 8 (RMA #7 is EU-supported) and 9 had to be accomplished. This detailed three simple steps: first, revision of the current RMA selection criteria; second, application of the revised criteria to potential areas; and finally, identification of the next two RMAs. This simple process took much longer than anticipated and led to a complete change of direction. A concept paper called "The Development of Grazing Associations and the Selection of Range Management Areas - A Proposal for Discussion, by Francis Johnston" was subsequently produced. The major proposal was that instead of considering largely biophysical factors (See **Appendix 5**, Criteria for Identification of Potential RMAs) before the CNRM project redirection was based on biophysical and geographic factors in order to select a range management area, and then sending staff to try to form a grazing association, the process should be reversed, with consideration being given to the potential communities to form a grazing association. Once selected on this basis, assistance should be provided to them to establish a range management area. This radical change of approach was immediately accepted as valid within RMD as all acknowledged that the problems of the RMA Program were social and organizational rather than technical.

In year three of the project, the work plan called for these three distinct elements:

- Consolidation of previous work in RMAs 5 and 6;
- Identification and initiation of two new RMAs 8 and 9; and
- Institutionalization within RMD of a process for identification of RMAs in future.

#### Consolidation in RMAs 5 and 6

The end of project status of RMA 5 remains a concern. There are several indications of a lack of adequate support for the RMA by the communities. Extension campaigns have revealed a lack of adequate understanding of the RMA/GA concept. Accordingly, two training courses were held for village representatives in April 1994, during which it was felt that sufficient knowledge and commitment had been generated to warrant continued work in the area. Following this, the RMA was formally declared by the Principal Chief in June 1994. Subsequent to the project's redirection and removal of resident CNRM personnel, however, little progress was observed in drafting a constitution or initiating any kind of activity or grazing planning. It was therefore decided by RMD to provide an experienced RMA Advisor from one of the existing RMAs together with the District Range Technical Officer (DRT0) to assist in further extension campaigns throughout the villages of the RMA in January 1995. The report of this campaign indicated strong opposition in some villages and apathy elsewhere. At the March 1995 RMD monthly meeting, the RMD staff suggested that support of RMA 5 be withdrawn until the community takes the initiative of requesting it. However, the Director of Livestock Services (DLS) cautioned to delay in taking such action until further consultations.

In December 1994 latent opposition surfaced in RMA 6 in political terms. A series of actions was taken by RMD to address this problem, including two workshops in Lesotho, a special "pitso" in the RMA, and educational tours to other RMAs.

GA 6 submitted a request for simple structures which corresponded with their needs for construction of office, meeting place, and animal pens but this took far too long to be approved by the USAID engineer as USAID/Lesotho does not have a resident engineer. USAID/Lesotho sought the engineer's support from the Regional Engineer in Harare. If this work had been started at that date, it would not have been completed in the remaining project time. Subsequently the Lesotho Highlands Development Authority (LHDA) has agreed to provide the necessary assistance to complete the whole headquarters site.

## Identification and Initiation of RMAs 8 and 9

When the CNRM project was authorized in 1991, it was intended to replicate RMAs throughout Lesotho. It was anticipated that CNRM would serve as a model for further replication of RMAs during the life of the project and following its Project Assistance Completion Date (PACD). The CNRM approach was, however, under constant review and necessary steps required to modify the approach when warranted.

A specific sub-component of the third year workplan was devoted to identification of the proposed locations of RMAs 8 and 9. This detailed three simple steps: first, revision of current RMA selection criteria; application of the revised criteria to potential areas; and identification of the new RMAs. This process took longer than anticipated but led to a fruitful change of direction. The major proposal was that instead of considering largely geophysical factors in order to select a range management area, as was done previously, and then sending staff to try to form a grazing association, the process be reversed, with consideration being given to the potential of communities to form a grazing association. Once selected on this basis, assistance be provided to them to establish a range management area.

The project redirection and acceleration had a major effect on this component of the project, including both staffing composition and workplan structure. The abolition of the two posts of On-Site Community Organization Specialists (OSCOS) led to the creation of one new post of Community Organization Specialist (COS), together with recruitment of two new staff as Community Mobilization Specialists (CMSs). These CNRM staff worked within a new Grazing Association Development Section of the Range Management Division. A Range Management Officer (RMO) was seconded to work full-time with the three CNRM staff to form a GA Development Team.

After several delays, one of which was a constitutional crisis in Lesotho in August 1994 which led to a stop work order by the USAID Regional Legal Advisor, a GA Development workshop was held on November 7, 1995. The purpose of the workshop was to reach consensus on a new approach to identification of RMAs which centered on the new RMA Selection Criteria and RMA Development Strategy. This workshop brought together District Agricultural Officers, District Range Technical Officers and the RMD headquarters staff to agree on the process of identifying future RMAs on the basis of an interest expressed by resident communities, and to adopt a set of criteria for selection amongst competing candidates. These objectives were accomplished and therefore, the revised approach to RMA identification was institutionalized. It is also at this workshop that nominations of potential areas (approximately 16 areas) were done by district staff, who were also involved in subsequent visits to nominated areas.

In February 1995 an Implementation Plan for Identification of RMAs 8 and 9 was developed (see **Appendix 6**, Proposal Format for Request for Assistance in Establishing an RMA). After the initial screening, the initial list of potential GAs was reduced to a short-list of five. The two CMSs were assigned to two and three of these areas respectively and the respective DRTOs from each of the districts within

which the potential GAs were located to work more or less full-time with the CMSs in developing final proposals. The five proposals were submitted for Ketane and Phamong in the Mophale's Hoek district and from Mofolaneng and Liseleng in the Mokhotlong District as well as from Ts'ehlanyane in the Leribe District. On reviewing the five proposals, it was felt that none could be rejected and it would be more valuable use of the remaining time and resources of the project to continue work in all five areas towards preparation for establishment of their RMAs. Also, in view of emerging results of the project's legal consultancy regarding Principal Chiefs' probable lack of authority to declare RMAs, declaration of these RMAs before project closure no longer seemed advisable. Work in these five new RMAs continued until the end of June when all field activity stopped.

#### Institutionalization of RMA Selection Process

As a result of the GA Development workshop held in November 1994 and the work of the GA Development Team, a new section within the Range Management Division called the RMA/GA Operations Section which replaces the Field Operations Section was formed. The role of the GA development team has been to successfully create a structure for the development of the RMA program. Its most significant objective was the institutionalization within RMD of a process for identification and support of new RMAs and thus expansion of the RMA program in the future. The principal elements of this approach can be summarized thus:

- response to an expressed interest of communities;
- insistence that requesting communities must themselves mobilize to organize their associations; and
- concentration of short-term technical assistance effort in areas where it is needed, requested, appreciated and responded to.

#### End-of-project status of potential new RMAs

A considerable degree of success was achieved by the end of field work date of June 30, 1995. All five associations had developed an outline constitution, identified approximate boundaries for their proposed RMA, had taken tours to existing RMAs to meet members of established GAs, and training in financial management, organizational planning and relevant legal issues had been provided.

### **6. Natural Resource Management**

The RMA/GA initiative has, in Lesotho, been supported by USAID since 1982 and assistance was designed to continue until 2001 under the CNRM. The earliest USAID-sponsored initiatives with respect to RMAs were a combination of sociological and technical interventions. Although the concept of RMA/GA appears well-entrenched and farmers are beginning to spontaneously initiate GAs, there is no clear guidance on the part of government which defines the role of GAs in natural resource management. That GAs would be responsible for range management at

the local level has been a basic assumption of the program. However, Government has never formally accepted this proposition. If GAs are effective at natural resource management it is more a result of chiefs' cooperation than because of widespread government endorsement.

The history of RMA/GA development and operations has recognized the authority of chiefs with whom the control and administration of rangelands rests. The authority of chiefs is further enshrined in the Range Management and Grazing Control Regulations 1980, and as amended which give the chiefs the power to administer and control grazing. From 1982 through 1994, most participants in the RMA/GA program being government itself, donors, GA management committees, believed these declarations were in compliance with the regulations. However, this assumption has now been questioned, for in the opinion of an attorney familiar with land use legislation, the strength and validity of declarations are merely matters for interpretation. In brief, the legal positions of GAs are weak and it is likely that these organizations would not prevail against a well-informed and vigorous legal challenge which may drain the financial foundation of most of them.

For improvement to occur, GAs are expected to manage their rangelands at sustainable carrying capacities for livestock. It is for this reason that, first, GAs need to be empowered, organized and strengthened by developing the management skills of farmers and by reinforcing their commitment to the organization, second, influence range and stock management practices so that improvement occurs.

The tactics employed for employment of this strategy were: (1) direct action in the field through advisory and financial support to the GAs and by establishing baseline to measure progress; (2) influencing the revision of methods of GA organization and RMA selection; and (3) capacity-building through training. When CNRM began, ecological baseline studies existed in all the RMAs but the data collection and analytical techniques were to be refined and the refined approach was to be used in all RMAs for comparative purposes. Transects were required to be installed inside as well as outside the RMAs. Progress was made in refining the ecological studies as in 1993 the installation of baseline transects was completed in RMA 4; the transects of RMAs 1 and 2 were re-measured; and 17 new transects were established outside RMAs 1, 2 and 3. A schedule for future measurement of all transects has been devised with RMD staff involvement.

RMAs 5 and 6 met with mixed success. However, four transects were installed at RMA 5 to document the change in the abundance of no-forage species.

In RMA 6, the project assisted the GA in developing a grazing management plan which the GA believes it can implement and build upon. Fourteen transects were established in this GA as an ecological baseline for future measurement.

## 7. Institutionalization of the Range Management Education Center (RMEC)

The RMEC was constructed at RMA #1 in 1992 to provide a national training facility for the promotion of natural resource awareness through education and training. The CNRM project design had mandated that the project was to provide technical, financial and institutional development support for the Center to make it self-supporting and sustainable by 1996. The Center was to achieve the above by provision of equipment, funds for the teaching materials, curriculum development, and operating costs for the first three and one-half years of the Center operation.

During project year one, CNRM provided technical support for the Center through the funding of a host country RMEC Manager; provision of two PCVs to provide full time management of the Center and training of the RMEC Manager. An initial task completed was the development of a long-term management plan and budget for the Center. Extensive renovations and stocking of essential supplies and equipment was also completed as well as managerial and technical training for the RMEC Manager and support staff.

Due to the isolated location of the RMEC, identification of user groups for the Center was a challenge as it is located about a ten hour drive from Maseru on a very rough road and communication with the Center is available only through an unreliable radio system from the RMD's headquarters. The RMEC Management Plan and Budget had to take these limitations into account when devising a strategy for the sustainability of the Center. A financial review later in the year revealed totals far below the necessary levels to achieve sustainability. In the second year of its operation, a new RMEC Manager was hired and emphasis placed on a broad based marketing effort for the RMEC. A brochure was designed and distributed to a wide spectrum of potential users; including all government ministries, international organizations, PVOs/NGOs, as well as all national development projects and programs.

As part of the redirection and truncation of the CNRM project in year three, support of the RMEC was withdrawn on June 30, 1994. All financial support for the Center ceased and responsibility for the operation, maintenance and management of the Center was turned over to the DLS. The CNRM project continued to provide extensive management and vehicle operation training for the new RMEC Manager. The project also provided technical services assistance of a PCV to assist in the development of an environmental education curriculum for implementation at the Center. The PCV developed the environmental curricula, **The Language of the Earth**, which was distributed to a wide spectrum of potential users. The objective of the environmental education curricula is to provide an education tool that schools, environmental groups and international development donors might incorporate into their environmental education activities.

## **8. Horizontal Well Drilling**

One PCV was assigned to the CNRM project to work with the Horizontal Well Drilling (HWD) program. During project year one, the HWD team completed four wells in Thaba Tseka and Mafeteng districts. A total of 17 potential sites were visited and water feasibility assessments completed. USAID had strongly encouraged that the HWD program concentrate drilling activities within the RMAs and therefore a series of water development feasibility studies were initiated concentrating in RMAs 5 and 6. These development projects were completed in year two of the project. However, it was evident through the water feasibility studies that the application of HWD technology had limited potential in the range and livestock sector and to the RMA/GA program in particular. The real potential for HWD technology was in the provision of small-scale potable water and small-scale irrigation systems. With this realization, and with the pending redirection and truncation of the CNRM project, it was agreed by all concerned that the HWD component be eliminated from the CNRM project and be institutionalized within the MOA or the Ministry of Home Affairs' Village Water Supply Section. All CNRM support for the HWD program ceased on June 30, 1994.

## **9. Monitoring and Evaluation (M&E)**

The CNRM project paper (PP) directed that an intensive monitoring and evaluation (M&E) program be designed to satisfy information needs of the four principal project cooperators, viz, the GOL, the Contractor, USAID and rural Basotho for timely decision making, evaluation of progress and program impact, and for planning sustainable natural resources management. An M&E plan was therefore completed in the first year of the project which was to track 44 indicators. The 44 indicators were developed with the assumption that the CNRM was a ten-year project.

When the project was redirected and accelerated in May 1994, a major replanning of the M&E component was undertaken with the objective of identifying indicators most relevant to RMD and selecting those which the Division felt it had the capacity to continue monitoring. The number of M&E indicators was truncated from 44 to 15 (see **Appendix 7**).

The following are indicators that were monitored under the CNRM project:

- capacity to manage rangelands at sustainable carrying capacities;
- increase in the financial well-being as a result of GA membership;
- increased levels of participation in GA activities;
- capacity for replicating RMA development institutionalized within GOL agencies; and
- increased awareness among project beneficiaries of the importance of sustainable natural resource management.



## 10. USAID EXTERNAL EVALUATION

The external final evaluation of the CNRM project was undertaken in March 1995. Below are the highlights of the final evaluation findings, lessons learned and recommendations:

### 1. Major Findings and Conclusions

- a) The cancellation of the National Grazing Fee, upon which the financial viability of the GAs was to have been based, severely jeopardized the sustainability of these grassroots organizations.
- b) The termination of the Lesotho Agricultural Policy Support (LAPSP) program not only weakened the Division of Livestock Services, but the ability of the CNRM project to function as originally planned as well.
- c) The legal status of the GAs is now being challenged in the courts and threatens the future viability of the associations.
- d) While many of the expected outputs of the project, as well as the project purpose, were not met, this was due to factors beyond the control of project management and the technical assistance team. On the contrary, the project's Long-term Technical Assistants (LTTA) performed remarkably well given the truncation of the project and the political environment in which it was placed.
- e) The GOL needs to revise, approve, and implement its policies regarding natural resource management. If this is not done shortly, the future of the entire RMA/GA program could be in doubt.
- f) The technical issues surrounding the RMA/GAs are well understood by RMA/GA leaders and members. However, organizational, managerial, and representational issues must be addressed as a first priority.
- g) With very few exceptions, the vast majority of rural Basotho have no economically viable investment opportunities other than livestock.
- hi) While women have benefitted from some of the project's activities, more remains to be done in the future to include them in natural resource management programs.
- i) The issue of overstocking of rangeland is paramount over all other technical range management issues.
- j) Livestock breeding services provided by the GAs to their members were the most popular and well received services.

k) The Monitoring and Evaluation component of the project suffered greatly due to the project's truncation and other external factors.

## 2. Key Lessons Learned

a. Project designs should be based on realistic assumptions as to what can be accomplished in a reasonable time frame given existing national and local socio-political and administrative structures. In this regard, the Logical Framework Matrix should be effectively employed in both the project design and evaluation phases.

b. Projects of this type which require a long period of time to have an impact due to their very nature must be designed with sufficient flexibility to account for changes in the local political, economic, and social environment.

c. Host Government support, especially in the area of policy directiveness, is a prerequisite to developing the necessary long-term strategies to address natural resource management issues.

d. A favorable political climate is critical to the successful acceptance and performance of projects such as CNRM.

e. The premature truncation of a project results in the violation of the principles of sustainability, proper planning, and economic efficiency in project implementation.

## 3. Overall Recommendations

The evaluation recommendations summarized here deal with substantive issues and are mainly directed toward the initiators of development activities, namely, the GOL, the donor community in general and including USAID.

a. Increased budgetary support for the DLS/RMD, either from government or other donors.

b. Provide district-level staff with logistical support and increased training, as well as involve them more directly in the RMA/GA process.

c. After conducting thorough educational campaigns and consultations with constituents, the GOL should expeditiously legislate livestock and range management policies to support the RMA/GAs, e.g., the legal foundation of the GAs, the national grazing fee, overstocking, a national branding and tattooing program, the rights of non-members, the rights of passage of 'outsiders', and seasonal transhumance of livestock from the lowlands to the mountains.

d. Escalate and encourage intensive fodder production throughout Lesotho, especially in the lowlands.

- e. Seek donor support for developing RMAs 6, 8, and 9. The DLS/RMD should also continue support for RMA/GAs 1-3 while maintaining contact with the people of RMAs 4 and 5 in anticipation of their resolution of internal problems on their own. This should be done if donor funding for other RMAs is obtained.
- f. In addition to any technical support provided to the GAs, increased emphasis should be placed on socio-political, managerial, and organizational issues.
- g. Continue the use of new community-based RMA selection criteria.
- h. Encourage an appropriate and more systematic implementation of Participatory Rural Appraisal (PRA). Use more creative extension methods than 'lipitso' (public meetings). Include socio-economic data while collecting information for PRA.
- i. The DLS should hire a statistician, a rural sociologist, and a business specialist as soon as possible.
- j. Provide further staffing and logistical support for the GA Development Team; make it a Section; and formalize its relations with other DLS/RMD personnel.
- k. Assist GAs to find alternative sources of income through additional marketing opportunities and the provision of services to members.
- l. Seek assistance to further study traditional grazing patterns. Involve communities more thoroughly in designing grazing systems.
- j. The USAID Regional Office for Southern Africa, in particular, should seek ways of continuing support for selected RMA/GA activities through the ANR component of the ISA. The USAID Regional Office should especially consider providing legal and other policy assistance to the DLS/RMD. Other donors and organizations should also consider support to the RMA/GA concept.
- k. Future donors to the RMA/GA program should consider the direct training of GA members in appropriate, targeted topics in addition to utilizing a 'Training of Trainers' methodology.

## APPENDIX A

### Contractor Staff Roster

#### ***Long-Term Technical Assistance Specialists***

Delton Allen	Community Mobilization Specialist (CMS) Project Year Three
Craig Anderson	Community Mobilization Specialist (CMS) Project Year Three
Jan Auman	Chief of Party (COP) Rural Development and Project Management Specialist (RD/PMS)
Candace Buzzard	Training Specialist (TS) Project Year Three
Robert Buzzard	Range Management/Program Monitoring Specialist (RM/PMS) Project Year Three
	Range Management/Livestock Specialist (RM/PMS) Project Years One and Two
Francis Johnston	Community Organization Specialist (COS) Project Year Three
	On-Site Community Organization Specialist (OSCOS) Project Years One and Two
Larry Hastings	Organization and Business Specialist (OBS) Project Year Three
	Organization Maintenance/Financial Management Specialist (OMFMS) Project Years One and Two
'Mathato Khits'ane	On-Site Community Organization Specialist (OSCOS) Project Years One and Two
Victor Ramakhula	Agricultural Extension Specialist (AES)

***Administrative Support Staff***

Kalimo Monyane	Secretary/Receptionist
'Mabaruti Mphats'oe	Administrative Officer
Motjoka Toloane	Administrative Assistant/Data Management Technician

***Peace Corps Volunteers***

Project Years One and Two

Aleta Anderson	Community Development Advisor
Flenner Linn	Water Engineer
Wayne Yoakam	Management and Training Advisor
Joy Young	Management and Training Advisor

Project Years Two and Three

Reo Cheshire	Business Advisor
Brady Deaton	Business Advisor
Keo Rubbright	Environmental Education Advisor Project Year Three
	Community Development Advisor Project Year Two

**CNRM PROJECT**  
**RANGE MANAGEMENT/PROJECT MONITORING (RMPM)**  
**POSITION DESCRIPTION**

There are two separate elements in the CNRM Project approach: grassroots community organization, and range management. The first area is the most important, since it is the element for which the MOA/RMD has the fewest resources and upon which the sustainability of the RMA approach will ultimately succeed or fail.

Position: Range Management/Project Monitoring (RMPM)

- a. Duration of Assignment: 15 months
- b. Geographic Location: 1/3 time working in RMAs with GAs in the mountains; 2/3 time in Maseru.
- c. Institutional Location: Ministry of Agriculture, Department of Livestock Services, Range Management Division (RMD)
- d. Scope of Work: This advisor will provide technical assistance and training with the following aims:
  - 1) to promote the establishment and operation of sustainable GAs;
  - 2) to enhance the knowledge and expertise of RMD staff in range management/livestock production

Together with a counterpart of the RMD he/she will focus upon three principal target groups:

- 1) RMA Advisors;
- 2) GA management in existing and proposed RMAs; and
- 3) the heads of sections at RMD Headquarters, Maseru.

The specialist and counterpart will work with the aforementioned groups in the general areas of:

- 1) appraising natural resource, i.e., winter and summer grazing areas use patterns and user relationships in existing/proposed RMAs;
- 2) improving grazing management and livestock production in the RMAs;
- 3) assessing certain ecological and livestock productivity indicators

- 4) preparing curricula and materials for training RMD officers, GA management, and farmers; and
- 5) training field and headquarters-based RMD staff.

In addition, the specialist will have the responsibility for coordinating the implementation of the CNRM Monitoring and Evaluation (M&E) plan.

Specific duties include:

- 1) Assist the RMD's RMA/GA Development Section, using on-the-job training, participatory extension and other relevant techniques, to identify and document the following: boundaries of grazing areas, user patterns in grazing areas, cooperative relationships for stock grazing among users, and current stocking rates. Develop a study which clearly identifies livestock uses by the rural populations in migration of livestock to RMAs and discuss issues and recommendations on desirable stocking rates;
- 2) Assume the development, refinement, and implementation of GA approved grazing management plans including the determination of sustainable stocking rates;
- 3) Assist with assessing the impact of grazing management on range quality;
- 4) Advise on livestock production and assist with assessing CNRM livestock performance indicators;
- 5) Advise on the design and construction of structural improvements such as stock handling facilities, water systems, living accommodations, and access roads;
- 6) Cooperate with the CNRM Training Coordinator in the development of course curricula and materials for individual and group training in the following subjects: ecology, botany, and grazing management planning/monitoring. Intended audiences are RMD officers, GA management and farmers;
- 7) Provide training as appropriate in the subjects noted above to headquarters and field-based RMD staff including RMA Advisors and DRTOs;
- 8) Cooperate with RMD, USAID and the Project COP in the prioritization, selection, and tracking of a revised schedule of technical M&E indicators of project impact;
- 9) Supervise RMD staff with the collection of data, their analysis, and final reporting upon M&E indicators; and

10) Prepare and submit project reports as required and participate in project work planning activities.

- e. Qualifications and Experience: At least an MSc. in Range, Animal, or Biological Science. Five years experience in range and livestock management, preferably in developing countries with traditions of communal land use and private ownership of animals. Experience with the development of rural organizations, participatory extension methodologies, and having the capability and willingness to train and work in collaboration with host country field workers. Computer literacy in wordprocessing, spreadsheets, and data base management. Ability and willingness to travel regularly and to work in remote mountainous areas.



CNRM PROJECT  
COMMUNITY ORGANIZATION SPECIALIST (COS)  
POSITION DESCRIPTION

There are two separate elements in the CNRM Project approach: grassroots community organization, and range management. The first area is the most important, since it is the element for which the MOA/RMD has the fewest resources and upon which the sustainability of the RMA approach will ultimately succeed or fail.

Position: Community Organization Specialist (COS)

- a. Duration of Assignment: 15 months
- b. Geographic Location: 1 3 time visiting and working with communities in the mountains of Lesotho; 2 3 time in Maseru
- c. Institutional Location: Ministry of Agriculture, Department of Livestock Services, Range Management Division, Grazing Association (GA) Development Section
- d. Scope of Work: This Specialist will provide technical advice on grassroots community organization to the GA Development Section of the Range Management Division. Together with the designated Head of that Section, the Specialist will work in a counterpart relationship. The Specialist will help to develop policies, procedures and programs for the solicitation of requests from interested communities for assistance in the development of Range Management Areas and Grazing Associations, and for the response to such requests by the Range Management Division. Specific duties include:
  - (1) Provide to Head and staff of the GA Development Section technical advice as necessary for the establishment of the section and development of its policies, procedures, programs and materials.
  - (2) Supervise, and as necessary provide on-the-job training to 2 Community Mobilization Specialists attached to the Section.
  - (3) Oversee the development and application of specific criteria for the identification of two new RMAs (No. 7 and 8).
  - (4) Assist in the development of the following:
    - a) materials and methods for a public awareness campaign regarding the need for range management;
    - b) methods and procedures for assessment of level of community support demonstrated by those submitting duly completed requests to RMD for assistance;

c) draft formats for GA constitution and registration as societies/coops (as appropriate) and RMA declaration;

d) information banks and field materials on existing GAs and RMAs for use in community mobilization by either Community Mobilization Specialists or by RMA advisors;

e) Coordinating the development of a training program and materials for individuals and groups trained both in the process of formation of GAs and in their support and strengthening;

f) guidelines for the "ideal" size and characteristics of an RMA and acceptable variations from this norm.

(5) Together with the GA Development Section Head, develop methods of working with other sections of RMD to make all the Division's resources available to the development of new RMAs.

(6) Through the proper channels of RMD and DLS ensure that appropriate linkages are made between Headquarters and the Districts in the promotion and development of RMAs, given the Ministry's policy of decentralization.

- e. Experience and Qualifications: A Master of Science in community development or social science or related field background is preferred, with at least five years of practical field experience of community organization at a grassroots level in a developing country. Good working knowledge of the Sesotho language and culture. Ability and willingness to travel regularly to remote mountainous areas. Demonstrated ability to work cooperatively in a multi-disciplinary and multi-cultural environment. Some experience of participatory rural appraisal methods, and an ability to teach and coach other individuals is required.

CNRM PROJECT  
ORGANIZATION AND BUSINESS SPECIALIST (OBS)  
POSITION DESCRIPTION

There are two separate elements in the CNRM Project approach: grassroots community organization, and range management. The first area is the most important, since it is the element for which the MOA/ARD has the fewest resources and upon which the sustainability of the RMA approach will ultimately succeed or fail.

Position: Organization and Business Specialist (OBS)

- a. Duration of Assignment: 15 months (through July 1995)
- b. Geographic Location: 1/4 time traveling to sites in rural Lesotho; 3/4 time in Maseru, Lesotho
- c. Institutional Location: Ministry of Agriculture, Department of Livestock Services, Range Management Division
- d. Scope of Work: This advisor will provide advice and guidance to RMD staff in original four RMAs (No. 1, 2, 3, and 4) to RMD staff, GA officials and members. His input will primarily be in the areas of institutional strengthening, on-the-job training for RMD counterparts, management training, financial sustainability leadership development, group maintenance, and problem solving. He will supervise two Peace Corps volunteers who will assist the GAs in bookkeeping and financial management.

Specific duties include:

- (1) Promote institutional strengthening of the RMD and District offices by advising on and monitoring management and financial training of Ministry and GA members.
- (2) Grazing Association institutional strengthening of management/members, others, by advising on and monitoring management and financial training.
- (3) In accordance with the RMA/GA sustainability criteria, promote institutional strengthening of the GAs and monitor progress by providing advice on improving the quality of leadership, on improving the ability to develop programs and adapt to changing environments, on ability to generate income revenue, and on effective grazing management plans.
- (4) Assist in the continued development of GA commercial services. Such services to include, but not limited to, sales of: veterinary supplies, fodder seeds, supplemental livestock feeds, purchase and resale of livestock, breeding services, and rental of GA pastures. Such assistance

to include developing any necessary financial funds and assistance in the development of appropriate support services by RMD. Establishment of revolving funds for each functioning GA funded by EU or other funding source.

(5) Identify and coordinate with other organizations that may assist in present and future development of existing GAs to establish institutional linkages. Such organizations to consider, but not limited to, NGOs, PVOs, and other relevant service providers.

(6) Report to COP monthly on progress and implementation problems of institutional strengthening activities of existing GAs in RMAs 1, 2, 3 and 4 and incorporate RMA No. 6 when appropriate.

(7) Complete the handing over of the RMEC to the GOL/MOA and the establishment of a revolving account to operate this training facility for one year. Promote institutional strengthening of the Range Management Education Center (RMEC) by advising on and monitoring management of the RMEC and advising on the utilization of the RMEC revolving fund.

(8) Advise and monitor training of GAs in the importance of audits and advise that GA financial record keeping follows generally accepted accounting practices; coordinate with USAID Controller to draft scopes of work for GA audit which meet AID standards; and assist GAs, the Contractor field office and field sites to cooperate fully in both non-federal and federal audits, if any such audits are conducted.

(9) Assume other duties as directed by the COP.

CNRM PROJECT  
COMMUNITY MOBILIZATION SPECIALIST (CMS)  
POSITION DESCRIPTION

There are two separate elements in the CNRM Project approach: grassroots community organization, and range management. The first area is the most important, since it is the element for which the MOA/RMD has the fewest resources and upon which the sustainability of the RMA approach will ultimately succeed or fail.

Position: Community Mobilization Specialists (Two Positions)

- a. Duration of Assignment: 15 months each
- b. Geographic Location: 2/3 time visiting and working with communities in the mountains of Lesotho; 1/3 time in Maseru
- c. Institutional Location: Ministry of Agriculture, Department of Livestock Services, Range Management Division, Grazing Association (GA) Development Section
- d. Scope of Work: These specialists will work within the GA Development Section of the Range Management Division. Answering to the designated Head of that Section, they will work with communities expressing an initial interest in the formation of Grazing Associations, to help them establish adequate community support for requests to the Range Management Division for assistance in the establishment of Range Management Areas. Specific duties include:
  - (1) On instructions from the Head of the GA Development Section, and with technician guidance from the Supervisory Community Organization Specialist, visit communities that have expressed some initial interest in range and livestock improvement.
  - (2) With leadership of interested communities, assist in the development of requests to RMD for assistance in the establishment of RMAs, principally through the appointment of RMA Advisors.
  - (3) Visit individual chiefs, VDCs and communities in the vicinity of those initiating the requests, to ascertain the reality and level of community support.
  - (4) Using Participatory Rural Appraisal and other relevant techniques, assess claims made in requests submitted, and, on the basis of these assessments, recommend to the GA Development Section acceptance or rejection of specific community requests

(5) In working with requesting communities, advise, encourage and support those most interested in RMA and GA formation to mobilize these communities to establish an adequate base of local support to be able to recommend a positive RMD response to their RMA/GA request.

(6) Liaise with the office of the relevant Principal Chiefs, and with District Agricultural Officers (through their Range Technical Officers) in all aspects of RMA identification and GA development.

- e. Experience and Qualifications: Bachelor's degree in social science or comparable degree with practical community development experience. Demonstrated willingness to spend the majority of work-time travelling and staying in remote mountainous areas. Have a good comprehension of speaking Sesotho language and knowledge of the Basotho culture. It is desirable, but not necessary, to have an understanding and experience in utilizing participatory extension approach.

CNRM PROJECT  
TRAINING COORDINATOR (TC)  
POSITION DESCRIPTION

A short-term training plan for the remainder of the CNRM was developed. Due to the varied and comprehensive nature of the short-term training plan, there is need for additional long-term technical assistance to work within the CNRM team to implement the training program and institutionalize training within the DLS. A copy of the short-term training work plan is attached. The Training Coordinator will work under the supervision of the CNRM COP. S/He will work collaboratively with other CNRM long-term team members to develop training courses and evaluate training. S/He will work with the CNRM Administrative Officer to develop budgets for submission to the COP. S/He will work closely with DLS staff to assist them to upgrade their training skills and resources.

Position: Training Coordinator (TC)

- a. Duration of Assignment: 15 months
- b. Geographic Location: Majority of time will be in Maseru but some travel to rural areas to visit training sites will be required.
- c. Institutional Location: Ministry of Agriculture, Department of Livestock Services, Range Management Division.
- d. Specific duties include:
  - 1) Implement the training plan developed under the project in conjunction with CNRM and DLS staff. This will include scheduling courses, assisting in course design where appropriate, overseeing logistical arrangements for training events, and ensuring consistent quality of courses.
  - 2) Identify and, in conjunction with the CNRM COP, hire local and regional trainers to assist with project-sponsored activities. Ensure that personnel contracted are done so in accordance with applicable USAID training and contracting regulations.
  - 3) Undertake continual monitoring and evaluation of the training program, and revise courses and schedules as appropriate
  - 4) Develop budgets and disburse funds for training activities under the guidance of the CNRM COP and USAID.
  - 5) Assess training capabilities of local institutions with a view to utilizing the most appropriate in the training program and determine what training expertise from outside Lesotho might be required.

6) Make periodic reports on training activities which will include both qualitative and quantitative analyses. With the CNRM team, develop period progress reports and work plans for the training component.

7) Work closely with DLS personnel to implement, evaluate, and institutionalize training. Work with Department staff to develop training resources and materials which can be utilized by the Department for subsequent training.

8) Where appropriate, carry out project training in conjunction with CNRM/DLS staff.

9) Compile and catalogue training materials and resources which can be handed over to DLS at the end of the CNRM project.

10) Coordinate and assist with regional and overseas training for DLS staff.

e. Qualifications:

The Coordinator should have at least a Bachelor's degree in a field related to Education or training; at least five years experience designing and managing non-formal training programs for adults, preferably in a developing setting; experience working in Lesotho, preferably in a rural development setting; knowledge of Sesotho is desirable; and knowledge of USAID training policies and regulations is desirable.



1. **Position:** Rural Development & Project Management Specialist.

a. Duration of assignment - 60 months

b. Geographic location - Maseru, Lesotho

c. Institutional location - Ministry of Agriculture,  
Department of Livestock Services, Range Management Division  
headquarters

d. Scope of Work: General Assignment and Lines of Authority:  
This adviser shall be designated the Chief of Party (COP) for the  
GNPM technical assistance Contractor team. S/he will provide  
technical leadership to the team on behalf of the Contractor as  
defined in the contract. S/he will have full field authority on  
behalf of the Contractor to manage and control technical  
advisers, long- and short-term, and all other GNPM activities  
carried out by the Contractor or its subcontractors in Lesotho.  
Within the Contractor organization, the COP will report directly  
to a senior level home office GNPM project administrator.

The Chief of Party shall assist the Director of Livestock  
Services (D/LS) in the Ministry of Agriculture, Cooperatives and  
Marketing (MOA) to implement and coordinate project activities.  
S/he will advise the D/LS and the Chief Range Management Officer  
(CRMO) on planning and implementation of the RMA program, with  
particular regard to community organization and SA  
sustainability. Specific duties include:

(1) Manage work of other team members including short-term consultants.

(2) Develop implementation plan for each RMA and annual work plans in consultation with CRMO. Monitor progress of RMA and GA development and carry out short-term planning and implementation adjustments with MOA, USAID, and Contractor staff members.

(3) Coordinate activities of project components: field teams, organizational maintenance/financial management specialist, and the National RMA Training Center. Review equipment and construction specifications, and training plans.

(4) Implement information management system to monitor indicators of project progress and report to the D/LS and to the USAID/Lesotho Project Manager.

(5) Manage and administer Contractor field office in the MOA.

(6) Coordinate with D/LS, CRMO and Peace Corps in selection, training and placement of Peace Corps volunteers, and manage field support for them at the RMAs.

(7) Manage the procurement, receipt, customs clearance (may be subcontracted locally), distribution and inventorying of all commodities purchased under the contract.

(8) Coordinate with RMD to provide horizontal well-drilling services to new RMAs.

(9) Manage the procurement and certify receipt of subcontracted RMA construction services, based on technical advice of engineer employed by USAID.

2. Positions: Two On-Site Community Organization Specialists.

a. Duration of Assignment - 60 months each

b. Geographic Location - 2/3 time on site in the mountains of Lesotho; 1/3 time in Maseru, Lesotho

c. Institutional Location - Ministry of Agriculture, Department of Livestock Services, Range Management Division

d. Scope of Work - These two individuals will provide technical advice on grassland community organization to the RMD, Peace Corps volunteers, and Lesotho Livestock Associations. Each specialist will be assigned to one of two field responsibilities for supervising all site activities in a new RMA into financially and socially sustainable Grazing Associations.

4. Position: Agricultural Extension Specialist.

a. Duration of Assignment - 60 months

b. Geographic Location - 2/3 time on site in the mountains of Lesotho; 1/3 time in Maseru, Lesotho

c. Institutional Location - Ministry of Agriculture, Department of Livestock Services, Range Management Division

d. Scope of Work - This advisor will provide on site training and day-to day advice at the new RMAs to the staff of the Range Management Division and Grazing Association officials and members. S/he will assist primarily in training RMA members in technical and financial areas. S/he will supervise one or two Peace Corps Volunteers at the National RMA Training Center, and will assist in training the GA- selected RMA manager in extension.

(1) Advises the field team on extension of environmental education, GA management, animal health, range and livestock, livestock marketing, fodder.

(2) Assists the COP in devising that portion of the annual work plan pertaining to training plan and short-term consultancies.

(3) Organizes and conducts in-service training activities for RMD field staff, and educational meetings for community leaders and villagers.

(4) Carries out activities identified in the implementation plan and the annual work plan for the RMA, and reports quarterly to the COP on progress or impedances to meeting annual targets for the RMA.

(5) Assists in the development of a training plan for each RMA, develops courses specifically targeted at women and herdboys, and systematically assesses the effectiveness of training in achieving project goals (as directed by the monitoring/evaluation plan).

(6) Assists the D/LS in training the National RMA training center manager in matters concerning planning, managing and assessing effectiveness of a training institution.

(7) Advises and assists in selection of additional RMAs for establishing GAs.

(8) Conducts liaison with public and private sector livestock marketing agencies and assists the RMA communities to conduct regular sales of livestock.

APPENDIX C

Illustration D.1 -CNRM Short Term Training Activity Summary (Years One-Three)

Category of Training	Training Activity	Particip. Female	Particip. Male	Particip. Total	Person Mths Trg/ Category	TOTALS
Year One: DLS Institutional	RMD Annual Mtg	3	68	71	43.3	43.3
	LIC/RMA Workshop	3	22	25		
	RMA Prog. Plng. Wor.	2	22	24		
	Second Yr. Plng	3	12	15		
	Range Mgmt. Trng.	3	14	17		
	Int. Grasslands	0	1	1		
	Plant Dynamics	2	10	12		
	Ecological monitoring	1	11	12		
	Satellite image	0	2	2		
	GIS Training	0	2	2		
Year One: RMA/GA Trg.	Organizational Devel.	30	42	72	39.2	39.2
	Financial Mgmt	13	14	27		
	Personnel Mgmt	10	28	38		
	Manager Trng	12	18	30		
	Ecological mon. RMA #1	0	2	2		
	Ecological mon. RMA #2	1	3	4		
	Ecolog. mon. RMA #3, 6	0	3	3		
	Ecological mon. RMA #4	0	3	3		
	Range management	27	34	61		
	Livestock Improvement	10	18	28		
	Grazing Planning	19	106	125		
	Grazing fee	16	25	41		
	VDC roles	35	139	174		
	Leadership	68	103	171		
	Constitution Plng.	9	13	22		
	Ecological monitoring	0	6	6		
	Water supply plng	12	30	42		
	Nutrition food preservation	15	0	15		

Category of Training	Training Activity	Particip. Female	Particip. Male	Particip. Total	Person Mths Trng /Category	TOTALS
Year Two: DLS Institutional	Indigenous Livestock	0	2	2	0.55	47.71
	RMD Workshop	8	13	21	2.64	
	Participatory Ext.	7	21	28	12.73	
	Grassland Symposium	2	12	14	1.91	
	Ecologic. Monitoring	0	6	6	1.82	
	Senior GOL Range	5	98	103	14.05	
	RMD Annual Confer.	6	26	32	5.82	
	Third Annual Workshop	8	19	27	6.14	
	Agribusiness Mgmt.	0	1	1	2.05	
Year Two: RMA/GA Trng	On-job Mgmt.	26	79	105	4.77	35.50
	GA Manager Trng.	0	6	6	2.32	
	Livestock Marketing	0	6	6	0.27	
	Range and Livestock	0	2	2	0.27	
	Fodder Production	0	13	13	0.59	
	Animal Health	3	11	14	7.64	
	Leadership Trng.	29	37	66	15	
	RMA/GA Development	12	39	51	4.64	
Year Three: DLS Institutional Training	Computer Appreciation	5	3	8	1.09	75.28
	Computer DOS	5	5	10	0.85	
	Computer WordPerf	7	2	9	0.77	
	Computer LOTUS	6	4	10	0.85	
	Introductory DBase	1	0	1	0.09	
	Advanced DBase (2 activities)	3	0	3	0.27	
	D-Base IV Programming	5	2	7	3.18	
	Budgeting, Mgmt	4	9	13	5.91	
	Management - RMEC	1	0	1	0.91	
	Extension methods	2	30	32	7.27	
	Holistic Resource Management	5	14	17	3.96	
	Environmental Impact	0	2	2	0.94	
	Social Impact of NRM	1	0	1	1.36	
GIS Training/ArcInfo	1	3	4	1.82		

	Training Activity	Females	Males	Total	PM	
	GPS Field Training	0	3	3	1.36	
	GPS Classroom Trng.	9	7	16	2.18	
	RMA Planning Work.	2	16	18	0.26	
	Training Planning Work.	6	20	26	1.18	
	Grazing Control Super- visors Training (4)	0	95	95	21.59	
	GA Development Wk. - Mohaies Hoek	1	7	8	0.36	
	GA Development. Wk Maseru	8	40	48	2.18	
	Purchasing and Material Management	0	1	1	1.36	
	PRA - Kenya	1	1	2	1.36	
	Parasitology Trng.	2	0	2	0.45	
	Ruminant Symposium	0	2	2	0.18	
	SADC Nat. Res. Pol. An.	2	0	2	1.36	
	National Policy Workshop	2	11	13	0.59	
	Grassland Symposium	1	3	4	1.02	
	Accounting	1	0	1	1.36	
	RMD Annual Workshop	5	36	41	9.32	
Year Three: RMA Advisor/ District Staff Training	Plant Ecology/Field Botany	4	20	24	16.91	29.31
	Livestock Breeding	1	21	22	5.50	
	Animal Health	1	12	13	0.18	
	Range Mgmt and Grazing Planning	0	8	8	0.05	
	Legal Workshop	6	25	31	1.06	
	Vehicle operation	2	4	6	0.66	
	Bookkeeping, Leadership	1	12	13	1.77	
	CAMPFIRE Study Tour	0	14	14	3.18	

Category	Training Activity	Females	Males	Total Part.	PM	TOTAL PM
Year Three: Grazing Ass./ Farmer Training	Bookkeeping, Leadership, Communication	0	7	7	1.59	111.38
	Management, Bookkeeping, Livestock Principles	10	15	25	5.68	
	New GA - Management, Bookkeeping, Recordkeeping	2	33	35	2.78	
	Second Conflict Resolution - RMA #6	12	104	116	7.91	
	RMA #4 Conflict Resolution - Mokhotlong	4	99	103	9.36	
	RMA #4 Conflict Resolution - Malifiloane	130	370	500	11.36	
	Range, Livestock, Grazing Planning	0	37	37	8.41	
	Animal Selection/ Procurement	0	3	3	0.41	
	Pre-breeding check/ demonstration	0	52	52	2.36	
	Animal Health Sehlabathebe	4	8	12	2.73	
	Animal Health Mohobong	4	27	31	7.05	
	RMA #6 Tour to GAs	1	31	32	10.91	
	Prospective GA Tours - Leribe District	18	68	86	2.44	
	Prospective GA Tours - Ketane/Phamong	1	43	44	2.00	
	Legal Trg. on constitution Leribe District	1	25	26	1.18	
	Legal Trg. on constitution Phamong/Ketane	1	43	44	1.00	
	RMA Program Trng.	0	23	23	3.66	
	Range Rider Training	0	42	42	1.91	
	RMA #6 Farmers Trng. and Conflict Resolution	5	93	98	3.51	
	Herdboy Training-RMA #3	0	84	84	3.82	
Herdboy Training-RMA #4	0	350	350	15.91		
<b>TOTALS</b>		<b>692</b>	<b>3131</b>	<b>3823</b>	<b>381.68</b>	<b>381.68</b>

## APPENDIX D

### LISTING OF CNRM WORK PLANS, PROGRESS REPORTS, TECHNICAL REPORTS AND PAPERS

#### Work Plans and Progress Reports

##### *Project Year One*

First Annual Work Plan (June 1992)  
Implementation Plans for Tsatsa-le-Meno and Malibamats'o Range Management Areas (June 1992)  
First Quarter Progress Report (September 1992)  
Second Quarter Progress Report (December 1992)  
Third Quarter Progress Report (March 1993)  
Fourth Quarter Progress Report (June 1993)  
First Year Activity Report (June 1993)

##### *Project Year Two*

Second Annual Work Plan (June 1993)  
First Quarter Report Project Year Two (October 1993)  
Second Quarter Report Project Year Two (January 1994)  
Third Quarter Report Project Year Two (April 1994)  
Fourth Quarter Report and End of Project Year Two Summary (July 1994)

##### *Project Year Three*

Third Annual Work Plan (June 1994)  
CNRM Quarterly Report for AID/Washington (January 1995)  
Mid Year Report on the Third annual Work Plan (January 1995)  
Briefing Papers on Primary Project Component Areas:  
- General Briefing Paper (February 1995)  
- Strengthening of Existing GAs (February 1995)  
- Formation of New GAs (February 1995)  
- Training (February 1995)  
- Monitoring and Evaluation (February 1995)  
CNRM Quarterly Report for AID/Washington (April 1995)  
CNRM Final Project Report (July 1995)  
Individual Technical Assistance End of Tour Reports (July 1995)

#### Technical Plans, Reports and Papers

##### *Project Year One*

Procurement Plan (July 1992)  
PRA Training Report (August 1992)  
Consultancy Report on MIS/GIS (October 1992)  
Proposal for On-the-Job Management Training Program for Existing Grazing Associations (October 1992)  
Proposal for Training Program for Existing Grazing Associations (October 1992)  
Lesotho Range Management Division Data on Hand REgarding O. Bosch's Integrated System for Plan Dynamics (ISPD, November 1992)  
Framework for Managing Livestock Grazing in Lesotho (December 1992)  
RMEC Management Plan (February 1993)



Monitoring and Evaluation Plan (March 1993)  
Proposal for Basic Animal Health Service sponsored by Grazing Associations (May 1993)  
Training Needs Assessment (June 1993)

### *Project Year Two*

Water Development Assessment of RMA 5 (August 1993)  
Annual CNRM Inventory Report 1992/93 (September 1993)  
Short Term Technical Assistance Plan (October 1993)  
CNRM Phase-Out Plan (October 1993)  
RMA 6 Winter Cattlepost Survey, Matsoku Drainage (October 1993)  
RMA 5 Winter Cattlepost Survey (October 1993)  
Sehlabathebe Grazing Association: Grazing Plan Revision (November 1993)  
The Organizational Situation for GAs and Potential GAs (November 1993)  
Development of Grazing Associations and Selection of Range Management Areas (December 1993)  
Proposal for Funding to Develop the Matsoku Region of the Leribe District (December 1993)  
Discussion Paper for Grazing Association Income Sources (January 1994)  
Concept Paper on GA Capital Sharing Fund (January 1994)  
Proposal for Water Development for Villages in the Matsoku Area of RMA 6 (February 1994)  
Review of Management Plan and Financial Operations at the RMEC (February 1994)  
Status of Grazing Management: Pelaneng/Bokong RMA (February 1994)  
Assessing the Sustainability of Grazing Associations in Lesotho (March 1994)  
Short Term Training Plan (March 1994)  
Report on PRA Training Consultancy (March 1994)  
Livestock Production Monitoring Survey (June 1994)  
Summary of Selected Non-Degree Training Opportunities in Southern Africa (June 1994)  
Rural Development Resource Map (June 1994)

### *Project Year Three*

Comparative Financial Statements of the RMEC (July 1994)  
An Analysis of Peace Corps Technical Assistance within the CNRM Project (July 1994)  
Procurement Plan (July 1994)  
Guide for Range Resource Monitoring and Evaluation of Long-Term Ecological Trends (August 1994)  
Annual CNRM Inventory Report 1993/94 (September 1994)  
Project Reactivation Plan (September 1994)  
Final Report: RMA 6 Water Development Projects (September 1994)  
Status of Grazing Association Commercial Activities in GAs 1-4 (October 1994)  
Legal Training and Assistance Technical Report #1 (November 1994)  
Grazing Associations Development Workshop Report (November 1994)  
Interim Grazing Management Plan for the Malibamats'o-Matsoku Range Association (November 1994)  
Livestock Policy Report (December 1994)  
Sehlabathebe Grazing Association Outline of Commercial Services Development Proposal for Financial Structure (December 1994)  
Legal Training and Assistance Technical Report #2 (December 1994)  
Chapter 4: Introduction to Ecological Monitoring (December 1994)  
Assessment of Environmental Impact in the Development of an Administrative and Livestock Improvement Site at Nomorong, RMA 6 (December 1994)  
Brief Paper on the RMA Program and CNRM Project (January 1995)  
A Comparison Range Trend in the Pelaneng/Bokong RMA: 1991-1994 (January 1995)  
Grazing Association Development Team Progress Report (February 1995)  
Implementation Plan for GAs 8 and 9 (February 1995)  
GPS Consultancy Report (March 1995)  
Status Report on the Implementation Plan for GAs 8 and 9 (April 1995)  
Assessing Institutional Sustainability, Insights from the CNRM Project (April 1995)  
Legal Challenges Confronting Grazing Associations in Lesotho (May 1995)  
The Language of the Earth, and Environmental Curriculum (June 1995)

Non-Forage Ecological Monitoring Manual (July 1995)  
Non-Forage Vegetative Guide (July 1995)

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FINAL SELECTION CRITERIA FOR RANGE  
MANAGEMENT AREAS, AS AGREED AT GA DEVELOPMENT WORKSHOP,  
NOVEMBER 7, 1994

FINAL SELECTION CRITERIA FOR RANGE MANAGEMENT AREAS, AS AGREED AT GA  
DEVELOPMENT WORKSHOP, NOVEMBER 7, 1994

1. Expressed interest by community for technical assistance in improving its rangelands
2. Level of cooperation between requesting communities and their village development councils
3. Status of any disputed boundaries or jurisdiction between chiefs.
4. Demonstrated initiative by requesting community
5. Subject to forthcoming review of legislation, willingness of relevant authorities to declare RMA.
6. Possibility of determining RMA without undue disruption of existing user patterns (except as provided for by the grazing rights adjudication program).
7. Possibility of determining RMA without excluding any users from their traditional entitlements (with the exception of "malika").
8. Proposed RMA encompasses an already existing total grazing system.
9. Size of proposed RMA between 10,000 and 35,000 hectares.

## APPENDIX F

### SHORT-TERM TECHNICAL ASSISTANCE

<i>Subject Area</i>	<i>Months of LOE</i>
<u>Project Year One</u>	
GA Implementation Plan and First Annual Workplan Development	1.0
PRA/RRA Training	1.0
MIS/GIS Assessment	1.0
Training Needs Assessment	1.0
Monitoring and Evaluation Plan Development	3.0
<u>Project Year Two</u>	
PRA/RRA Training	1.0
Short-term Technical Assistance Needs Assessment	0.5
GA Sustainability and Technical Assistance Phase-Out Plan	0.5
Short-term Training Plan	1.0
Livestock Productivity and Management Study	3.0
Third Annual Workplan Development	1.0
<u>Project Year Three</u>	
Legal Assessment	1.5
Livestock Policy	1.0
GPS Assessment	1.0
Livestock Breeding	1.0
Ecological Monitoring	1.0
Participatory Extension Methodologies	1.0
<b>Total Months of Short-term Technical Assistance</b>	<b>20.5</b>

APPENDIX G

- PROPOSAL FORMAT FOR REQUEST TO RMD FOR ASSISTANCE IN ESTABLISHING AN RMA

PROPOSAL TO RANGE MANAGEMENT DIVISION FOR ASSISTANCE IN THE DEVELOPMENT OF A RANGE MANAGEMENT AREA

1. NAME OF PROPOSED RMA

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2. NAMES OF VILLAGES WILLING TO COOPERATE

COOPERATING VILLAGES				
<u>Area</u>	<u>Name of Area (City)</u>	<u>No. of villages within Area</u>	<u>Names of villages</u>	<u>No. of households in each village</u>

Within the area described, are there any disputes regarding boundaries or jurisdiction of chiefs?

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Is this project being done in an emergency?

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**3. DATES/LOCATIONS OF MEETINGS AT WHICH CONSENT OF CHIEFS/VDCS HAS BEEN SOUGHT**

CONSULTATION PROCESS							
Date	Venue	Attendance			Votes		Reps chosen ?
		M	E	Total	For	Against	

**4. ELECTED MEMBERS OF STEERING COMMITTEE RESPONSIBLE FOR DEVELOPMENT AND SUBMISSION OF THIS PROPOSAL**

VILLAGE	NAMES OF REPRESENTATIVES	DATE ELECTED BY COMMUNITY

**5. PROPOSED RANGE MANAGEMENT AREA**

a) Boundaries of proposed RMA (including all named villages and grazing areas proposed for inclusion).

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b) Numbers and location of any stockowners from outside listed villages currently using proposed area

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**6. PROPOSED OBJECTIVES OF ASSOCIATION**

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b) Perceived benefits to members of association.

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7. REQUEST FOR ASSISTANCE

THE COMMUNITY REPRESENTED BY THE UNDERSIGNED REQUESTS THE RANGE MANAGEMENT DIVISION TO ASSIGN A RANGE MANAGEMENT ADVISOR TO HELP IN THE DESIGN AND IMPLEMENTATION OF A GRAZING MANAGEMENT PLAN, AND OTHER PROGRAMS AND ENTERPRISES DIRECTED TOWARDS THE IMPROVEMENT OF THEIR LIVESTOCK AND RANGELANDS

Signed:

NAME OF VILLAGE	SIGNATURE OF AREA CHIEF	SIGNATURES OF ELECTED REPRESENTATIVES

8. DATE PROPOSAL COMPLETED.

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RECEIVED  
District Agricultural Officer

APPENDIX H

Illustration H.1 - Matrix of CNRM M&E indicators, revision as of June 1994.

Indicators	Responsibility			
	RMD (w/CNRM assistance)		Short Term Tech. Assistance	
Institutional	Location		Location	
	Existing RMA	New RMA	Existing RMA	New RMA
A2 Training impact on GAs	***	***		
A3 Financial viability of GAs	***			
A4 Training impact on GOL personnel	Institutionalization of training impact assessment			
A5 Subscriptions & impounds	***	***	*** Training in participatory extension desired  Training in the development of extension messages and media mgmt	
A6 Accountability of GAs	***	***		
A7 Communication with GA	***	***		
A8 Problem solving by GAs	***	***		
A9 Impact of/participation in GA services	***	***		
<b>LIVESTOCK</b>				
C1 Quantity & quality of fiber production <i>(Institutionalize w/in AgRD)</i>	***	***	*** Training in statistical design & data analysis	
C2 & C7 Cattle sale weights & prices <i>(Institutionalize w/in AgRD)</i>	***	***		
C10 Results of mgt intervention "control vs. treated"	***	***		
<b>RANGE-ENVIRONMENTAL</b>				
D1 Changes in range condition	***	***		
D4 Implementation of grazing plans	***	***		
D5 Range use adjudication	***	CNRM will support field activities in RMAs & in areas identified for RMA development		

N.B. \*\*\* denotes the location where the indicator was monitored



## APPENDIX J

### TRAINING REPORTS AND COURSE RECORD PACKAGES PREPARED DURING CNRM YEAR THREE

1. CNRM Short-term Training Report: Animal Health Training and Manual Production, July 1995
2. CNRM Short-term Training Activity Report: Bookkeeping and Leadership Principles (includes report by Lesotho Distance Teaching Center), May 1995
3. CNRM Short-term Training Course Record Package: In-House Computer Training, 1) MS-DOS, 2) Wordperfect, 3) LOTUS 1-2-3, February 1995
4. CNRM Short-term Training Report: Conflict Resolution Workshops for RMA/GA #6, May 1995
5. CNRM Short-term Training Report: Conflict Resolution Workshop for Mokhotlong/Senqebethu Grazing Association #4, May 1995
6. CNRM Short-term Training Course Record Package: Field Extension Methodologies with Focus on Participatory Techniques, December 1994
7. CNRM Short-Term Training Report: GIS and GPS Training for the Range Management Division (includes report by Bill Hegman, ARD ST/TA), June 1995
8. CNRM Short-term Training Activity Report: Holistic Resource Management, July 1995
9. CNRM Short-term Training Report: Introduction to Management, April 1995
10. CNRM Short-term training Report: Legal Issues Affecting GAs, July 1995
11. CNRM Short-term Training Report: Principles of Livestock Breeding and Enhancement of Existing Programs, June 1995
12. CNRM Short-term Training Course Report: Financial Management, Budgeting and Human Resources Management (includes report by A. Kemeng, IDM), February 1995
13. CNRM Short-term Training Course Record Package: Parasitology Training, Onderstepoort Research Institute, RSA, August 1994
14. CNRM Short-term Training Course Record Package: Plant Ecology and Field Botany, July 1995
15. CNRM Short-term Training Course Training Materials: Purchasing and Materials Management, IDM, Botswana, July 1995

## APPENDIX I

### LIST OF TRAINING MANUALS PRODUCED UNDER CNRM DURING YEAR THREE OF THE PROJECT 1994/95

1. "Manual for a Plan Community Ecology and Field Taxonomy Training Course for Extension and Technical Officers of the Range Management Division" C.D. Morris, J.B.M. Browning, N.M. Tainton and R.F. Buzzard. December 1994
2. "Diagnostic Vegetative Features for the Grasses occurring in the Mountains of Lesotho" C.D. Morris, U. Natal. December 1994
3. "Extension Methods: Training Manual for Range Management and Technical Staff", C. Igodan, J. Williams and F. Lategan, Department of Agricultural Extension and Rural Development University of Fort Hare. December 1994
4. "Principles of Animal Breeding: Manual for Extension Officers, Volume I". A. de Lange, Agricultural and Rural Development Research Institute, University of Fort Hare. February 1995
5. "Management of Breeding Programs - Cattle and small Stock: Manual for Extension Officers, Volume II" F. Swanepoel, University of the Orange Free State. February 1995
6. 'Motheo le Tlhokomelo ea Ntlatso ea Likhomo" F. Swanepoel, A. de Lange, J. Hoogenboezem, and N. Tuoane. March 1995
7. "Mafu a Liphoofole le Phepo e Nepahetseng: Tataiso ho Lihoai" D. Bohloa. March 1995
8. "Ntlatso ea Makhulo le Meralo ea Phuliso" R. Buzzard, D. Nthabane, N. Malephane, B. 'Molaoa and A. Alotsi. June 1995

16. CNRM Short-term Training Activity Report: Range Management and Grazing Plan Design, July 1995
17. Grazing Association Development Workshop, prepared by Francis Johnston, CNRM Community Organization Specialist, November 1994
18. A Report of a Visit to the CAMPFIRE Program in Zimbabwe by Staff of Lesotho's Range Management Division, prepared by Francis Johnston, CNRM Community Organization Specialist, June 1995
19. Summary of Non-Degree Training Opportunities in Southern Africa: Institutions, Organizations and Individual Resources and Recommended Applications to the Third Annual CNRM Work Plan, prepared by Dr. Will R. Getz, Winrock International, June 1994

## UNITED STATES A.I.D. MISSION TO LESOTHO

AMERICAN EMBASSY  
P.O. BOX 333  
MASERU 100  
LESOTHO

Telephone 313954  
Telex 4506 USAID LO  
Fax No. 310284

July 5, 1995

Mr. Habofanoë Makhooane  
Principal Secretary  
Ministry of Agriculture, Cooperatives  
and Marketing  
P.O. Box 24  
Maseru 100, Lesotho

Subject: Official Hand-over and Transfer of CNRM-purchased  
Commodities

Dear Mr. Makhooane:

As you know, the Community Natural Resource Management (CNRM) project is winding down its activities and is due for closure September 30, 1995. The purpose of this letter is to officially transfer commodities that were purchased with U.S. Government funds for the CNRM to the relevant Ministry Department of Livestock Services. Commodities purchased under the CNRM project are in two categories, i.e. those that were utilized at field project sites and those that are at the Contractor's office in Maseru. Commodities that USAID needs to transfer first are those in the field, as field activities will come to a close on June 30, 1995 when the Contractor's custodianship of these commodities ends and the Ministry has to assume accountability for them. Transfer of the remaining commodities will be duly effected under a separate letter at a later date.

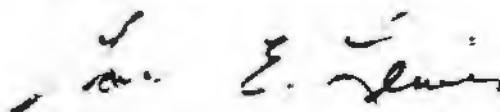
Enclosed is an attachment that lists all field equipment and commodities that are being transferred. Please note signature of the Chief Range Management Officer, Mr. Mohale Sekoto denoting acceptance by the Department of Livestock Services. The official termination date of the CNRM project still remains September 30, 1995 when this Mission closes. The attached inventory provides the descriptions, locations and serial numbers of commodities where applicable. USAID is pleased to have been of assistance for the past 14 years to the Ministry's range management program.

Please also note that per AID Handbook 15, "AID-Financed Commodities", the Ministry is expected to maintain for a period of at least three years a system of records documenting the arrival and disposition of all commodities financed by AID that the Mission is now handing over.

Mr. Habofanoe Makhoane  
Page Two

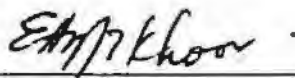
Please indicate your acceptance of this transfer of the commodities on the attached list to the Ministry of Agriculture in the space provided below and return the original signed copy to USAID. A courtesy copy is enclosed for your records.

Sincerely,



Gary E. Lewis  
Mission Director (A)

Accepted by:



Habofanoe Makhoane, Principal Secretary  
Ministry of Agriculture, Cooperatives  
and Marketing

Attachments: as stated

cc: Honourable Ntsukunyane Mphanya, Minister of Agriculture  
Mr. T.J. Ramots'oari, Director of Economics & Marketing  
Mr. Lefu Lehloba, Director of Livestock Services  
Mr. Mohale Sekoto, Chief Range Management Officer  
Mr. Jan Auman, Chief of Party, CNRM Project  
Dr. Scott McCormick, ARD Home Office Project Manager  
Ms. Valerie Dickson-Horton, Director, Initiative for Southern Africa  
Regional Center

**U.S.A.I.D. TRANSFER OF PROJECT FINANCED**

**COMMODITIES TO**

**THE GOVERNMENT OF LESOTHO**


**MINISTRY OF AGRICULTURE, COOPERATIVES, AND MARKETING**

The United States Agency for International Development (USAID) is hereby transferring commodities that were purchased under its agricultural projects to the Government of Lesotho. The projects are: the Community Natural Resource Management (CNRM); the Small Scale Intensive Agricultural Production (SSIAP); the Lesotho Agricultural Production and Institutional Support (LAPIS) projects; and the Lesotho Agricultural Policy Support Program (LAPSP). These commodities are fully described in USAID letters of August 9 and 10 to the Principal Secretary, Ministry of Agriculture.

On behalf of the Government of the United States of America, Ambassador Myrick presents these commodities to the Honorable Minister Mabitle. Ambassador Myrick will sign for the United States Government and Gary E. Lewis, USAID Mission Director will sign for the U.S.A.I.D.

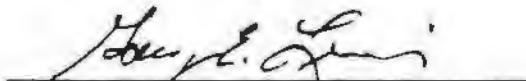
The signatures of Honorable Minister Mabitle and Mr. Makhoane, Principal Secretary on behalf of the Government of Lesotho, indicate that the Ministry of Agriculture, Cooperatives and Marketing has received the above mentioned commodities as indicated in USAID's letters to the Ministry dated August 9 and 10 respectively.

Signed:

  
His Excellency Bismarck Myrick  
Ambassador of the United States

Date:

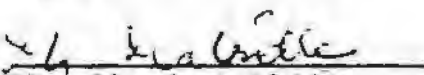
August 15, 1995

  
Dr. Gary E. Lewis, Mission Director  
USAID Lesotho

Date:

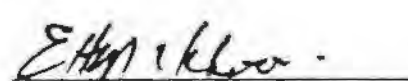
8/15/95

Signed:

  
Hon. Mopshatla Mabitle  
Minister of Agriculture, Coops.,  
& Marketing

Date:

August 15, 1995

  
Mr. H. Makhoane, Principal  
Secretary, Ministry of  
Agriculture, Coops., &  
Marketing

Date:

Aug 15<sup>TH</sup> 95.

# UNITED STATES A.I.D. MISSION TO LESOTHO

AMERICAN EMBASSY  
P.O. BOX 333  
MASERU 100  
LESOTHO

Telephone 313964  
Telex 4506 USAID LO  
Fax No. 310284

August 10, 1995

Mr. Habofano Makhoane  
Principal Secretary  
Ministry of Agriculture, Cooperatives  
and Marketing  
P.O. Box 24  
Maseru 100, Lesotho

Subject: Official Hand-over and Transfer of CNRM-purchased  
Vehicles, Office Equipment and Commodities

Dear Mr. Makhoane:

As you know, the Community Natural Resource Management (CNRM) project is winding down its activities and is due for closure September 30, 1995. The purpose of this letter is to officially transfer the vehicles, office equipment and commodities listed below to the relevant Ministry's Department of Livestock Services. These vehicles will be parked at the Embassy/USAID parking lot ready for the Ministry to collect on August 15, at a handing over ceremony. A separate letter has been sent to you and Minister regarding the details of this handing-over ceremony.

Vehicle Description

Registration

1. 1992 Toyota Landcruiser  
Engine No. IF20007050  
Chassis No. F2J750002744

AD 674

2. 1992 Toyota Landcruiser  
Engine No. IF20007102  
Chassis No. F2J750002746

AD 681

3. 1992 Toyota Landcruiser  
Engine No. IF20006971  
Chassis No. F2J750002887

AD 684

4. 1992 Toyota Landcruiser  
Engine No. IF20006912  
Chassis No. F2J750002889

AD 718

Mr. Habofanoe Makhoane  
Page Two

Vehicle Description

Registration

5. 1989 Toyota Hilux, 4x4,  
Twin Cab  
Engine No. 4Y9023102  
Chassis No. YN670022091

AD 926

6. 1989 Toyota Hilux, 4x4,  
Twin Cab  
Engine No. 4Y9024508  
Chassis No. YN670022454

AE 957

The vehicles listed below will be transferred to the Ministry of Agriculture on August 28, 1995 and other CNRM-purchased commodities as detailed in the attached list of commodities. All the commodities have previously been inspected and received by a representative of Government from the office of Livestock Services Department.

Vehicle Description

Registration

1. 1992 Toyota Hilux, 4x4,  
Twin Cab  
Engine No. 4Y9071721  
Chassis No. YN677002447

AE 276

2. 1991 Toyota Hilux, 4x4  
Engine No. 4Y9057879  
Chassis No. YN670031326

AE 278

3. 1988 Toyota Hilux, 4x4  
Engine No. 3L2434504  
Chassis No. LH1060058967

AE 273

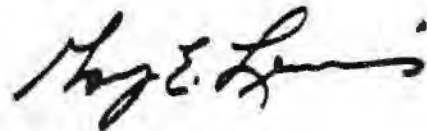


Mr. Habofanoe Makhooane  
Page Three

Please note that per AID Handbook 15, "AID-Financed Commodities", the Ministry is expected to maintain, for a period of at least three years, a system of records documenting the arrival and disposition of all commodities financed by AID that the Mission is now handing over.

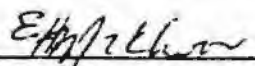
Please indicate your acceptance of this transfer of the vehicles to the Ministry of Agriculture in the space provided below and return the original signed copy to USAID. A courtesy copy is enclosed for your records.

Sincerely,



Gary E. Lewis  
Mission Director (A)

Accepted by:

  
\_\_\_\_\_  
Habofanoe Makhooane, Principal Secretary  
Ministry of Agriculture, Cooperatives  
and Marketing

Attachments: as stated

cc: Honourable Mopshatla Mabitle, Minister of Agriculture  
Mr. T.J. Ramots'oari, Director of Economics & Marketing  
Mr. Lefu Lehloba, Director of Livestock Services  
Mr. Mohale Sekoto, Chief Range Management Officer  
Mr. Jan Auman, Chief of Party, CNRM Project  
Dr. Scott McCormick, ARD Home Office Project Manager

# UNITED STATES A.I.D. MISSION TO LESOTHO

AMERICAN EMBASSY  
P.O. BOX 333  
MASERU 100  
LESOTHO

Telephone 313964  
Telex 4506 USAID LO  
Fax No. 310284

August 10, 1995.

The Honorable M. Mabitle  
Minister of Agriculture,  
Cooperatives and Marketing  
P.O. Box 24  
Maseru 100.

Subject: USAID Ceremony to Hand Over Ministry Projects'  
Purchased Commodities to Collaborating MOA  
Departments and Divisions.

Ref: Mission Letter dated August 9, 1995 to the PS on  
the SSIAP Project Purchased Commodities.

Honorable Minister,

As indicated in the above reference letter, USAID will, on August 15, 1995, hand over to the relevant Ministry Departments and Divisions, commodities purchased under the Nutrition Division's Small Scale Intensive Agriculture Production (SSIAP) Project and the Range Management Division's Community Natural Resources Management (CNRM) Project.

The commodities to be officially transferred on August 15, include 9 vehicles from the SSIAP project, 6 vehicles from the CNRM project, 3 split air conditioners from the LAPSP program, one vehicle and one generator/welder from the LAPIS project. Other SSIAP commodities such as office furniture and equipment, gardening tools etc. are already in the possession of the relevant Ministry Divisions and Sections.

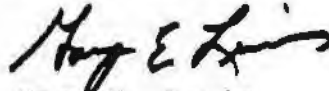
Please note sir, that although the effective date for the transfer of 6 CNRM project vehicles is August 15, the effective date for the transfer of 3 other CNRM vehicles, office equipment and other commodities is August 28, 1995. These commodities are also already in the possession of the Ministry Range Management Division.

The official handing over will be done by the United States Ambassador to Lesotho, His Excellency Bismarck Myrick; and the ceremony will be held on the U.S. Embassy/USAID grounds on Tuesday, August 15 at 1.00 p.m.

The purpose of this letter is to request you to officially receive these commodities at the ceremony on behalf of your Ministry and the Government of Lesotho.

We hope you will find time in your busy schedule to attend this ceremony.

Yours sincerely,



Gary E. Lewis  
USAID Mission Director/A

CC: MOA Principal Secretary, Mr. H. Makhoane  
USPC Director, Mr. H. Ramseur

# CNRM PROJECT

CNRM VEHICLE TRANSFER  
JULY 31, 1995

5/15  
8/15  
8/15  
5/15  
5/15  
8/15  
5/15

				CHASIS	ENGINE	SIGNATURE
REGISTRATION	MAKE	MODEL	YEAR	#	#	
AD 674	TOYOTA	LANDCRUISER	1992	F2J750002744	IF20007050	OK MALL.
AD 681	TOYOTA	LANDCRUISER	1992	F2J750002746	IF20007102	OK MALL.
AD 684	TOYOTA	LANDCRUISER	1992	F2J750002887	IF20006971	OK MALL.
AD 718	TOYOTA	LANDCRUISER	1992	F2J750002889	IF20006912	OK MALL.
AD 926	TOYOTA	HILUX 4X4 T/CAB	1989	YN670022091	4Y9023102	OK MALL.
AE 276	TOYOTA	HILUX 4X4 T/CAB	1992	YN677002447	4Y9071721	OK MALL.
AE 957	TOYOTA	HILUX 4X4 T/CAB	1989	YN670022454	4Y9024508	OK MALL.

# CNRM PROJECT

## CNRM VEHICLE TRANSFER

REGISTRATION	MAKE	MODEL	YEAR	CHASIS #	ENGINE #	SIGNATURE
<del>AE 228</del>	<del>TOYOTA</del>	<del>CRESSIDA</del>	<del>1992</del>	<del>RX73 0015522</del>	<del>22R0006070</del>	
AE 278	TOYOTA	HILUX 4X4	1991	YN670031326	4Y9057879	
AF 273	TOYOTA	HILUX 4X4	1992	LH1060058967	3L2434504	

PEP  
\*  
28

\* Take three remaining vehicles to be turned over in late August.

Community Natural Resources Management Project

Property Inventory

DATE Sept. 1, 1993

Updated: March.02.1995

LOCATION: CNRM/Office

Section: COP Office

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN OVER
Computer	1	Gateway 2000, 4DX2 66, 2678073 #00212		
Monitor	1	Gateway 2000, PMV1448, 0646475 #00204		
Keyboard	1	Gateway 2000, 0096886 #00214		
Safe	1	Small Office Lock Safe #00205		
Fax Machine	1	Canon Fax-T301, EAO02645		

Inventory carried out by: Motjoka Toloane

Page 1 of 1

*gmh.*  
*7/19/95*

Community Natural Resources Management Project

Property Inventory

DATE Sept. 1, 1993

Updated: March.02.1995

LOCATION: CNRM/Office

Section: Admin. Office

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Desk	1	Dark Wood Exec. Desk #00115		
Chair	2	Office Chairs #00103/00110		
Chair	1	Swivel Secretary Chair #00116		
Computer	1	Gateway 2000, 0646477 #00122		
Monitor	1	Gateway 2000, PMV1448 TB9803644 #00124		
Keyboard	1	Gateway 2000, 00202407 1456 #00123		
Pedestal	1	Four(4) Drawer #00125		
Notebook Computer	1	Gateway Nomad, 3078620156 #00206		
Notebook Computer	1	Gateway Nomad, 3078620108 #00207		
Printers	1	Canon Bubblejet, #00208		
Printers	1	Canon Bubblejet, K10060, PEH02528 #00209		
Camera	1	Pentax K 1000 Camera Body		
Lens	1	Sigma 28-70MM, F3.5-4.5		
Lens	1	Lens Filter		
Calculator	1	Citizen, 22SDP, 092512		
Projector	1	282-S2G, 285 OHP		
Desk	1	Table Computer		
Pedestal	1	Pedestal		

Inventory carried out by: Mojoka Tolosne

Page 2 of 2

*gmmk.*  
7/19/95

Community Natural Resources Management Project

Property Inventory

DATE: Sept. 1, 1993

Updated: March.02.1995

LOCATION: CNRM/Office

Section: RECEPTION

Item	Ql.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Computer	1	Zeos, A5028982 (LAPSP) #00096		
Monitor	1	Zeos, A50-2303489 (LAPSP) #00097		
Keyboard	1	Zeos (LAPSP) #00098		
Chair	1	Swivel Secretary Chair (Brown) #00101/2		
Chair	2	Brown Visitors' Chair #00109		
Paper Cutter	1	Paper Cutter		
Coffee Table	1	Brown Coffee Table #00063		

Inventory carried out by: Matjoka Totoane

Page 1 of 1

*Matjoka*  
7/19/95



Community Natural Resources Management Project

Property Inventory

DATE Sept. 1, 1993

Updated: March.02.1995

LOCATION: CNRM/Office

Section: DP/LC Office

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Desk	1	Three(3) Drawer Oak Office Desk #00004		
Chairs	2	One(1) Swivel Office Chair, One(1) Visitor Office Chair #00009/11		
Computer	1	Gateway 2000 Computer 486DX/33 Serial No. T685903 #00164		
Monitor	1	Gateway 1024 Serial No. TB9C63929 #00003		
Keyboard	1	Gateway 2000 Serial No. 00202408 #00001		
Heater	1	Quartz Three(3) Bar (Humidifier)		
Transformer	1	Step-down Transformer #00006		
UPS	1	PowerMan #00005		
Typewriter	1	Xerox 6001 #00010		
Monitor	1	ADC #00178		

Inventory carried out by: Motjoka Toloane

Page 1 of 1

*JMM*  
7/19/95

Community Natural Resources Management Project

Property Inventory

DATE Sept. 1, 1993

Updated: March.03.1995

LOCATION: CNRM Office

Section: RMS/AES

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
File Cabinet	3	4-drawer File Cabinet (LAPIS) #00160		
Heater	1	Sirocco(12-Fin), 022598 #00163		
Computer	1	Gateway 2000, 4DX2-66, 2735403 #00383		
Computer	1	Gateway 2000, 486DX/33 #00002		
Monitor	1	Gateway 2000, C51024N12 Lx1451 #00384		
Monitor	1	Gateway 2000 Serial No TB9803237 #00165		
Keyboard	1	Gateway 2000 #00385		
Keyboard	1	Gateway Serial No. 00158356 #00166		
Printer	1	Dot Matrix; Epson LQ-1050, Serial No. 22000605 #00167		
UPS Unit	1	Sedon Contender50 #00168		
Chair	1	Executive Office Chair #00177		
Chair	1	Swivel (brown) #00177/3		
Desk	2	One Six(6)Drawer #00174 5		
Desk	1	Wooden Top/Metal Frame #00176		
Table	3	Wooden		
Bookcase	2	One Glass Door & One Open		

*[Handwritten signature]*

28-07-95-

Inventory carried out by: Motjaka Toloane

Page 1 of 1

*[Handwritten signature]*  
7/19/95

Community Natural Resources Management Project


Property Inventory

DATE: Sept. 2, 1993

Updated: March.02.1995

LOCATION: CNRM Office

Section: GA Dev. Team

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Desks 150cm	4	3-drawer 150cm #00126/7/8/30		
Desk 120cm	1	3-drawer 120cm 00129		
Chair	5	Brown Swivel type on castors #00131/3/4, 00154/6		
Filing Cabinet	2	4-drawer #00137/8		
Photocopier	1	Xerox 1040 No. P72 221 183299 4 #00139		
Computer	1	Zeos 486 No. A 5028996 #00140		
Monitor	1	Zeos CTX No. A50-23203486 #00141		
Keyboard	1	Zeos NTC No. 28B25351 #00142		
Printer	1	Seikosha MP 5330 AI No. 2306487 #00143		
Table	1	120cm Metal Frame (belongs to GOL: borrowed from NTTC #6) #00144		
Heater	1	Sirocco(12 Fin). 022661 2.5kv #00145		
Fan	1	Stand Fan, SF16		

28-07-95

Inventory carried out by: Matjoka Toloane

Page 1 of 1

*JMM*  
7/19/95

Community Natural Resources Management Project

Property Inventory

DATE Aug.15.1994

Updated: March.03.1995

LOCATION: CNRM Office

Section: OBS

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN OVER
Computer	1	Tren-Tech #00149		
Monitor	1	Tren-Tech SBM #000150		
Keyboard	1	Tren-Tech #00151		
Heater	1	9-Rib Heater #00152		
UPS	1	Data Power #00068		
Desk	2	One Six(6)Drawer,One(1)Brown #000153/7		
Chair	2	Brown Office Chairs #00132/6, 00155		
Cabinet	1	Filing Cabinet #00159		

28-07-95

Inventory carried out by: Matjoka Tolosne

Page 1 of 1

gmm.  
7/17/95

Community Natural Resources Management Project

Property Inventory

DATE: May 25, 1995  
LOCATION: RECEPTION OFFICE

Updated:  
Section: SOFTWARE

Item	Ql.	Description (Make, model, #)	CHECK 07/13/95	TURN OVER
SPSS	1	SPSS FOR WINDOWS BASE		
SPSS	1	SPSS PROFESSIONAL STATISTICS		
SPSS	1	SPSS TABLES		
SPSS	1	SPSS TRENDS		
SPSS	1	SPSS CATEGORIES		
SPSS	1	SPSS CHAID		
SPSS	1	SPSS DATA ENTRY II		
GPS	1	MAGELLAN PRO MARK V		
DISK DRIVE	1	OPTICAL DISK DRIVE		
BORLAND OFFICE	1	BORLAND OFFICE 2.0 (WP6.0/QUATTROPRO/PARADOX)		
ANTI VIRUS	1	DR. SOLOMON'S 6 67		
SPREADSHEET	1	MS-QUATTRO PRO 5.0 (DOS)		
SPREADSHEET	1	LOTUS AMI-PRO 3.0		
SPREADSHEET	1	PARADOX 4.0		
DBASE	2	MS-FOXPRO 2.5 DOS/WINDOWS		

WORDPROCESSOR	1	MS-WORD 2.0 WINDOWS	CHECK 07/13/95	TURN OVER
WORDPROCESSOR	1	WORDPERFECT 5.1		
WORDPROCESSOR	1	MS-PROJECT		
GRAPHICS PACKAGE	1	DRAWPERFECT 1.1		
PROGRAM	1	BORLAND TURBO C++		
OPERATING SYSTEM	1	GATEWAY 2000 MS-DOS 5.0		
OPERATING SYSTEM	1	GATEWAY 2000 MS-WINDOWS 3.1		
OPERATING SYSTEM	1	ZEOS MS-DOS 5.0		
OPERATING SYSTEM	1	ZEOS MS-WINDOWS 3.1		
CD	3	COREL PROFESSIONAL PHOTOS		
CD	3	GATEWAY 2000 SYSTEM		
CD	3	GATEWAY 2000 DISK		
CD	3	MOVIE GUIDE		
CD	3	MICROSOFT GOLF		
CD	3	ENCARTA 94 EDITION		
CD	3	MICROSOFT WORKS		

FILE

# UNITED STATES A.I.D. MISSION TO LESOTHO

AMERICAN EMBASSY  
P.O. BOX 333  
MASERU 100  
LESOTHO

Telephone 313954  
Telex 4506 USAID LO  
Fax No. 310284

August 22, 1995

Mr. Habofano Makhooane  
Principal Secretary  
Ministry of Agriculture, Cooperatives  
and Marketing  
Maseru, Lesotho

Dear Mr. Makhooane:

SUBJECT: Official hand-over and transfer of USAID-constructed  
houses

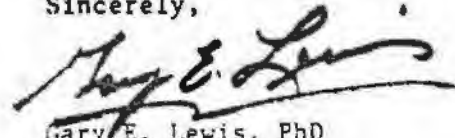
The purpose of this letter is to invite you or a representative of the Ministry of Agriculture to a ceremony where USAID will be handing over houses worth M4,750,000 that were constructed under previous USAID projects. The houses are ten townhouses located close by the National Teacher Training College (NTTC) of which four are planned to be transferred to the Ministry of Agriculture while the rest will be transferred to the Ministry of Education. The four houses were recently vacated by members of the Community Natural Resource Management (CNRM) project.

These houses are being transferred to the Ministry of Agriculture per a special request that was done by both you and the Minister to the U.S. Ambassador at last week's ceremony performed at the U.S. compound. Please make sure that the Ministry representative is there to receive both the household commodities and keys for the houses.

The ceremony will be held at the site at 10:00 AM on Friday, August 25, 1995.

USAID is pleased to have been of assistance to the Government of Lesotho in its agricultural initiatives.

Sincerely,



Gary E. Lewis, PhD  
Mission Director (A)

cc: Honorable M. Mabitle  
Minister of Agriculture, Coops., & Marketing

Mr. M. Maseru, Deputy Principal Secretary  
Ministry of Agriculture, Coops., & Marketing

Community Natural Resources Management Project

Property Inventory

Aug 24, 1993  
NTIC No. 5

Updated: Feb 27 1995

Section: BUZZARD

RESIDENCE

Item	Qt	Description (Make, model, #)	CHECK 07 13 95	TURN-OVER
Bunk Bed	2	Bunk Bed Mattresses #00179 ✓	24-08-95	
Bookcase	1	Wood SAP #00180		
Washing Machine	1	Whirlpool ✓	24-08-95	
Oil Heater	2	12 Fin. Delonghi #00182 3 ✓		
Oil Heater	1	9 Fin. Delonghi #00184 ✓		
Foam Mattress	2	6 inch #00185 5 ✓		
Table	1	Dining Table ✓		
Chairs	6	Dining Chairs ✓		
Cabinet	1	China Cabinet (Base & Top) ✓		
Sofa	1	Three Seater ✓		
Sofa	2	Two Seater ✓		
Chair	2	Occasional Chair ✓		
Chair	2	Occasional w Arms (GOL) ✓		
Chair	3	Dining Chairs (GOL) ✓		
Stool	1	Stool (GOL)		
Table	1	Dining Table (GOL)		
Table	4	Dressing Table w Mirror ✓	24-08-95	

*unlocks*

*check 24-08-95*

*8/24/95*

*9mmM.*

*7/19/95*



No 5

Dresser/Chest	3	Dresser Six(6) Drawer ✓	24-08-95
Cupboard	1	Cupboard (GOL) ✓	11
Bookcase	1	Dandy Pine ✓	11
Bookcase	1	Wooden Bookcase ✓	11
Desk	1	Wooden Desk ✓	11
Bed	1	Sesly Prestige One(1) Mattress, One(1) Spring Box Queen ✓	11
Cupboard	1	Single Bed Frame & Mattress ✓	11
Lamp	1	Brass Floor Lamp ✓	11
Table	2	Coffee Table, One(1) Oak One(1) Henry Cane w-Glass Top ✓	11
Table	5	Corner Tables Forward ✓	11
Table	1	Patio Table	
Stove	1	Defy 620-S (GOL) ✓	24-08-95
Pedestal	1	Four(4) Drawer, Casten	
Curtains	4	Bedroom	

24/08/95  
 Affected by the 2011  
 (M) 2011 8/20/11

Tank 1 Water, storage  
 Inventory Carried Out By: Motjoka Toloane  
 Candice Buzzard

JMM  
 7/19/95

Community Natural Resources Management Project  
Property Inventory

DATE: Aug. 17, 1993  
LOCATION: NTTC # 6 CNRM Guesthouse & Office

Updated: Jan. 18, 1995  
Section: LIVING ROOM

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Sofa	1	2 Seater #00016 ✓	24-05-95	
Sofa	1	3 Seater #00015 ✓	11	
Chair	1	1 Seater #00014 ✓	11	
Lamps	2	Floor Lamp Brass #00013&21 ✓	11	
Cupboard	1	Brown Cupboard (GOL) ✓	11	
Table	1	Brown Glass-top Corner Table #00022 ✓	11	
Table	1	Sofa Table #00024 ✓	11	
Dining Table	1	Brown ✓	11	
Oil Heater	1	Novex (12 ribs) #00026 ✓	11	
Patio Table	1	White round plastic patio table #00027 ✓	11	
Patio chairs	6	White patio plastic chairs #00028 9/30/31/32/33 ✓	11	
Dining Chairs	6	Brown Wood #00034/5/6/7/8/9 ✓	24-05-95	
Side Table	1	Brown Wood #00048		

24/05/95  
~~XXXX~~  
 Check in 24-05  
 (Patio table 8/20/95)

Inventory Carried Out By: Motjoka Toloane  
Jan Auman

JMM  
7/19/95

Community Natural Resources Management Project

Property Inventory

DATE Aug. 17, 1993

Updated: Jan. 18, 1995

LOCATION: NTTC # 6 Guest House & Office

Section: BUNK ROOM

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Matress	4	Bunk Bed Mattresses #00049 50"1/2 ✓	7-13-95 CS 75	
Side Table	1	Brown Side Table #00053 ✓	11	
Side Lamp	1	Bed Side Lamp - Blue Shade White Base #00054 ✓	11	

11/18/95  
 8/24/95

Inventory Carried Out By: Motjoka Tolone  
 Francis Johnston

Page 1 Of 1

9mm  
 7/19/95

Community Natural Resource Management Project

Property Inventory

Aug 17, 1993

NTTC # 6 CNRM Guesthouse & Office

Updated: Jan. 18, 1995

Section: MASTER

BEDROOM

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Queen Bed	1	Base & Mattress Queen Bed #00056 ✓	24-8-95	
Side Table	2	Brown Bed Side Tables #00057 ✓	11	
Side Lamp	2	Bed side lamps /dark blue shade/white base ✓	11	
Oil Heater	1	Noves 7 ribs #00055 ✓	11	
Iron	1	Iron #00071 ✓	11	
Ironboard	1	Ironboard #00072		

Handwritten notes and signatures on the right side of the table, including "11/08/95" and other illegible scribbles.

Inventory Carried Out By: Moljoka Toloane  
Jan Auman

Handwritten signature and date: *J. Auman*  
7/19/95

Community Natural Resources Management Project

Property Inventory

DATE Aug. 17, 1993

Updated: Jan. 18, 1995

LOCATION: NTTC # 6 CNRM Guesthouse & Office

Section: CNRM Office

Item	Ql.	Description (Make, model, #)	CHECK 07-13/95	TURN-OVER
Chairs	2	Brown Wood Chairs-cushions #00059/60 ✓	24-8-95	
Side Table	1	Brown Side Table #00061 ✓	11	
Lamp	1	Brass Lamp #00062 ✓	11	
Desk	1	Brown Desk Table #00064	24-8-95	
Computer	1	EIGA (serial # 08897511) #00065 ✓	21-8-95	
Monitor	1	Show MM-1420 (Serial # A40391) #00066 ✓	11	
Keyboard	1	For EIGA Computer #00067 ✓	11	

*Handwritten notes:*  
 21/10/95  
 24-8-95  
 21-8-95  
 11/12/95

Inventory Carried Out By: Motjoka Tolosone  
 Jan Auman

Page 1 of 1

*Handwritten signature:* Jan Auman  
 7/18/95

Community Natural Resources Management Project

Property Inventory

DATE Aug. 17, 1993

Updated: Jan. 18, 1995

LOCATION: NTTC # 6 / CNRM Guesthouse & Office

Section KITCHEN

Item	Qt.	Description (Make, model, #)	CHECK 07 13/95	TURN-OVER
Washer	1	Whirl Pool(Supreme) 3LA5800XSWO, 240623 #00241 ✓	24-08-95	
Washer	1	Dely OA495, 6963 #00012 ✓	"	
Dryer	1	Frigedair J2500, 035236 #00244 ✓	"	
Fridge	1	Dely Executive 1700-d45 #00020 ✓	"	
Fridge	1	Frigedair D145 #00243 ✓	"	
Electric Stove	1	Dely four one nine #00019 ✓	"	
Boiler	1	Metal Water Boiler #00017 ✓	24-08-95	

7/11/08/95  
 28-P  
 5/24/95

Inventory Carried Out By: Motjoka Toloana  
 Jan Auman

Jan 18  
 7/19/95-

Community Natural Resources Management Project  
Property Inventory

DATE: Aug. 19, 1993  
LOCATION: NTTC # 7

Updated: Feb. 23, 1995  
Section: AUMAN

RESIDENCE

Item	Qt	Description (Make, model, #)	CHECK 07 13 95	TURN-OVER
Freezer	1	Kelvinator F423 #00245 ✓	24-8-95	
Fridge	1	Kelvinator R429 #00246 ✓	11	
Washer	1	Dely Automaid #000248 ✓	11	
Dryer	1	Dely Autodry #000247 ✓	11	
Vacuum Cleaner	1	Electrolux ✓	11	
Couches	2	Nancy 2 Div. Settee (Natural) #00249/00250 ✓	11	
Dining Chairs	8	Clover Chairs (Oak) #00251:2:3 4 5:6 7 8		
Credenza	1	Dining Credenza (Oak) #00259 ✓	24-8-95	
Queen Bed	1	Rest Assure Q10 #00262 ✓	11	
Bunk Beds	1	Double Bunk (white) #00263 ✓	11	
Mattresses	2	91cm Foam Mattresses (for bunk) #00264 5 ✓	11	
Dining Table	1	Shannok Table (oak)		
Chair	1	Wangback Occasional Chair #00261 ✓	24-8-95	
Curtains	2	Kitchen Curtains ✓	11	
Sofa	1	Sofa Bed (Blue Flower) #00266 ✓	11	
Coffee Table	1	Oak Coffee Table #00267 ✓	11	
Desk	1	Small Oak Desk #00268		
Side Table	1	Oak Side Table #00269		
Dining Table	1	Brown #00025 ✓	24-8-95	
Stove	1	Dely ✓	24-8-95	
Stool	1	White		

24/08/95  
24/08/95  
Attributed on 24-

Inventory Carried Out By: Jan Auman  
Motjoka Toloane

9/19/95

Community Natural Resources Management Project  
Property Inventory

DATE: Aug 19, 1993  
LOCATION: NTIC # 8

Updated Feb. 23, 1995  
Section: HASTINGS

RESIDENCE

Item	Qty	Description (Make model #)	CHECK 07 13 95	TURN OVER
Freezer	1	Kelvinator F423 #00271 ✓	24-08-95	
Fridge	1	Kelvinator R429 #00272 ✓	24-08-95	
Washer	1	Delfy Automaid #00273 ✓	24-08-95	
Furniture	2	Two Seater Sofas ✓	✓	
Furniture	2	Occasional Chairs ✓	✓	
Furniture	2	Cabinet Storage #00274 5 ✓	✓	
Furniture	1	Oak Bookcase #00275 ✓	✓	
Furniture	1	Rest Assure Q10 Double Mattress Base #00280 ✓	✓	
Q. Heater	1	9 Rib De Longhi #00284 ✓	✓	
Furniture	1	Casablanca Oak China Cabinet #00277 ✓	✓	
Sofa Sleeper	1	Nancy Sleeper Two Seater #00287 ✓	✓	
Tables	6	Dario Round Tables #00276 9 80 81 82 83 ✓	✓	
Chairs	2	Side Chairs Light Grey #00289 90 (Missing)		
Q. Heater	1	14 Fin DeLonghi #00285 (Missing)		
Cleaner	1	Vacuum Cleaner ✓	24-8-95	
Curtains	1	Blue Int 1		
Chair	6	Patio Chairs ✓	24-8-95	
Curtains		Materials		
Blinds	4	Blinds ✓	24-8-95	
Furniture	1	Antique Table #00286		
Chair	1	Wooden (GOL) ✓	24-8-95	

Relly Electric School ✓  
Inventory Carried Out By: Motjoka Tolosane  
Larry Hastings

24/08/95  
24-8-95  
8/04/95

7/19/95



**CNRM FIELD EQUIPMENT**

Community Natural Resources Management Project

Property Inventory

DATE March.02.1995

Updated:

LOCATION: GA TEAM

Section: GA TEAM

Item	Qt.	Description (Make, model, #)
Refridgerator	2	Ice-craft
Unit	2	Kitchen Unit
Table	2	Kitchen Table
Table	1	Water Table
Chair	2	Sets Of Two
Bench	2	Large Benches
Bench	1	Small Bench
Trunk	1	Small Trunk
Bed	1	Bunk Bed
Bed	1	Single Bed(Custom-Made) RMA#3/Manaka
Stove	2	Two(2) Burner Gas Stove
Cylinder	5	Three(3) 19kg, Two(2) Cadac #10 Gas Cylinders
Pot	2	Sets Of Three(3)
Plate	2	Sets Of Plates
Tableware	2	Set Tableware
Utensils	2	Set Kitchen Utensils
Wardrobe	1	Wooden Wardrobe
Basins	4	Washing Basins
Linoleum	1	Linoleum

Inventory By: M. Tuloane

Allen Nitate

C. Anderson

Page 1 of 1

Approved/Confirmed by CRMO:

*[Signature]* 30/6/95

**CNRM FIELD SITES**

Community Natural Resources Management Project

Property Inventory

DATE: June 5th, 1995

LOCATION: CNRM OFFICE

Updated:

Section: Field Equipment

Item	Qt.	Description (Make, model, #)
Fence Post Driver	1	Fence Post Driver
Pack Saddle	1	Pack Saddle
Canvas Tarp	1	Canvas Tarp, blue, 2X2m
Mule Pack	2	Mule Pack w/orange covers
Rain Cover	4	Nylon Rain Cover
Top Pack	2	Top Packs
Saddle Girth	4	Saddle Girth
Pads	1	Pack Saddle Pads
Halters	5	Cob Halters
Halters	1	Mule Halters
Bridle	5	Bridles
Bits	5	Egg Butt Bits
Rope	4	15mm Lead Ropes, nylon
Sheet	2	Plastic Ground Sheets For Tents
Tent	2	2- Man Isodome Tents
Leather Dressing	2	5 Litre Leather Dressing
Saw	1	Circular Saw
Drill	1	Industrial Drill
Bits	1	Box Drill Bits
Chain	1	Set Tire Chains
Hoof Rasp	5	Hoof Rasps
Hoof Nipper	2	Hoof Nippers
Nails	4	Boxes Shoeing Nails
Hammer	1	Shoeing Hammer
Hammer	1	Blacksmith's Hammer

Rain Gear	1	XL Rain Suit	
Collar	1	Leather Breast Collar	
Collar	1	Nylon Breast Collar	
Horseshoe	14	No. 3- Rear	
Horseshoe	14	No. 3- Front	
Horseshoe	8	No. 2- Rear	
Horseshoe	8	No. 2- Front	
Horseshoe	4	No. 1- Rear	

Inventory carried out by: R. Buzzard

Approved/Confirmed by CRMO:

*[Signature]* 30/6/95

**CNRM FIELD SITE # 5**  
**(Mosafeleng)**

Community Natural Resources Management Project

Property Inventory

DATE: Aug. 20, 1993  
 LOCATION: RMA # 5 MOSAFELENG

Updated: June 20th, 1995

Section: RMA Advisor

Item	Qt.	Description (Make, model, #)
Stove	1	4 Burner Gas Stove #00294
Unit	1	Kitchen Unit #00295
Refrigerator	1	Ocean Gas Refrigerator #00296
Chair	6	Blue Kitchen Chairs #00297/8/9/300 (Grey #00396/7)
Table	1	Kitchen Table #00311
Heater	1	Gas Heater #00312
Bed	1	Double Bed #00319
Wardrobe	2	Wardrobe #00313
Masonite	11	Sheets of Masonite
Bin	1	Dust Bin
Lamp	1	Cadac Gas Light #00314
Cylinder	1	10 Cadac Gas Cylinder #00315
Mattress	1	Double Bed Mattress #00320
Latrine	1	Toilet (Latrine)
Livestock	5	Horses
Cabinet	1	3-door Kitchen Cabinet #00316
Cabinet	1	Two drawer/door counter #00317
Cabinet	1	Standing Upper and Lower Unit #00318

Inventory carried out by: **Moljoka Toloane**  
**Mojaki Chitja/N. Nifale**

Approved/Confirmed by CRMO:

*[Signature]* 20/6/95

Community Natural Resources Management Project

Property Inventory

DATE Aug. 20, 1993

Updated: June 20th, 1995

LOCATION: RMA # 5 MOSAFELENG

Section: Bunk House

Item	Qt.	Description (Make, model, #)
Drum	1	45 liter Plastic
Buckets	2	Small Plastic Buckets
Dust Bin	1	Dust Bin
Dishes	8	Six Cups and Saucers
Dishes	11	Enamel Plates
Silverware	3ea	Spoons, Knives and Teaspoons
Kettles	4	2 Big, 2 Small Kettles
Lamp	1	Cadac Gas Light #00329
Cylinder	1	Cadac Gas light & 10 cylinder #00329/30
Fry Pan	1	Fry Pan
Nails	2	25kg Assorted Nails
Blankets	5	Saddle Blankets
Sleeping Bag	1	Sleeping Bag
Tour Strap	1	Tour Strap
Brush	1	Nose Grooming Brush
Sleeping Bag	1	REI Volcano Sleeping Bag
Straps	6	Strap Straps
Carpets	2	Floor Carpet
Mattresses	3	Single Bed Mattresses
Solar Vinals	2	Solar Vinal
Refrigerator	1	Ocean Gas Refrigerator #00325
Wardrobe	1	Standing Clothes Wardrobe #00326
Cylinder	3	One(1) 9kg, Two(2) 19kg Gas Cylinders




Pots	5	One(1) Large, Four(4) Small Cooking Pots	
Gas Cooker	1	3 Burner #00334	
Heater	1	Gaslux #00332	
Bunk Bed	2	Bunk Beds #00339/7	
Cabinet	1	Kitchen Unit #00333	
Table	1	Grey Table #00343	
Pots	10	Cooking Pots	
Mattresses	4	Mattresses Single	
Bunk-Bed	2	Complete Bunk Bed #00228/7	
Tub	1	Plastic Wash Tub	
Carpel	2	Large Floor Carpets	
Container	1	Large plastic water container 48litre	
Cylinder	1	# 10 Cadac Gas Cylinder (Keo #00349)	
Latrine	1	Toilet (Latrine)	
Heater	1	Gaslux Heater (Keo/RMEC #00350)	
Bunk-bed	1	1/2 Bunk-bed #00331	
Curtains	4	Cloth Curtains	
Chairs	4	Chairs #00338/9/40/41	
Table	1	Table #00342 bunk	
Container	1	25 Litre Container	
Table	1	Table grey #00342	
Chairs	2	Grey #00344/5	

Inventory carried out by: Moljoka Tolocane

Page 2 of 2

Chitja Mojaki/N. Ntiale

Approved/Confirmed by CRMO:  20/6/95

Community Natural Resources Management Project

Property Inventory

DATE: Aug. 20, 1993

Updated: June 20th, 1995

LOCATION: RMA # 5 MOSAFELENG

Section: Site Supplies

Item	Qt.	Description (Make, model, #)	
Pliers	3	Large Fence Pliers	
Panel Saw	1	Lasher # 799 Panel Saw	
Hack Saw	1	Mitcho Hack Saw	
Bridel	1	Bridel	
Hatchet	1	Hatchet	
Chisel	1	Marple 35mm	
Bolt Cutter	1	Pair Bolt Cutter	
Pliers	1	Pair Fencing Pliers	
Fence Stretcher	1	Fence Stretcher	
Limb Saw	1	Pair Lasher Limb Saw	
Blades	2	Extra Limb Saw Blades	
Pipe Wrench	1	Large Pipe Wrench	
Pipe Wrench	1	Small Pipe Wrench	
Blade	1	Extra Hatch Saw Blade	
Line Level	1	Line Level	
Auger Bit	1	13mm Auger Bit	
Wrench	1	Small Crescent Wrench	
Channel Lock	2	Small Channel Lock	

Wrench	1	Large Crescent Wrench	
Builder Line	1	Role Builder Line	
Saddle	3	Saddle	
Patch Set	1	Double Patch Set With Saddle	
Carpet	1	Floor Carpet	
Fence		Fencing Material	
Cylinder	2	9kg Gas Cylinder	
Cylinder	9	48kg Gas Cylinder	
Cylinder	14	19kg Gas Cylinder	
Container	2	Jerry Cans	
Wheel Barrow	1	Wheel Barrow	
Spade	1	Spade	
Shovel	2	Long handle Shovels	
Picke	1	Picke	
Pump	1	Hand Pump	
Tramps	2	Metal Tamps	
Rope	5	Ropes	
Blades	2	Spade Blades	

Inventory carried out by: **Motjoka Tolokane**  
**Mojaki Chitja/N. Ntlale**

Approved/Confirmed by (RMO): *[Signature]* 20/6/25

Community Natural Resources Management Project

Property Inventory

DATE Aug. 20, 1993  
LOCATION: RMA # 5 MOSAFELENG

Updated: June 20th, 1995


Section: Utensils

Item	Qt.	Description (Make, model, #)	
Blankets	16	Blankets	
Pillows	4	Pillows	
Pillow cases	5	Pillow cases	
Sheets	7	Sheets	
Towels	1	Towels	
Pots	10	Cooking Pots	
Containers	10	Water Containers (25 liters)	
Buckets	4	Plastic Buckets	
Tubs	4	Plastic Wash tubs	
Basins	2	Large Enamel basins	
Pots	2	Large Aluminium Pots	

Inventory carried out by: Motjoka Tolosone  
Mojaki Chitja/N. Ntiale

Page 1 of 1

Approved/Confirmed By C.R.M.O.:

 30/6/95

Community Natural Resources Management Project

Property Inventory

DATE Aug. 20, 1993  
LOCATION: RMA # 5 MOSAFELENG

Updated: June 20th, 1995

Section: Radio Room

Item	Qt.	Description (Make, model, #)	
Desk	1	Three(3) Drawer Office Desk #00321	
Radio	1	Radio HF/SSB Trans receiver (Model kc102 #00322	
Battery	1	RR2 Battery #00323	
Panel	1	Solar Panel M75 #00324	

Inventory carried out by: Mojoka Tolone  
Mojaki Chitja/N. Ntiale

Page 1 of 1

Approved/Confirmed By CRMO:  20/6/95

**FIELD SITE # 6**  
**(albamatsso)**

H2O Buckets	3	1 x 10 litres, 1 x 20litres, 1 x 60 litres	
Plastic Basin	2	1 Plastic washing basin, 1 plastic basin	
Rubbish Bucket	1	Rubbish Bucket	
Kettle	1	Kettle	
Cooking Pots	4	2 Handled enamel with lids(2)	
Plates	6	Enamel	
Basin Mugs	8	Enamel	
Tea Mugs	8	Enamel	
Saucepan	1	Saucepan	

Chopboard	1	Wooden	
Tin Opener	1	Tin Opener	
Carpet	1	Grey Carpet	
Cylinder	2	Cadac No.10	
Gas Regulators	2	Gas Regulator	
Cooking Utensils	1	5-piece set	
Frying Pan	1	Fry Pan	
Heater	1	Corcho Gas, 3 Panel Heater #00366	
Raingear	1	Zip-up coat + rain pants	
Overalls	1	2-piece overall set	
Sleeping Bag	1	REI Volcano C0008862	
Bath Towels	2	Bath Towels	

Inventory carried out by Motjoka Tolcano

Page 2 of 2

Chere Lau/N. Niles

Approved/Confirmed By CRMO:

*[Signature]* 20/6/95

## Community Natural Resources Management Project

## Property Inventory

DATE Aug. 13, 1993

Updated : June,23rd,1995

LOCATION: RMA # 6 BUNKHOUSE

Section: BUNKHOUSE

Item	Qt.	Description (Make, model, #)
Fridge	1	Zero LP Gas serial no. AO 3372 #00373
Stove	1	Cadac Family 2 Ultra(2-burner) #00367
Bed	2	Wooden Bunk Beds/Mattresses #000366/9
Kitchen Unit	1	Standard 4-door/2 drawer blue/white #000370
Wardrobe	1	Wooden #00371
Heater	1	Capil (Supercor F120) Gas, PD 7302 00452 #00372
Gas Lamp	1	Cadac 300 CP #00362
Tables	4	Small wooden kitchen type with slates and drawer #00374/5/6/7
Chairs	4	Metal kitchen-type #00378/9/80/81
Blankets	4	Dark Grey
Pillows	4	Pillows
Sheets	8	4 pink 4 green
Pillow-cases	8	4 pink 4 green
Plastic basins	3	2 large green, 1 smaller brown/white
Water-barrel	1	Black with lid and metal ring
Buckets	2	1 large blue 1 smaller green/white
Saucepans	4	Two-handled enamel with lids
Plates	8	Enamel blue
Bowls	6	Enamel blue
Mugs	5	Three(3)Enamel Blue,Two(2)Plastic



Community Natural Resources Management Project

Property Inventory

DATE Aug. 11, 1993

Updated : June,23rd,1995

LOCATION: RMA # 6

Section: FIELD SUPPLIES

Item	Qt.	Description (Make, model, #)
Bits and Bridles	4	Bit and Bridles
Saddles	4	McIallen Saddles
Saddle Covers	4	McIallen Covers
Saddle Bags	4	Saddle Bags
Saddle Pads	4	Saddle Pads
Halters	8	Halters
Brushes	2	Brushes
Stirrup Leathers	2	Stirrup Leathers(Spare)
Stretcher	1	Speed Stretcher
Thread	2	Threads for Stretcher
Dressing	1	Siltres Leather Dressing
Comb	1	Steel Curry Comb
Snap Hooks	4	Snap Hooks For The Ropes
Straight Toppack	1	Straight Toppack (960-61)
Pack Saddle Pad Liner	1	Pack Saddle Pad With Liner (960-6FK)
Pack Saddle	1	Complete Pack Saddle (960-3)
Rain Cover	1	Rain Cover (960-6C)
Packboxes	1	One(1) Set Packboxes (960-7)
Set Panniers	1	Set Panniers (960-4)
Halter	2	Mule Halter (1142)
Hobble	4	Lined Hobbie (643)
Hobble	4	Single Stake Hobbie

## Community Natural Resources Management Project

## Property Inventory

DATE Aug. 11, 1993

Updated : June,23rd,1995

LOCATION: RMA # 8

Section: FIELD SUPPLIES

Item	Qt.	Description (Make, model, #)
Bolt Cutter	1	600mm Bolt Cutter
Wrench	1	18 inch Pipe Wrench
Wrench	1	12 inch Pipe Wrench
Gloves	4	Paire Leather
Hammers	2	Steel hammers
Spanner	1	300mm Adjustable Spanner
Spanner	1	200mm Adjustable Spanner
Pliers	2	320mm Fencing Pliers
Pliers	2	200mm Fencing Pliers
Pliers	1	Water Pump Pliers
Pliers	1	Combination Pliers, 160mm
Pliers	1	Snipe Nose Pliers, 160mm
Tape Measure	1	5 meter Tape Measure
Pencils	5	Carpenters Pencils
Square	1	Combination Square
File	1	Flat File
Handle	1	Flat file Handle
Chisel	1	Nood Chisel
Axe	1	Steel Axe
Cylinder	1	Size 7 Cadac Cylinder #00391
Cylinder	1	Size 3 Cadac Cylinder #00392
Pots	3	Camping Cook Pots
Tool Box	1	Carpenters Tool Box
Tool Box	1	Mechanics Tool Box
Cylinder	1	9kg

Community Natural Resources Management Project

Property Inventory

DATE Aug. 11, 1993

Updated : June,23rd,1995

LOCATION: RMA # 8

Section: FIELD SUPPLIES

Item	Qt.	Description (Make, model, #)
Screwdriver	5	Screwdrivers
Drill Bits	1	Box Drill bits 8 metal, 4 masonry
Level	1	Line Level
Mason Line	1	Mason Line
Vise Grip	1	Vise Grip
Spanner	1	Combo spanner 9,10,11,12,14,15,16,17,18,19,20
Rope	5	15 meter, 12mm nylon rope
Snaplinks	5	Snaplinks
Bucket	1	Galvanized bucket
Saw	1	Bow Saw, 530mm
Saw	1	Crossed Saw, 11pt
Shovels	2	Long handle shovels
Spades	2	Square spades
Digging Bar	1	Digging bar 1.8 x 25
Digging Bar	1	Digging bar 1.8 x 25
Picks	2	Picks
Rotary pump	1	Rotary pump
Nails	1	Box 6 inch nails
Nails	1	Box 5 inch nails
Nails	1	Fence Stretcher
Droppers	500	1.2m Droppers
Droppers	100	1.4m Droppers
Fence	380	1.8m Fence Standard
Barbed Wire	18roll	Barbed Wire

# **CNRM PROJECT INVENTORY**

Revised June 1995

**Submitted To:**

**United States Agency for International Development  
USAID-Maseru  
Maseru, Lesotho**

**ARD, Inc.  
110 Main St.  
Burlington, Vt., USA**

**CNRM OFFICES**

Community Natural Resources Management Project

Property Inventory

DATE: Sept. 1, 1993

Updated: March.02.1995

LOCATION: CNRM/Office

Section: COP Office

Item	Qty.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Computer	1	Gateway 2000, 4DX2-66, 2878073 #00212		
Monitor	1	Gateway 2000, PMV1448, 0648475 #00204		
Keyboard	1	Gateway 2000, 0096886 #00214		
Safe	1	Small Office Lock Safe #00205		
Fax Machine	1	Canon Fax-T301, EAQ02645		

Inventory carried out by: Mojoka Tolosane

Page 1 of 1

*JMMH.*  
*7/19/95*

Community Natural Resources Management Project

Property Inventory

DATE: Sept. 1, 1993

Updated: March.02.1995

LOCATION: NRM Office

Section: Admin. Office

Item	QTY	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Desk	1	Dark Wood Exec Desk #00115		
Chair	2	Office Chairs #00103/00110		
Chair	1	Swivel Secretary Chair #00118		
Computer	1	Gateway 2000, 0646477 #00122		
Monitor	1	Gateway 2000, PMV1448 TB9803644 #00124		
Keyboard	1	Gateway 2000, 00202407 1458 #00123		
Pedestal	1	Four(4) Drawer #00125		
Notebook Computer	1	Gateway Nomad, 3078620156 #00206		
Notebook Computer	1	Gateway Nomad, 3078620108 #00207		
Printers	1	Canon Bubblejet, #00208		
Printers	1	Canon Bubblejet, K10060, PEH02528 #00209		
Camera	1	Pentax K 1000 Camera Body		
Lens	1	Sigma 28-70MM, F3.5-4.5		
Lens	1	Lens Filter		
Calculator	1	Citizen, 225DP, 092512		
Projector	1	282-S2G, 285 OHP		
Desk	1	Table/Computer		
Pedestal	1	Pedestal		

Inventory carried out by Motjoka Toloane

*9 months.  
7/19/95*

Community Natural Resources Management Project

Property inventory

DATE Sept. 1, 1993

Updated: March.02.1995

LOCATION: CNRM/Office

Section: RECEPTION

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Computer	1	Zeos, A5026982 (LAPSP) #00096		
Monitor	1	Zeos, A50-2303489 (LAPSP) #00097		
Keyboard	1	Zeos (LAPSP) #00098		
Chair	1	Swivel Secretary Chair (Brown) #00101/2		
Chair	2	Brown Visitors' Chair #00109		
Paper Cutter	1	Paper Cutter		
Coffee Table	1	Brown Coffee Table #00063		

Inventory carried out by Matjoka Toloane

Page 1 of 1

*JMMH.*  
*7/19/95*



Community Natural Resources Management Project

Property Inventory

DATE: Sept. 1, 1993

Updated: March.02.1995

LOCATION: CNRM/Office

Section: DP/LC Office

Item	Qty	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Desk	1	Three(3) Drawer Oak Office Desk #00004		
Chairs	2	One(1) Swivel Office Chair, One(1) Visitor Office Chair #00008/11		
Computer	1	Gateway 2000 Computer 486DX/33 Serial No. T685903 #00164		
Monitor	1	Gateway 1024 Serial No. TB9C83029 #00003		
Keyboard	1	Gateway 2000 Serial No. 00202408 #00001		
Heater	1	Quartz Three(3) Bar (Humidifier)		
Transformer	1	Step-down Transformer #00006		
UPS	1	PowerMan #00005		
Typewriter	1	Xerox 6001 #00010		
Monitor	1	ADC #00178		

Inventory carried out by: Motjoka Toloane

*JMK.*  
*7/19/95*

Community Natural Resources Management Project

Property Inventory

DATE: Sept. 1, 1993

Updated: March.03.1995

LOCATION: CNRM Office

Section: RMS/AES

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
File Cabinet	3	4-drawer File Cabinet (LAPIS) #00160		
Heater	1	Sirocco(12-Fin), 022598 #00163		
Computer	1	Gateway 2000, 4DX2-66, 2735403 #00383		
Computer	1	Gateway 2000, 486DX/33 #00002		
Monitor	1	Gateway 2000, CS1024N12 Lx1451 #00384		
Monitor	1	Gateway 2000 Serial No. TB9803237 #00165		
Keyboard	1	Gateway 2000 #00385		
Keyboard	1	Gateway Serial No. 00158386 #00166		
Printer	1	Dot Matrix; Epson LQ-1050, Serial No. 22000605 #00167		
UPS Unit	1	Sedon Contender50 #00168		
Chair	1	Executive Office Chair #00177		
Chair	1	Swivel (brown) #00172/3		
Desk	2	One Six(6)Drawer #00174/5		
Desk	1	Wooden Top/Metal Frame #00176		
Table	3	Wooden		
Bookcase	2	One Glass Door & One Open		

Inventory carried out by Mutjoka Tolosane

Page 1 of 1

*JMM/ML*  
7/19/95

Community Natural Resources Management Project

Property Inventory

DATE: Sept. 2, 1993

Updated: March.02.1995

LOCATION: CNRM Office

Section: GA Dev. Team

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Deaks 150cm	4	3-drawer 150cm #00126/7/8/30		
Desk 120cm	1	3-drawer 120cm 00129		
Chair	5	Brown Swivel type on castors #00131/3/4, 00154/6		
Filing Cabinet	2	4-drawer #00137/8		
Photocopier	1	Xerox 1040 No. P72 221 183289 4 #00139		
Computer	1	Zeos 486 No. A 5028998 #00140		
Monitor	1	Zeos CTX No. A50-23203486 #00141		
Keyboard	1	Zeos NTC No. 28825351 #00142		
Printer	1	Seikosha MP 5330 AI No. 2308487 #00143		
Table	1	120cm Metal Frame (belongs to GOL: borrowed from NTTC #8) #00144		
Heater	1	Sirocco(12 Fin), 022661 2.5kv #00145		
Fan	1	Stand Fan, SF16		

Inventory carried out by: Motjoka Toloane

Page 1 of 1

*JMM*  
7/19/95

Community Natural Resources Management Project

Property Inventory

DATE: Aug.15.1994

Updated: March.03.1995

LOCATION: CNRM Office

Section: OBS

Item	Ql.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Computer	1	Tren-Tech #00149		
Monitor	1	Tren-Tech SBM #000150		
Keyboard	1	Tren-Tech #00151		
Heater	1	9-Rib Heater #00152		
UPS	1	Data Power #00068		
Desk	2	One Six(6)Drawer,One(1)Brown #000153/7		
Chair	2	Brown Office Chairs #00132/8, 00155		
Cabinet	1	Filing Cabinet #00159		

Inventory carried out by Motjoka Toloane

Page 1 of 1

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7/17/95*

**CNRM SOFTWARE**

Community Natural Resources Management Project

Property Inventory

DATE: May 25, 1995

Updated:

LOCATION: RECEPTION OFFICE

Section: SOFTWARE

Item	QTY	Description (Make, model, #)	CHECK 07/13/95	TURN OVER
SPSS	1	SPSS FOR WINDOWS BASE		
SPSS	1	SPSS PROFESSIONAL STATISTICS		
SPSS	1	SPSS TABLES		
SPSS	1	SPSS TRENDS		
SPSS	1	SPSS CATEGORIES		
SPSS	1	SPSS CHAID		
SPSS	1	SPSS DATA ENTRY II		
GPS	1	MAGELLAN PRO MARK V		
DISK DRIVE	1	OPTICAL DISK DRIVE		
BORLAND OFFICE	1	BORLAND OFFICE 2.0 (WP6.0/QUATTROPRO/PARADOX)		
ANTI VIRUS	1	DR. SOLOMON'S 6.67		
SPREADSHEET	1	MS-QUATTRO PRO 5.0 (DOS)		
SPREADSHEET	1	LOTUS AMI-PRO 3.0		
SPREADSHEET	1	PARADOX 4.0		
DBASE	2	MS-FOXPRO 2.5 DOS/WINDOWS		

			CHECK 07/13/95	TURN OVER
WORDPROCESSOR	1	MS-WORD 2.0 WINDOWS		
WORDPROCESSOR	1	WORDPERFECT 5.1		
WORDPROCESSOR	1	MS-PROJECT		
GRAPHICS PACKAGE	1	DRAWPERFECT 1.1		
PROGRAM	1	BORLAND TURBO C++		
OPERATING SYSTEM	1	GATEWAY 2000 MS-DOS 5.0		
OPERATING SYSTEM	1	GATEWAY 2000 MS-WINDOWS 3.1		
OPERATING SYSTEM	1	ZEOS MS-DOS 5.0		
OPERATING SYSTEM	1	ZEOS MS-WINDOWS 3.1		
CD	3	COREL PROFESSIONAL PHOTOS		
CD	3	GATEWAY 2000 SYSTEM		
CD	3	GATEWAY 2000 DISK		
CD	3	MOVIE GUIDE		
CD	3	MICROSOFT GOLF		
CD	3	ENCARTA 94 EDITION		
CD	3	MICROSOFT WORKS		

**CNRM RESIDENCES**



Community Natural Resources Management Project  
 Property Inventory

DATE Aug. 19, 1993  
 LOCATION : NTTC # 7

Updated: Feb.23.1995  
 Section: AUMAN

RESIDENCE

Item	Ql.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Freezer	1	Kelvinator F423 #00245		
Fridge	1	Kelvinator R429 #00246		
Washer	1	Defy Automaid #000246		
Dryer	1	Defy Autodry #000247		
Vacuum Cleaner	1	Electrolux		
Couches	2	Nancy 2 Div. Settee (Natural) #00249/00250		
Dining Chairs	8	Clover Chairs (Oak) #00251/2/3/4/5/6/7/8		
Credenza	1	Dining Credenza (Oak) #00259		
Queen Bed	1	Rest Assure Q10 #00282		
Bunk Beds	1	Double Bunk(white) #00263		
Mattresses	2	91cm Foam Mattresses (for bunk) #00264/5		
Dining Table	1	Shannok Table (oak)		
Chair	1	Wengback Occasional Chair #00261		
Curtains	2	Kitchen Curtains		
Sofa	1	Sofa Bed (Blue Flower) #00286		
Coffee Table	1	Oak Coffee Table #00267		
Desk	1	Small Oak Desk #00268		
Side Table	1	Oak Side Table #00269		
Dining Table	1	Brown #00025		
Stove	1	Defy		
Stool	1	White		

Inventory Carried Out by Jan Auman  
 Motjoka Toloane

*guma.*  
 7/19/95

Community Natural Resources Management Project  
 Property Inventory

DATE Aug. 19, 1993  
 LOCATION: NTTC # 8

Updated: Feb.23.1995  
 Section: HASTINGS  
 RESIDENCE

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Freezer	1	Kelvinator F423 #00271		
Fridge	1	Kelvinator R429 #00272		
Washer	1	Dely Automaid #00273		
Furniture	2	Two Seater Sofas		
Furniture	2	Occasional Chairs		
Furniture	2	Cabinet Storage #00274/5		
Furniture	1	Oak Bookcase #00276		
Furniture	1	Rest Assure Q10, Double Mattress/Base #00285		
Oil Heater	1	9 Rib De Longhi #00284		
Furniture	1	Casebianca Oak China Cabinet #00277		
Sofa/Sleeper	1	Nancy Sleeper/Two Seater #00287		
Tables	6	Darle Round Tables #00278/9/80/81/82/83		
Chairs	2	Side Chairs Light Grey #00289/90 (Missing)		
Oil Heater	1	14 Fin DeLonghi #00285 (Missing)		
Cleaner	1	Vacuum Cleaner		
Curtains	1	Blue Int'l		
Chair	6	Patio Chairs		
Curtains		Materials		
Blinds	4	Blinds		
Furniture	1	Antique Table #00286		
Chair	1	Wooden (GOL)		

Inventory Carried Out By Motjoka Tolosne  
 Larry Hastings

*gmkh.*  
*7/19/95*

Community Natural Resources Management Project  
Property Inventory

DATE: Aug. 13, 1993  
LOCATION: NTTC # 9

Updated: Feb. 22, 1995  
Section: JOHNSTON

RESIDENCE

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Washer/Drier	1	Hoover Logic 1100 Serial No. A6536/0892 #00215		
Fridge/Freezer	1	Hoover SS 720 #00216		
Headboard	1	Pedestal Type, Wood (oak) Renato 152cm #00234		
Bed	1	152cm Base/Mattress Set #00235		
Children's Bed	2	Wooden, Base Single (Oak) Chicago #00236/7		
Mattress	2	91cm Somerset, Mattress Single #00		
Underbed	2	Wooden on Casters Chicago #00238/9		
Table	1	Wooden Corner (Oak)		
Dining Table	1	Octogal Table #00226		
Chair	6	Dining Chairs #00227/8/9/30/31/32		
Credenza	1	Credenza #00233		
Cabinet	1	China Cabinet #00223		
Cabinet	1	Storage Cabinet #00224/5		
Sofa	2	Two Seater #00217/8		
Chair	2	Occasional #00219/20		
Coffee Table	1	Typhoon Oak #00221		
Table	1	Typhoon Oak Corner Table #00222		
Curtains	3	Set of Curtains for upstairs bedrooms only (plus rails)		
Bookshelf	1	Brown Drawer Bookshelf		
Table	1	Side Table (GOL)		
Chair	1	Dining Chair (GOL)		
Chair	3	Occasional Chairs (GOL)		
Sofa	1	Three Seater (GOL)		
Desk	1	Two Drawer (GOL)		

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7/19/95*

Community Natural Resources Management Project  
 Property Inventory

Aug. 24, 1993  
 570 HOOHLO'S

Updated: Feb.22.1995  
 Section: BUZZARD

RESIDENCE

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Bunk Bed	2	Bunk Bed Mattresses #00179		
Bookcase	1	Wood, SAP #00180		
Washing Machine	1	Whirlpool		
Oil Heater	2	12 - Fin, Delonghi #00182/3		
Oil Heater	1	9 - Fin, Delonghi #00184		
Foam Mattress	2	6 Inch #00185/6		
Table	1	Dining Table		
Chairs	6	Dining Chairs		
Cabinet	1	China Cabinet (Base & Top)		
Sofa	1	Three Seater		
Sofa	2	Two Seater		
Chair	2	Occasional Chair		
Chair	2	Occasional w/Arms (GOL)		
Chair	3	Dining Chairs (GOL)		
Stool	1	Stool (GOL)		
Table	1	Dining Table (GOL)		
Table	4	Dressing Table w/Mirror		

*9mm. 7/19/95*

Dresser/Chest	3	Dresser Six(6) Drawer		
Cupboard	1	Cupboard (GOL)		
Bookcase	1	Dandy Pine		
Bookcase	1	Wooden Bookcase		
Desk	1	Wooden Desk		
Bed	1	Sealy Prestige One(1) Mattress, One(1) Spring Box Queen		
Cupboard	1	Single Bed Frame & Mattress		
Lamp	1	Brass Floor Lamp		
Table	2	Coffee Table, One(1) Oak/One(1) Henry Cane w/Glass Top		
Table	5	Corner Tables		
Table	1	Patio Table		
Chair	6	Patio Chairs		
Stove	1	Defy 620-S (GOL)		
Pedestal	1	Four(4) Drawer, Casten		
Curtains	4	Bedroom		

Inventory Carried Out By

Moljoka Toloane

Candice Buzzard

*JMMH.*  
*7/19/95*

Page 2 of 2

**CNRM GUESTHOUSE**

Community Natural Resources Management Project  
Property Inventory

DATE Aug. 17, 1993  
LOCATION : NTTC # 6 / CNRM Guesthouse & Office

Updated: Jan. 18, 1995  
Section: KITCHEN

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Washer	1	Whirl Pool(Supreme) 3LA5600XSWO, 240623 #00241		
Washer	1	Dety OA495, 6963 #00012		
Dryer	1	Frigedair J2500, 035236 #00244		
Fridge	1	Dety Executive 1700,d45 #00020		
Fridge	1	Frigedair D145 #00243		
Electric Stove	1	Dety four one nine #00018		
Boiler	1	Metal Water Boiler #00017		

Inventory Carried Out by Motjoka Toloane  
Jan Auman

Page 1 of 1

*Jmmt.*  
7/19/95-

Community Natural Resources Management Project  
 Property Inventory

DATE: Aug. 17, 1993  
 LOCATION: NTTC # 6 / CNRM Guesthouse & Office

Updated: Jan. 18, 1995  
 Section: LIVING ROOM

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Sofa	1	2 Seater #00016		
Sofa	1	3 Seater #00015		
Chair	1	1 Seater #00014		
Lamps	2	Floor Lamp Brass #00013&21		
Cupboard	1	Brown Cupboard (GOL)		
Table	1	Brown Glass-top Corner Table #00022		
Table	1	Sofa Table #00024		
Dining Table	1	Brown		
Oil Heater	1	Novex (12 ribs) #00028		
Patio Table	1	White round plastic patio table #00027		
Patio chairs	6	White patio plastic chairs #00028/9/30/31/32/33		
Dining Chairs	6	Brown Wood #00034/5/6/7/8/9		
Side Table	1	Brown Wood #00048		

Inventory Carried Out By: Motjoka Toloane  
 Jan Auman

*JMM*  
 7/19/95



Community Natural Resources Management Project

Property Inventory

DATE Aug. 17, 1993

Updated: Jan. 18, 1995

LOCATION: NTC # 6 / CNRM Guesthouse & Office

Section: CNRM Office

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Chairs	2	Brown Wood Chairs/cushions #00059/60		
Side Table	1	Brown Side Table #00061		
Lamp	1	Brass Lamp #00062		
Desk	1	Brown Desk Table #00064		
Computer	1	EIGA (serial # 08897511) #00065		
Monitor	1	Show MM-1420 (Serial # A40391) #00066		
Keyboard	1	For EIGA Computer #00067		

Inventory Carried Out By: Motjoka Toloane  
Jan Auman

Page 1 of 1

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*7/19/95*

Community Natural Resources Management Project

Property Inventory

Aug. 17, 1993

NTTC # 6 / CNRM Guesthouse & Office

Updated: Jan. 18, 1995

Section: MASTER

BEDROOM

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Queen Bed	1	Base & Mattress Queen Bed #00056		
Side Table	2	Brown Bed Side Tables #00057		
Side Lamp	2	Bed side lamps /dark blue shade/white base		
Oil Heater	1	Novex 7 ribs #00055		
Iron	1	Iron #00071		
Ironboard	1	Ironboard #00072		

Inventory Carried Out By

Moljoka Toloane

Jan Auman

*JAMMA.*  
*7/19/95*

Community Natural Resources Management Project

Property Inventory

DATE Aug. 17, 1993

Updated: Jan. 18, 1995

LOCATION: NTTC # 6 Guest House & Office

Section: BUNK ROOM

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURN-OVER
Mattress	4	Bunk Bed Mattresses #00049/50/1/2		
Side Table	1	Brown Side Table #00053		
Side Lamp	1	Bed Side Lamp - Blue Shade/White Base #00054		

Inventory Carried Out By  
Mojoka Toloane  
Francis Johnston

Page 1 Of 1

*JMMH.*  
*7/19/95*

**CNRM OFFICE EQUIPMENT  
(To Be Transferred To PEP)**

Community Natural Resources Management Project

Property Inventory

DATE: Sept. 1, 1993

Updated: March.02.1995

LOCATION: CNRM/Office

Section: RECEPT. OFF

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURNOVER
Desk	2	Dark Wood Exec. Desk & Side Desk #00089/90		
Bookcase	2	Oak Bookcase #00091/2		
Bookcase	1	Cream Glass Door Bookcase (LAPSP) #00093		
Photocopier	1	Canon, F123600 #00094		
Printer	1	H.P. LaserJet 4P, FSAHP04942596 #00095		
Fan	1	Stand Fan, SF16 #00099		
Heater	1	Sirocco(12 Fin), 022669 #00100		
UPS	1	Micro, PWM 1201, F1-0-3-7-4-0 #00104		
Typewriter	1	Smith Corona, XL1800, 5A-1 #00105		
Vacuum Cleaner	1	ElectroStar, Cyclone370, 37 9200050 #00106		
Pedestal	1	Four(4) Drawer #00107		
Binder	1	Binder #00108		
Printer Stand	1	Cream Printer Stand #00118		

Inventory carried out by Motjoka Tolosne

*JMM/M.*  
*7/19/95*

Community Natural Resources Management Project

Property Inventory

DATE Sept. 1, 1993

Updated: March.02.1995

LOCATION: CNRM/Office

Section: DP/LC Office

Item	QI.	Description (Make, model, #)	CHECK 07/13/95	TURNOVER
File Cabinet	2	Four(4) Drawer Filing Cabinet(LAPIS) #00007/8		

Inventory carried out by Motjoka Toloane

*gmmh.*  
*7/19/95*

Page 1 of 1

Community Natural Resources Management Project

Property Inventory

DATE Aug.15.1994

Updated: March.03.1995

LOCATION: CNRM Office

Section: TC

Item	QI.	Description (Make, model, #)	CHECK 07/13/95	TURNOVER
Bookcase	2	3 Tier Bookcase #00075/88		
Desk	1	Protea Desk-imb. With Pedestal #00076/86/7		
Table	1	Protea Computer Table #00086		
Pedestal	1	Protea Desk Pedestal #00087		
Chair	1	S/T High Back Ex.Chair #00077		
Chair	2	Office Visitor Chairs #00078/79		
Heater	1	Sirocco(12-Fin), 022690 #00080		
Computer	1	Gateway 2000 4DX2-66, 2399121 #00081		
Monitor	1	Gateway 2000, CS1024N12 LX1451, TB1834114331 #00082		
Keyboard	1	Gateway 2000, 00101849 #00083		
Printer	1	H.P. LaserJet III, 3221A72349 #00084		
UPS	1	UPS, CL300A #00085		

Inventory carried out by Motjoka Toloane

*gmmh.*  
*7/19/95*

Page 1 of 1

Community Natural Resources Management Project

Property Inventory

DATE Sept. 1, 1993

Updated: March.03.1995

LOCATION: CNRM Office

Section: RMS/AES

Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURNOVER
Bookcase	1	Oak Bookcase # 777		

*gmmh*  
7/19/95-

Community Natural Resources Management Project

Property Inventory

DATE Sept. 2, 1993

Updated: March.02.1995

LOCATION: CNRM Office

Section: GA Dev. Team

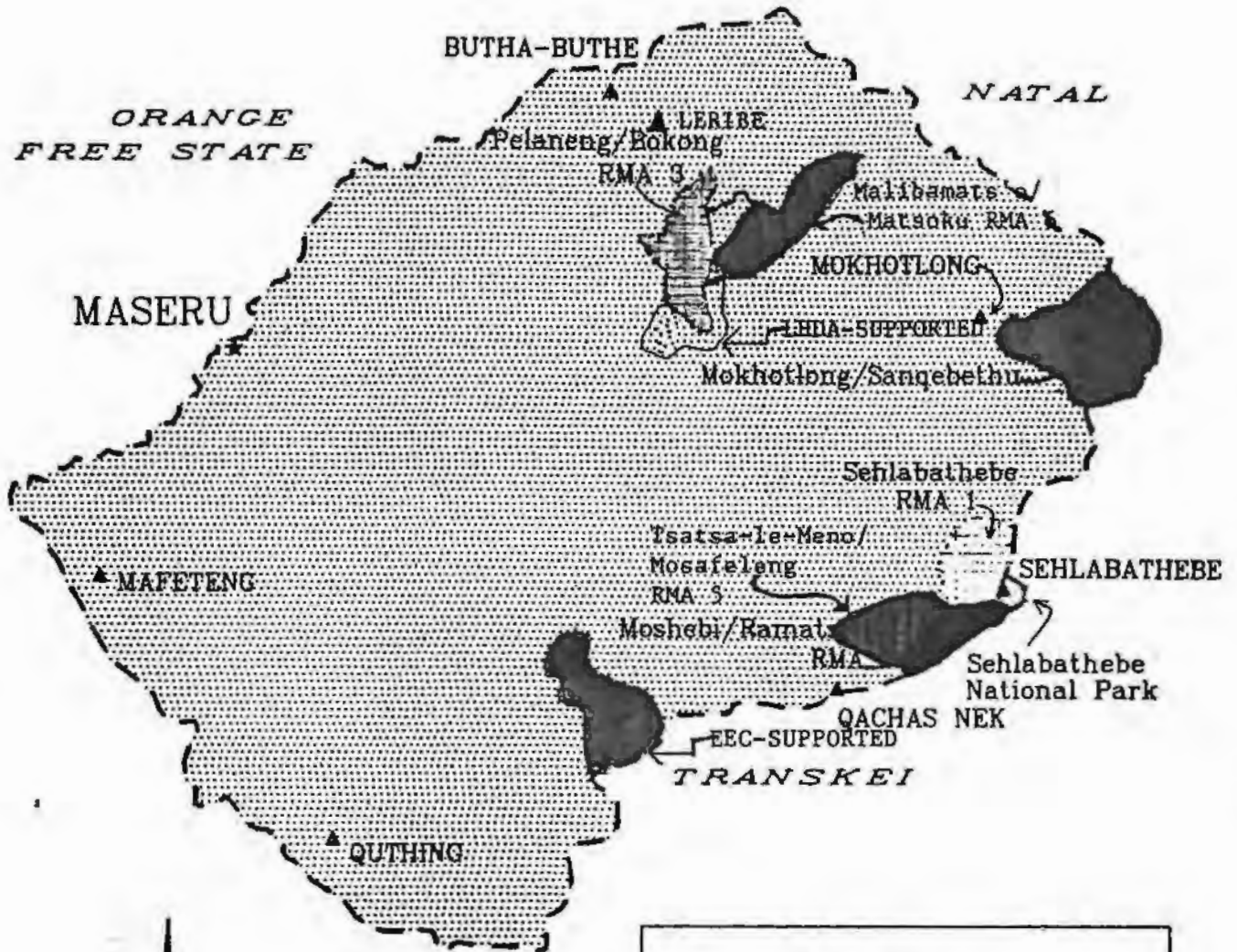
Item	Qt.	Description (Make, model, #)	CHECK 07/13/95	TURNOVER
Chair	1	Brown Swivel Type on castors #00131		
Rubbish Bins	2	Rubbish Bins		
Computer	1	Gateway 2000 4DX2-66, 2678074 #291		
Monitor	1	Gateway 2000, CS1024N12 LX1451, TB1894530199 #292		
Keyboard	1	Gateway 2000, 2189013, 00971160 #00293		
Printer	1	HP LaserJet 4Plus, JPXV032019 #00146		
Switch	1	Printer Switch, AS-8115 #00147		
UPS Unit	1	PowerMan, 500VA FlatPac 910 #00145		
Kettle	1	Electric, "Swilt" red/white		

Inventory carried out by: Moljoka Tolosane

*gmmh.*  
7/19/95- Page 1 of 1

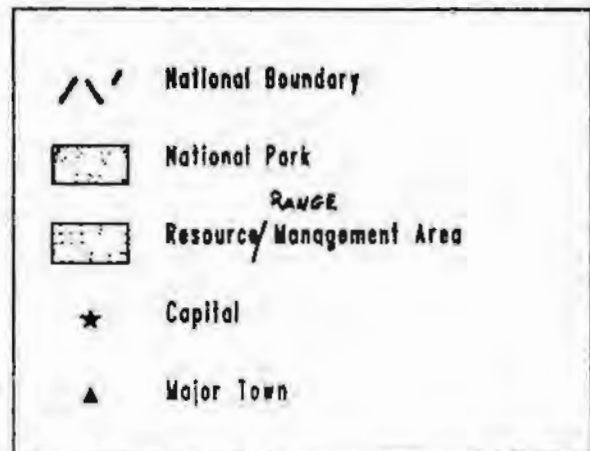
# MAP OF LESOTHO

SHOWING RANGE MANAGEMENT AREAS (RMAS)



APPROXIMATE SCALE

1:280,000



**ARD/GIS**

Associates in Rural Development, Inc.