



DENMARK  
LESOTHO  
NETWORK



Rural Self-Help  
Development Association



# Maseru Report

Training of Maseru District Agricultural Unity on Governance, Social Accountability and Leadership





1.0 Introduction.....	3
2.0 Training Approach and Methodology.....	4
3.0 Participants Expectations.....	4
4.0 Training Objectives and Outcomes.....	4-5
5.1 Institutional Analysis .....	6-9
6.0 Governance .....	10-13
7.0 Social Accountability.....	13-18
8.0 Stakeholder Analysis.....	18-19
9.0. Leadership.....	19-20
9.1.2.Leadership core functions .....	20-21
10.0 Closing Remarks and Way Forward.....	21

## Training of Maseru District Agricultural Unity on Governance, Social Accountability and Leadership

Facilitators: Lineo Lekhanya (Lead)  
Dunstan Mubangizi  
Lieketso Ramoholi

Day 1: Session 1

### 1.0 Introduction

The training of Maseru District Agricultural Unity on governance and social accountability was held at Aloes Guest house, Sehlabeng sa Thuathe on 19th - 21st April.

It was intended to equip participants with knowledge and skills that would strengthen the district farmers' platform, ability to engage the government and other stakeholders in agricultural service delivery.

The farmers' forum are represented by various farmers groups and associations based on commodities produced in the district such as Livestock, piggy, and others (each commodity is represented by 5 committee members on the district farmers forum), who are mandated to discuss issues affecting farmers with the government, private sectors and other stakeholders engaged in agricultural service delivery.

The process of farmers' engagement with the duty bearers is participatory in nature in that the issues and concerns affecting farmers are taken up right away from grass root communities to the district then to the nation-

al levels (using bottom-up approach).

The issues underpinning this engagement is that government as a primary duty bearer has a significant role it plays in increasing agriculture production through infrastructure development, proper planning, policy formulation and execution and particularly through resource allocations for the agricultural development targeting the Lesotho farmers where over 80% are Smallholder farmers!

The Smallholder Farmers, on the other hand, need to have unified voices so that they can positively engage and influence the government for changes.

To have a unified voice for policy change and effective resource allocation and utilization, there is a need for farmers to come together to have a platform that facilitates the engagement so as to amplify their united voices on a range of issues affecting agriculture value chain from production, processing and marketing.

The effective engagement can only be realized once the farmers (MADAUA) understand how

government operates especially understanding the policy formulation and execution (resource allocation), how to harness their ability to engage and analyse and track the budget budgeting processes and monitoring it.

This takes efforts to capacitate the farmers to be able to understand their rights, roles and responsibilities as right holders and how to engage the government as a primary duty bearer, and other stakeholders in a more meaningful way.

Rural Self -Help Development Association (RSDA) in partnership with Denmark Lesotho Network devised a platform in which the farmers associations from five districts are provided with training to improve their capacity to engage with government and other service providers for effective agriculture service delivery.

That is to say, the intent is to strengthen their voices so that they speak in a unified voice.

Present at the training were not only farmers who are middle and old age but also youth, who showed up in numbers.



## 2.0. Training Approach and Methodology

The process started with an opening prayer and then some welcome remarks by 'Me Lineo who welcomed all participants. She also encouraged the participants to be open as possible as this would help to strengthen their understanding what the training on governance and social accountability is all about. She emphasized the need for such trainings for the farmers, especially the small holder farmers and their leadership and called upon all participants to be fully awake and participate actively in the deliberations of the training.

Then facilitator led the participants into self-introductions by to their name and their position within the organizations they represent. This was just to allow the participants to open up. The facilitator asked the participants to share their own training expectations and this was proceeded by sharing the training aim and objectives.

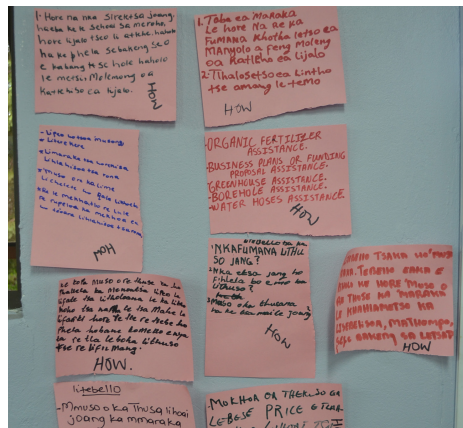
## 3.0 Participants Expectations

"We are a group of Basotho farmers under MADAU and LENAFU umbrella. We are the producers backing for commercial farming. Dairy, crops, piggery and livestock are what we produce" one of the participants gave a general remark to highlight what their expectations of the training are based on.

Before the training, the participants were divided into three groups out of the forty seven (47) participants who had attended the training and the facilitator engaged them in highlighting their expectations of the training and the answers were written on flip charts;

### Their expectations included;

- Learn about the relationship between the government and the farmer.
- Know the service providers
- Government should open doors so that we are able to communicate with them.
- Eliminate party politics inside the Government service delivery.
- To know how we can get assistance from the Government to commercialise agriculture.



- How to Implementation of agricultural policies
- To know about the Market opportunities for our agricultural products.
- Knowledge of farmers on issues that affect them.

However most of the participants' expectations were in line with the training objectives. The farmer's expectations were more governance oriented issues. The biggest challenge though was on giving an explanation and suggestions on how some of the issues highlighted in their expectations could be solved. Some farmers went on to make some suggestions on what should be done for them as farmers to boost their agricultural production and these included the following:

- Provision of organic fertiliser assistance.

- The MADAUA farmers' forum should develop a Business plans or funding proposals to source out financial assistance.
- Provision of borehole, green house and water hose assistance. The provision of seeds, tractors and other inputs by the Government.
- Government should lend us money on a very low interest rate so that we are able to start our businesses.

## 4.0 Training objectives

### 4.1. General objective of Training:

To enhance the MADAU members' capacity to engage with government and other stakeholders to ensure effective and efficient agricultural service delivery

### 4.2. Training Specific Objectives:

- 1) To increase Smallholder farmers knowledge on the obligations of the agricultural service providers.
- 2) To equip Smallholder farmers with skills and tools / techniques of engaging and holding the duty bearers accountable and responsive.
- 3) To enhance cohesion and net-

working between and among the farmers forum to strengthen and build collective voices for responsive agricultural service provision.

## 4.2. Training Outcomes

Through this training workshop the following outcomes were expected to be achieved,

- Participants are knowledgeable on governance and Social Accountability and improved service delivery.
- Participants acquired vast knowledge on and understanding of the obligation of service providers;
- The participants gained practical skills and tools of engaging and holding duty bearers accountable, responsive so as to receive satisfactory service delivery for better farming purposes.
- The participants elected the leadership to run the affairs of the district farmers' forum and to create networks amongst themselves and with other district farmers' forum elsewhere in the country to build a collective and impactful voice for change.

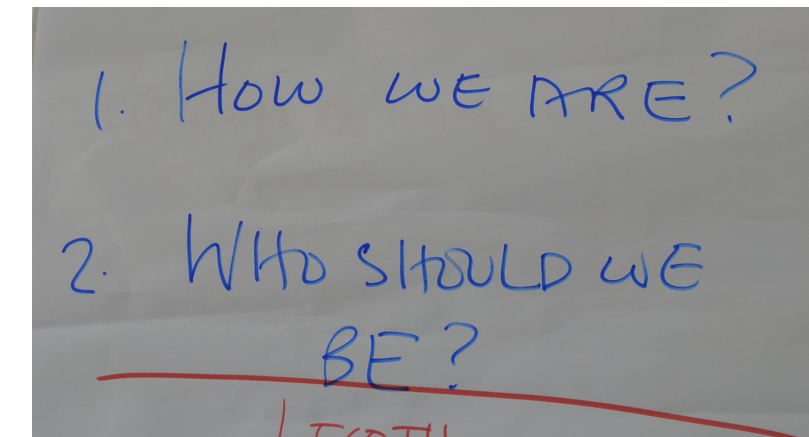
products for consumers in Lesotho and abroad.. The responsibility of service provider farmers is to train small holder farmers, for example RSDA and FAO. The private sector has enabled us as famers to sell our products.

### Group. 2

"We are Bohareng famers, LENAFU members. We produce milk, wool and mohair, chickens and eggs,

## 5.0. Contextual Analysis

The session began with the contextual analysis with the view of enabling participants to better understand 'who they are' and their 'roles and responsibilities' as MADAU members in agricultural sector. The participants were divided into three groups.

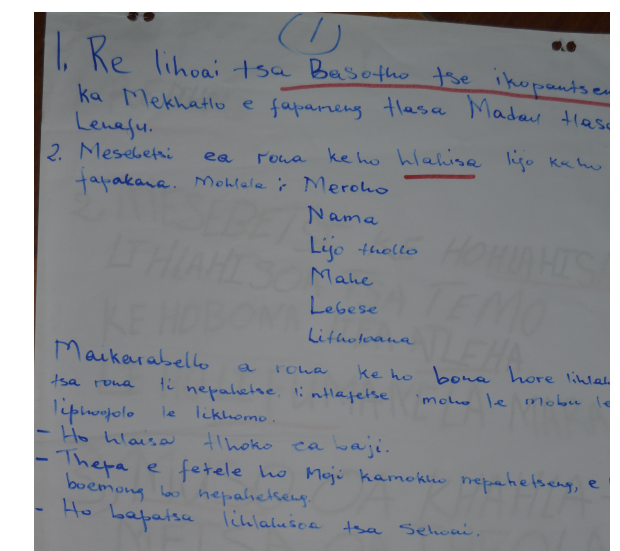


### Group. 1

The first group said they are Basotho farmers who came together under MADAU and LENAFU<sup>1</sup>. Their work entails producing vegetables, meat, grain, eggs, milk, and fruits.

Our responsibility is to see to it that we produce quality and our soil is fertile and that our cattle are in good health. To produce better quality agricultural

1



vegetables, piggery, grain and fruits"

They furthermore stated that the Government failed them as farmers. There are no market centres for their produces, extension workers are scarce, veterinary services are limited and also the agricultural budget does not cater for all farmers' needs. As farmers, they do not harvest much because of the effects of drought and so their sales were low.



### Group 3

The last group simply said they are the farmers. Their responsibility is to produce agricultural goods and see to it they are maximally manufactured. The Government has subsidised seeds. The different farmers groups within MADAUA have no harvested enough because of droughts which resulted in lower output and low sales.

The participants' expectations were proceeded by discussion on what they had expressed on who they are and their roles and responsibilities. It's important to note that the expectations highlighted by the participants were more blames on the government and thus governance issues because they touch on the obligations of the government and what it ought to do for the farmers through provision of better agricultural services. It also has to do with the roles and obligations that are supposed to be performed by the government and other stakeholder.

It also raised the question of citizens' involvement in the planning, implementation and monitoring of government policies and programs. Questions of participants not knowing where to get agricultural services and facilities and who to ask and hold responsible is a pertinent issue and great concern.

From what was raised as participants' expectations, the facilitator led them into another exercise on institutional/actors analysis. Participants were asked information on the kind of agricultural services offered to them as farmers Maseru and as members of MADAU. These questions were expressed in form of a table focusing on: what inputs and other services do they need to produce maximally, who is providing the inputs or services and who are the actors, how did they come to know about the ones responsible for providing such services (source of information) and who do they finally get as services or inputs from the service providers.

#### 5.1. Institutional Analysis

After participants had finished contextualizing their real life on roles and responsibilities and on the other hand, the obligations and roles of the government and other stakeholders particularly in agriculture sector, an exercise on institutional analysis was done. The exercise focused on the identifying of the stakeholders that are supposed to work closely with them, and the kind of agri-business services offered, how such services can be accessible to them and where they can access services.

Before this exercise could be done, the facilitator asked the question on what is the meaning of the government? Participants said that the people are the government, what differs is that they selected a few to represent and run the country on their behalf.

With the intention of introducing the idea of how linked and interdependent stakeholders are on one another - the facilitator asked participants on whether they know how they relate with the government ministries and departments and participants said no.

It is here then, that the facilitator clarified that the government is comprised of different branches and departments, and without those wings, it is impossible for the government to work sufficiently, and that the only difference is that each department has a role to play and so do all institutions and stakeholders in Maseru.

Participants were therefore, divided into 3 groups by sectors for the institutional analysis exercise with the following questions;

- Who gives services?
- Do you get those services?
- How do you hear of these services?
- What do you finally get

*The idea was to enable the facilitator gauge and know whether the participants were aware of the institutions supposed to serve them. The participants to answer questions like; what are their agricultural needs, who should be providing the services, how did they know about them and whether they are getting the services, suggestions on the problems they are facing and who to work with and how.*

### Group 1

Inputs	Who is providing the service?	How did you know?	What do you finally get?
Water storage, seeds, Warehouses Ma-chines, silos, Agricultural Information	Ministry of Agriculture, Resource centres, District Agriculture Office, Ministry of Trade and marketing	Extension workers, Radios, Newspapers	No we, don't get the services and inputs
Training, finances, nets	RSDA, Ministry of Agriculture, SADP	extension workers, Radios, News papers	We get some of the trainings but for finances, No we don't get them.
finances	Banks-Post bank, Ministry of Finance	Adverts	Very, limited especially for smallholder farmers
Loans	Ministry of finance, Ministry of Agriculture(SADP)	Adverts	Not all farmers benefit
Property protection	Insurance companies	Advert	They refuse to cover agriculture products

Service providers and Institutions	Strengths	Weaknesses
Ministry of Agriculture	Many	They cannot implement most of the policies and projects.

The answers to the questions were not satisfactory; group did not specify the strengths and weaknesses of the Ministry of Agriculture. Simply stating that 'strengths are many' without any elaborations revealed the level of lack of awareness and conscientisation on the roles, responsibilities and mandate of different government ministries and departments. But also reveals that much as the ministry of agriculture was much talked about, the participants could not mention its strength and weaknesses. This therefore, was a manifestation that participants' knowledge on the governance processes was still not known to them and the expression was that someone, somewhere should be doing that is ought to be done by them.

Suggestions	Who to work with and how
NGO's should train us in ways of meeting with the Government.	NGO's

The group did not say and neither knows how they intend to work with the NGO's but also the issue of engaging with the government didn't come out anywhere. This revealed an in-depth challenge of bringing the farmers and citizens generally to appreciate what the government is and what it does and how to work with it. Almost every participant was looking up to other stakeholders for service provision than demanding such services from the government and holding it to account.



## Group 2

Inputs	Who is providing the service?	How did you know?	What do you finally get?
Water	Min. Water affairs	Media, Extension workers	Not all famers
Green Houses	Ministry of Trade	Media, extension workers	Not all farmers
Sheering Houses(wool shed), seeds, fertilisers and veterinary service	Ministry of Agriculture	Media, media, extension workers	Not all farmers benefit and its regularly
Dairy cows	Ministry of Agriculture	Media	Not all famers
Finances	Ministry of small businesses, RSDA, LENAFU and FAO	Media	Yes they provide finances and some farmers have benefited

Service providers and Institutions	Strengths	Weaknesses
Ministry of Agriculture	Government with the taxes	Lack of proper implementation of policies and programs, Not enough budget for the agriculture sector, Lack of interest on farmers
Donors	Through their skills/knowledge and their support	Not all farmers are assister
Ministry of Small Businesses	Government uses taxes and the voices of farmers are heard.	Not all business owners/ famers are assisted.

Suggestions	Who to work with and how?
Increase in agricultural budget Farmers must follow up on the issues that affect them Employment opportunities Increase in agricultural equipment. Finances from donor agencies should go straight to the farmers. Trader's licences should be easily acquired.	Work with Non-governmental organisations like RSDA, Action Aid, LCL and LENAFU) through trainings and capacity building.

From the above suggestions on what should be done and who to work with, the participants didn't mention any government entity and that probably could be explained by lack of trust with the government or the belief that government doesn't do anything for the farmers. However, it also gets back to whether the participants knew where the agricultural services are how to access them. That knowledge gap could precise explain why services delivery for these farmers are poor

## Group 3

Inputs	Who is providing the service?	How did you know?	What do you finally get?
Land	chiefs	chiefs	Yes we get the land
Agriculture Equipment	Ministry of Agriculture	Resource centres and extension workers	Not all farmers benefit
Seeds and fertilisers	Ministry of Agriculture	Resource centres and extension workers	The delivery is not on time
Water	Ministry of Water affairs, WASCO, Rural Water Supply	Resource centers and Extension workers	Not all famers
Trainings	NGO's- RSDA, BEDCO FAO	District Agricultural based farmers associations like MADAU	Yes we get them

Service providers and institutions	Strengths	Weaknesses
Chiefs	They have powers over allocation and management of all the land	They don't issue all the needed paper work to confirm ownership of the land
Ministry of Agriculture	In charge of implementing Agricultural policies and programs	They follow-up on the farmers
RSDA	They offer advices to farmers on commercial agriculture and training farmers on ways of engaging with the government	RSDA is limited in its operations and thus doesn't reach every farmers in all the villages
FAO	They donate seeds.	They support the same famers.
Suggestions	Who to work with and how?	
Agricultural offices should be in one place Ministry of Agriculture RSDA FAO	Area Councillors, District Agricultural Farmers (DAO), Community Farmers Agricultural organisations.	

The participants said that Chiefs, Ministry of Agriculture and Food Security, Rural Self Help Development, financial institutions and donor agencies like the Food and Agricultural Organisation (FAO) are the service providers. The services and social needs they said include, extension advisory services, trainings and capacity building, seeds, machinery, water for both domestic and irrigation, land, silos, organic manure, veterinary, green houses, irrigation systems and others.

Needless to say, the MADAU members stressed that the services and social needs are either not available or in small quantities. For example from the Ministry of Agriculture and Food Security sometimes veterinaries services are unavailable when needed most by the farmers. That leaves the famers with no option but to let their animals die. As for insurance companies, they are hesitant to protect their produce and animals because they have nothing or little as leverage. As for the Chiefs, they do not give them all documents to have claims over the land and that leaves them feel insecure and susceptible to eviction any time by the powerful people.

The services, the participants said they came to know about them was through media (for instance, radio and newspapers) and interactions with fellow famers at agricultural shows in the country.

The farmers however, were inquisitive to know institutions that give out services such as water services. "Some villages are supplied with water services by Water and Sewage Company (WASCO) whereas some by Rural Water Supply. This two service providers are responsible for the supply of water services". Quoted Mr Mokotjomela from one of the groups, and in such circumstances, the farmers get confused on who exactly of the two entities is responsible for waters service provision and who to deal with in case there is an issue to sort out. The facilitator then said that the participants needed to know the mandate of each water supplying agency and exactly where to go when they experience problems or need water services.

The facilitator went on to say that there are a number of reasons that services are failing the poor including the small



holder farmers and these include; limited and unresponsive government policies and funding, failure of officials to ensure the delivery of services, lack of political will and commitment. The government is there to provide services to its people. The twenty six government ministries in Lesotho current government are there to deliver services to the farmers. The citizens as right holders, they have the right to demand services like agricultural inputs and extension services, water and electricity. They have voted their leaders and continue to pay taxes to facilitate service delivery” emphasised the facilitator.

## 5.2. Institutional mapping:

After participants had finished on the institutional analysis, they were required to mention and discuss the service providers in the district that offer agriculture services and thereafter, the facilitator led in mapping exercise using cards, where the names of the service providers in the district were written down, including those ones already mentioned above and then were plotted on the map including services that are accessed outside the Maseru. The exercise was intended to help and guide them recollect the missing gaps in the previous exercise on institutional analysis, then relate what they had mentioned earlier as reasons why public services fail the poor so that they identify which institutions of government and individuals are responsible.

Day 2

## 6.0. Governance

Governance is about the relationship between citizens and the state, and the way the state uses its power and authority to manage its political, economic and administrative affairs. It is the process of decision-making and how those decisions are implemented. It's about systems and procedures used to decide what should be done in society (e.g. Smallholder farmers) and 'how' to implement these decisions. Is about who has power, who makes decisions, how other players make their voice heard & how accountability is delivered.

Governance can be looked at as a process of strengthening democratic principles from bad to good governance. It builds institutions' systems & processes to be; Accountable, transparent, just, responsive and participatory. Governance work involves different key stakeholders, like CSOs such as RSDA supporting people living in poverty (PLP) to pursue their rights by engaging duty bearers; It involves challenging power centres, powerful officials and engaging on political issues (e.g. on policy like budgets), etc. In a country-Lesotho, there are legal frameworks and procedures that are laid down to regulate the behaviours and actions of the duty bearers and must be exercised by the citizens by holding them accountable!

The discussion proceeded into the rationale of integrating Governance in agricultural sector and in the work of the farmers. Since most participants expected the training to focus on the technical issues of agricultural practices, how to increase their farming outputs, among other things.

The rationale of including governance discussion with the farmers is that, it places people living in poverty (PLP) at the centre of poverty eradication efforts through sharing knowledge, experiences, interests and voices → so to enable in the design of appropriate interventions, it build power and influence of PLP to change their situation; the question now is how? Build capacity of citizens, especially PLP to hold government and corporate (private sector) to account for their actions, decisions and behaviour; to enables citizens, especially PLP to secure improvements in public services and fairer distribution of resources, and also by promoting just power relations & leadership (duty bearer & rights holder) The How and why should be asked in the entire governance processes?

For governance to work for the district farmers' forum, they should promote the participation of PLP (small holder farmers), esp. women and girls in decision-making processes at local and national levels, participation of PLP in monitoring of public service delivery; participation of PLP in Influencing reviews/ design of policies/laws related to women's rights, ensure that the state provides public services to its citizens.

## 6.1 Governance and Public Service Delivery:

Governance is critical in public service provisioning – it enables policies, programmes and projects to be translated in services to address needs of people esp. PLP. This means that; The State (duty bearer has obligation to provide

public services to its citizens (right holders), however, in many countries, the state is not able or not willing to provide such services to its people.

Most public service are of poor quality, not what people need or want and often completely absent; In most countries, public service delivery is under pressure, especially due to rising population, urbanization, etc; There is rising privatization of service – health, education, water and sanitation, agriculture( participants were asked to reflect on what the situation in Lesotho is?)

We should note that, the more public services are privatized the more difficult it becomes for people living in poverty (PLP) and marginalized groups to access such services.

As previously discussed, there are several reasons for services failing the poor and these include; Failure of officials to ensure the delivery of services, not enough staff with the right qualifications, unaccountable politicians who see no political advantage in promoting service delivery for the poor, limited and unresponsive government policies and funding (voices of the poor not captured), lack of political will and commitment, corruption and distorted priorities. Such problems cut across among the government officials, frontline service provider and elected leaders.

At the end of discussion, participants where asked these questions and were argued to reflected on the previous exercise on institutional analysis;

1. What public services does government provide in the country – at the district or local government levels (Maseru, etc)?
2. How are the services provided in your district? Who is responsible for the delivery at national, local government and district level?
3. What is the quality of public service provided?

Furthermore, the facilitator voiced that Non- stake actors like Rural Self Help Development (RSDA) are tasked with supporting people living in poverty (smallholder farmers) to pursue their rights by engaging duty bearers like the government. It is only when people living in poverty have power, voice, accountability and understanding of the budgets that they will claim their rights from primary and secondary duty bearers.

According to the facilitator, governance is about who has power, who makes decisions, how other players-citizens make their voice heard and how accountability is delivered. It builds institutions' systems and processes to be; accountable, transparent, just, and responsive and participatory.

Moreover, not only do the citizens have to know themselves first, their rights and obligations but also the service providers and the power these service providers have. The primary duty bearer is the government chosen by the people and is mandated to provide services to the citizens as right holders. Because as citizens they are entitled to effective service delivery and the government has the responsibility of providing those services and should be held to account.

“It is not only the Ministry of Agriculture and Food Security which provides agricultural services but also government parastatals like Basotho Enterprise Development Corporation, Lesotho National Development Corporation, insurance companies, Non-governmental organisations (Action Aid and RSDA) and international organisations like FAO said the facilitator, when further explaining that MADAU as an organisation needs to know their service providers, engage them and hold them to account.

The facilitator asked the participants to mention who is responsible for providing extension services to them as small holders farmers? This question couldn't be answered by the participants and revealed the level of lack of awareness and understanding the service delivery mechanisms, who is responsible and how to access such services. This in itself makes the duty bearers not to be responsive and accountable to the citizens and promotes corruption and poor service delivery! The facilitator called upon them to always do the analysis of the actors and institutions to be able to know the details of how to handles the problems (refer to institutional analysis). “You cannot run to the headquarters of the Ministry of Agriculture to demand extension services but rather you can go to your respective resource centres”.



That if they encounter problems in accessing and utilising services, they first need to know what the problem is. Is it the institution itself or the particular officers working in those institutions, and how can the problems can be handled and solved easily.

## 6.2. Governance Focus Areas: (Power, Voice, Budget and Accountability)

For MADAUA need to claim their rights from the Government, and they have to recognise the 3 governance focus areas namely; power, voice, budget and accountability.

“MADAUA has to come together so that they can influence the more powerful. They have the power to act because they have the capacity to create a more equal, just and fair society.

They are change agents” quoted the facilitator

**Power:** looks at how power is exercised and who decides;

**Voice:** focuses on citizen's participation and influence in decision-making processes.

**Accountability:** focuses on duty bearers; it involves citizens holding duty bearers for inadequate or sub-standard services & notifying responsible offices/officers for correction.

**Budgets:** relate to service delivery; it looks at how Government finances its programs and governance systems - tracks money flows from the centre to local government levels. (Power, voice and accountability make budgets relevant)

### 6.2.1. POWER:

Participants were called upon

to come out and use all the channels in which they can use to challenge power and change the above listed challenge that restrict progress of farming in Maseru, and by this farmers realize that if they come together to form one voice, they and achieve more.

There is greater recognition of the Unequal power relations in society especially the PLP (smallholder farmers) are powerless, and therefore, they have to be supported to engage duty bearers; (engage in the process of enabling people to perceive the social, economic and political contradictions in their lives and to take action against these- the Process of reflection and action

**Duty bearers** on the other hand, wield a lot of power and use their power in various ways. Therefore, governance work links PLP to powerful people and institutions, hence it's important to understand the concept of power.

In this process, the participants-smallholder farmers were called upon to gain understanding and make reflection on how they are linked to action for social change. There is a need therefore, to bring to surface such contradictions and then challenge deeply the held prejudicial ideas related to power relations, e.g Gender issues!!

People living in poverty (small holder farmers) often have a low sense of self-worth and personal or even collective power of bringing about a

change. Through conscientisation, we bring out as political issues that have everything to do with power and require change.

The district farmers' forum like MADAUA needs to start from peoples analysis of their own context and build in a cumulative way, looking at the connection between local, national and international levels. Reflection Action (R.A) becomes the bed rock for building peoples agency, starting with their own conscientisation.

### Sources of Power.

- Authority and position,
- Access to and control over resources,
- Networks,
- Skills, education and expertise,
- Personal qualities,

### FORMS OF POWER:

**Power to act** – each one of us has capacity to create a more equal, just and fair society (act on the undesirable situation

**Power within ourselves** – our sense of self-worth, our identity, values we aspire & adhere to, our understanding of being citizens with rights & responsibilities.

**Power with others** – power of solidarity; there are others who share our experience & our vision of a more just society. Therefore, the Power of col-

lective action by the poor and marginalized people like the farmers forum help create a more just and fair society. (Agency of the poor-women groups, farmers' forum/platforms.)

### POWER TOOLS:

These are tools that help in understanding the power dynamics and how to engage and influence them positively for better service delivery.

**Power analysis** – This helps in naming the powerful, their interests in the matter to understand whom to target and/or avoid,

**The Onion** – This helps to understand positions, interests and needs of actors,

### 6.2.4. ACCOUNTABILITY:

Accountability is central to successful democratic governance. It binds citizens & the state together in mutual obligations & responsibilities.

“You have an important role to play with regard to enhancing accountability of public officials, reducing corruption and leakage of funds and improving public service delivery. And one of the ways is to undertake a budget tracking. There has to be transparency. Because power is vested on citizens, you as MADAUA members can follow up on the elected leaders, people who have the obligation to provide services.

### Characteristics of Accountability:

1. Accountability involves relationships between the people responsible for delivering a service and those that have to receive a service, e. g, the district agricultural office (DAO)/ district education office (DEO) and the farmers in a community,
2. Accountability involves taking responsibility – people in authority have a responsibility to serve.
3. Accountability is concerned with power- the power of those with authority is checked or enhanced (if accountability is not functional),
4. Accountability is closely linked to human rights and rule of law – it helps to build a system of govt. based on the rule of law, (actions of the duty bearers are guided by the law)
5. Accountability is about gender equity- accountability calls for promotion & protection of women's rights.

### 7.0. SOCIAL ACCOUNTABILITY

Participants were led into discussion about social accountability with specific attention on what accountability is, what social accountability and why is social accountability so important. There is growing recognition both among governments, donors and civil society that citizens and communities

**Power mapping** – This helps to identify the power relations among key stakeholders in your area

### 6.2.3. VOICE

Voice is about peoples' ability to express publicly their opinion and concerns about politics, social conditions and economic issues, how they affect them and how we would like to see them change.

The knowledge of governance work should aim at building the Voice of PLP. Voice can be expressed by using the established channels such as complaining to local council, through the vote for leaders in parliament, local councils, by influencing decisions in local councils or committees, budget processes, etc

### WAYS OF EXPRESSING VOICE:

- Dialogue,
- Evidence-based approaches,
- Communicating with a wider audience,
- Peaceful action and protests.

### AVENUES OF EXPRESSING VOICE:

- Closed spaces,
- Invited spaces,
- Under-utilised spaces,
- Claimed spaces,
- Public spaces,

### VOICE TOOLS:

- Mapping the speakers,
- Voice in public meetings,
- Stakeholder analysis,
- Citizen's jury,
- Boost your representation,
- Power and democracy,
- Democracy audit,
- Communication



have an important role to play with regard to enhancing accountability of public officials, reducing corruption and leakage of funds and improving public service delivery.

### 7.1. What is Accountability?

Accountability can be defined as the obligation of power-holders to account for or take responsibility for their actions. Power-holders refers to those who hold political, financial or other forms of power and include officials in government, private corporations, international financial institutions and civil society organizations (CSOs). Therefore, accountability is a consequence of the implicit social compact (social contract) between citizens and their delegated representatives and agents in a democracy. It is a fundamental principle of democracy where those citizens have the right to demand accountability and public actors have an obligation to be accountable.

Elected officials and civil servants are accountable for their conduct and performance. In other words, they can and should be held accountable to obey the law, not abuse their powers, and serve the public interest in an efficient, effective and fair manner.

### 7.2. SOCIAL ACCOUNTABILITY:

Social accountability is a process of creating a space for people living in poverty (PLP) to analyze and reflect. It's a way of building individuals and collective agency, strengthening voice in governance where access to services is "a rallying point for PLP's (smallholder farmers-SHF's) collective action" Social accountability processes have been widely promoted by donors as a solution to the governance challenge of responsive service delivery.

In social accountability, there are broad range of actions and mechanisms undertaken beyond voting that citizens can use to hold the state to account, as well as actions on the part of government, civil society, media and other societal actors that promote or facilitate these efforts. Social accountability is therefore, about affirming and operationalizing direct accountability relationships between citizens and the state.

Social accountability involves the expanded use of participatory data collection and analysis tools combined with enhanced space and opportunity for citizen/civil society engagement with the state have led to a new generation of social accountability practices. They emphasize a solid evidence base and direct dialogue and negotiation with government counterparts. These include, for example, participatory public policy-making, participatory budgeting, public expenditure tracking, and citizen monitoring and evaluation of public services.

Social accountability mechanisms complement and enhance conventional internal (government) mechanisms of accountability. All governments have internal mechanisms in place to promote or ensure accountability of public servants( using the police criminal investigations, Ombudsman, Internal Auditors, Parliamentary committees for oversight roles etc) Internal (government) and external (citizens/civil society) mechanisms of accountability can and should be mutually reinforcing(working and supporting each other but not competing).

### 7.3. BUILDING BLOCKS OF SOCIAL ACCOUNTABILITY

While social accountability encompasses a broad array of diverse practices, there are several core elements or building blocks that are common to most social accountability approaches which the citizens, especially people living in poverty(PLP) need to harness in order to demand good governance and better service delivery of public services. These include;

- (i) Accessing or generating information,
- (ii) Making the voice of citizens heard, and
- (iii) Engaging in a process of negotiation for change.

#### (1). Accessing or generating Information

Accessing or generating relevant information and making it public is a critical aspect of social accountability. Citizens (small holder farmers) need to build credible evidence that will serve to hold public officials accountable

often involves obtaining and analysing both supply-side information from government and service providers and demand-side information from users of government services, communities and citizens. The government is always mandated to ensure transparency; to produce and provide data and accounts, which are crucial for accessing supply-side information such as policy statements, budget commitments and accounts, records of inputs, outputs and expenditures(supply side information), and audit findings and the citizens need to take advantage of this and use this information to hold government to account. On the other hand, citizens should engage in generating information (the demand-side information), where they use a wide variety of participatory methods and tools—such as community scorecards, citizen report cards, and participatory monitoring and evaluation techniques—such have to be developed to generate data while simultaneously serving to raise awareness and promote local-level mobilization and organization.

#### (ii) Making the voice of citizens heard (Giving Voice)

Another key element of social accountability is giving voice to the needs, opinions and concerns of citizens (smallholder farmers) – This is critical in helping government to better understand citizen priorities and how to better serve citizens.

There are a number of strategies for strengthening citizen voice include; creating spaces for public debate and platforms for citizen-state dialogue etc.

The principal challenge of social accountability initiatives in such cases though is to ensure that the voices of poorer and more marginal groups especially the small holder farmers are not drowned out or dominated by more powerful and vocal groups.

(Therefore, there is a need to consciously observe the power dynamics within district farmers' forum, farmers' groups, networks or coalitions) But also the most crucial and

challenging element of a social accountability strategy is the ability to get a response from public officials and achieve real change.

Therefore, in such cases, there is a need to build citizen confidence and rights awareness, facilitating the development of coalitions and alliances(district farmers' forum) that can speak with a strong, united voice, and making strategic use of (or helping to develop) both modern and traditional forms of media.

#### (iii) Engaging in a process of negotiation for change

The most crucial and challenging element of a social accountability strategy is to be able to elicit/get a response from public officials and achieve real change. There is a need for the district farmers' forum leadership to engage in the negotiations with the government and other key stakeholders.

The Negotiation processes may be ad hoc or institutionalized. They can take the form of di-

rect citizen-state interaction, eg, community level meetings with government officials or indirect, mediated forms of consultation and negotiation.

In negotiating change, citizens groups (e.g district farmers forum) can employ a range of both informal and formal means of persuasion, pressure, reward and sanction (citizens recall the MPs who mayn't support the cause.

Also key to negotiation strategy is creating public pressure (e.g. media campaigns and public meetings) or when necessary, resorting to formal means of enforcement (e.g., legal and judicial processes).

The space and opportunity for negotiation, as well as the possibility of appeal to formal means of sanction, vary greatly from one context to another.

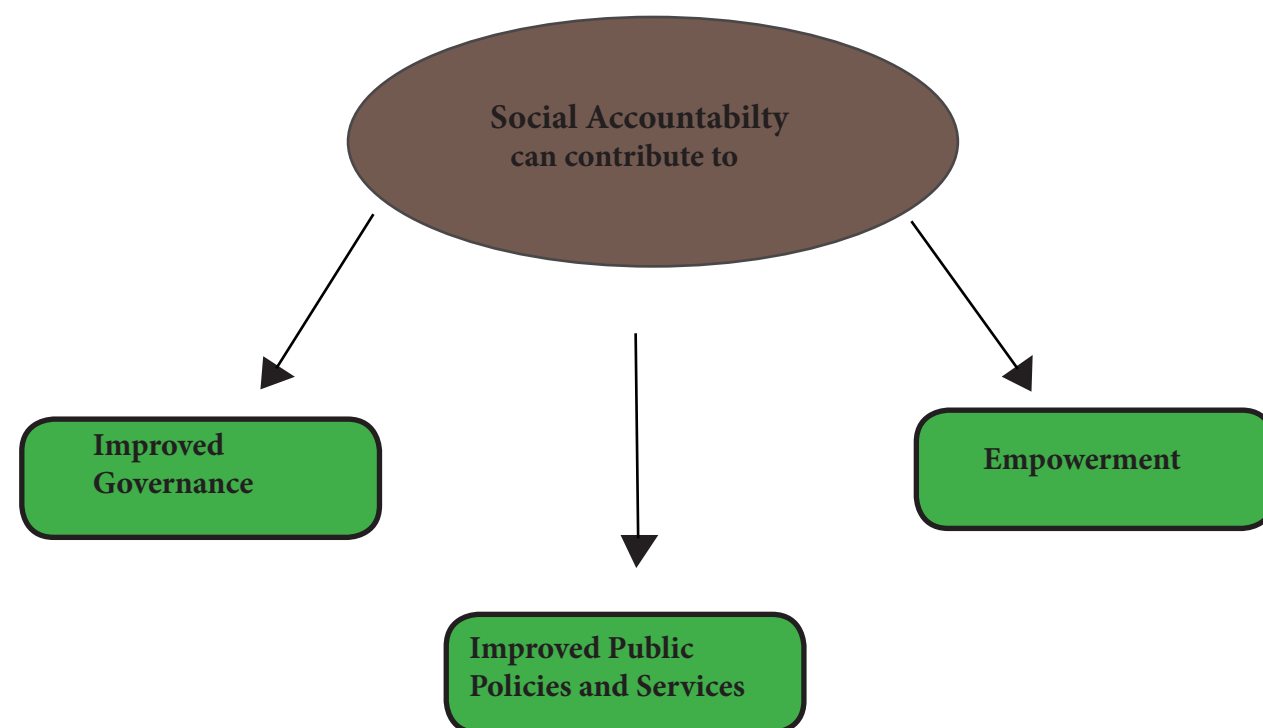
In many countries, citizen's groups have found that legal and/or institutional reforms are necessary to facilitate meaningful negotiation.

### 7.4. WHY IS SOCIAL ACCOUNTABILITY IMPORTANT?

Accountability of public officials is the cornerstone of good governance and democracy. The effectiveness of conventional supply-side (Accountability by government) mechanisms of accountability and elections (the principal traditional demand-side mechanism of accountability- of using police, the state prosecution, the Auditor General, the Ombudsman etc) has proved limited and ineffective. Therefore, by involving citizens (The smallholder farmers, The district farmers' forum etc) in monitoring government performance, demanding and enhancing transparency and exposing government failures and misdeeds, social accountability mechanisms are potentially powerful tools against public sector corruption. In addition to improved government, social accountability empowers citizens.



**Figure 1: The Benefits of Social Accountability**



From the above figure, it is important to note that Key to making services work for poor people (e.g. smallholder farmers) is to strengthen relationships of accountability between policymakers, service providers and citizens.(Citizen Voice). Successful service delivery requires relationships in which citizens can have a strong voice in policy-making with politicians and bureaucrats (voice), citizens can monitor and discipline providers (citizen power), and policymakers can provide the incentives for providers to serve clients (compact).

Finally, social accountability initiatives can contribute to empowerment, particularly of poor people (e.g. smallholder farmers). Accountability is therefore, recognized as an integral component of empowerment, poverty reduction and sustainable development.(use Reflection Action (R.A) tools to facilitate the conscientisation process, use of Human Rights Based Approach (HRBA)

The degree to which a person or group is empowered is influenced by agency (the capacity to make purposive choice) and opportunity structure (the institutional context in which choice is made) - Smallholder farmers (district farmers' forum) need to come together in solidarity because this is a bedrock for building people's agency and facilitates the process of making the citizens more conscious about their right and responsibilities in holding the government and other stakeholders to account.

Important for social accountability is that the farmers' forum leadership need to provide critical information to their members and citizens on rights and entitlements and also introducing mechanisms that enhance citizen voice and influence vis-à-vis government, social accountability initiatives serve to enhance both of these key determinants of empowerment. Of particular importance is the potential of social accountability initiatives to empower those social groups that are systematically under-represented in formal political institutions such as the district farmers' forum, women small holder farmers (SHF), youth and poor people etc.

#### **SOCIAL ACCOUNTABILITY TOOLS:**

There are numerous social accountability tools, such as gender responsive budgeting and participatory monitoring and evaluation (community score cards, budget tracking, social audit etc), are specifically designed to address issues of inequality in service delivery and to ensure that less powerful societal groups (e.g. smallholder farmers) also have the ability to express and act upon their choices and to demand accountability.

Government Functions	Social accountability process	Social Accountability methods and tools
Polices and Plans	Participatory policy making and planning	Local issues forum Public hearing Consensus conferences Citizen juries
Budget and Expenditure	Budget r elated social accounta- bility work	Participatory budget formulation Alternative budgets Independent budget analysis Performance based budgeting Public education to improve budget literacy Public expenditure tracking sur- vey Social audit
Delivery of goods and services	Social accountability in the monitoring and evaluation of public services and goods	Public hearings Citizens report cards Community score cards Public opinion polls Citizens charter
Public oversight	Social accountability and public oversight	Local oversight committees Farmers' oversight committees Ombudsman

From the above table, the citizens (smallholder farmers) can actively participate in ensuring that govern- ment performs its due functions. One of the examples is For instance;

#### **Participatory policy-making/development planning:**

Social Accountability can be enhanced through citizen and farmers' participation in formulating public policies and plans(including the agricultural policies and plans). Examples include participatory poli- cy-making (for example, the participatory formulation of poverty reduction strategies) and participatory development planning at the village or district levels.

However, actors like RSDA, small holder farmers (SHF) or eve the government for that case can play a key role in reviewing, critiquing, and building public awareness about policies and plans in key areas such as agricultural grants, issues of gender equity, environmental protection, youth, employment and social services.( farmers' forum should always to their work-plans )

#### **Budget**

In addition to the provision of services, the facilitator articulated that MADAU as a farmer's forum has the right to know the public budget (revenue and expenditure) and therefore, the need track the budgets from the Government to the district or any other budgets for the projects, programs like SADP.

One of the methods used to track the budget is called the public expenditure tracking- It is a method through which people try to find out how much budget is allocated to the activities implemented by national & local governments.

Public expenditure tracking also tracks use of public resources, by following money through the budget process to the final place where it is spent. This is done to eradicate corruption that is widespread in most developing countries.



## Day 3

### Session 3

#### 8.0. Stakeholder Analysis

The participants were led into understanding the stakeholder analysis in order to be able to identify who and why the forum needs to work with in order to achieve its objectives. The stakeholder analysis was used as one of the techniques that can be helpful to farmers' forum leadership to be able to identify the key people who have to be won over. Therefore the farmers' forum leaders needed to identify all the stakeholders. To facilitate the analysis of the stakeholders, the facilitator gave the participants into brainstorming on the following questions like;

- o Who are the people who will have an impact in the farmers' forum success, wither positively or negatively?
- o Who are the people who can make or break the farmers forum(their projects)
- o To think about all the people who are affected by forums' work, who have influence, power over it or who have an interest in the farmers' forums' success or unsuccessfulness.

It was assessed as such, those with less power but have high interests; those with power, but less interest and those with high power and high interests.

The following stakeholders were mentioned and a matrix (power grid) below was filled as follows; Members of Parliament (MPs), National University of Lesotho (NUL), LNDB, LENAUFU, RSDA, MADAU,BEDCO and FAO.

Stakeholders Analysis	
High MP LENAFU LNDB POWER	FAO RSDA
Low NUL	BEDCO MADAU
Low	High
INTEREST	

**MP- Member of Parliament.**

**LENAFU- Lesotho National Farmers Union.**

**LNDB- Lesotho National Dairy Board**

**FAO- Food and Agricultural Organisation.**

**RSDA- Rural Self Help Development Association.**

**BEDCO- Basotho Enterprise Development Cooperation.**

**MADAUA- Maseru District Agricultural Unity.**

The MADAU members stated that the Government through the Member of Parliament, Lesotho National Farmers Union and Lesotho National Dairy Board have too much power but they are not interested in MADAUA activities.

So in order for them to get services from those service providers, is for MADAUA members to approach/ communicate with them so that they become interested. They further mentioned that BEDCO and are interested in the MADAUA activities but they do not have power. The National university of Lesotho has no relevance to them because they neither have power nor interest. According to MADAU RSDA and FAO have both power and interest meaning they are the service providers MADAUA needs most to strengthen the relationship with and cause the needed change.

#### 9.0 Leadership

On leadership, the facilitator said for them to influence government policies they first have to have good leadership. A leader is someone easily approached, with vision, influential; someone who guides to reach a goal. That person is the one who is trusted to influence the government towards the achievement of a goal. They should have transparency in all their conduct and able to learn from others and also accommodative. An ethical leader should place his followers' interest before his own, that is, his or her job is to build the community for the betterment of their lives.

#### 9.1 LEADERSHIP

Having looked at how governance relates to the livelihoods of the farmers and the agriculture sector, participants were then taken through leadership.

##### 9.1.0 Who is a leader?

Participants were given a chance to reflect individually and identify leaders in Lesotho or within Africa that inspires them with reasons of why they really like the leaders they had chosen. An observation was made that most leaders that were identified were political leaders and only no women were selected. The male participants suggested that men are leaders because they are being trained by leaders to be leaders, whereas the women added that without leaders, progress is a long pass home. This basically emphasized the lesson that we often look at people in top positions as leaders and yet, leadership maybe at different levels. Building in on this, the facilitator then shared the following; A leader is "a person who influences a group of people towards the achievement of a goal" He /she has a vision they are working towards. Some people simply a leader is someone who has followers and some are just charismatic leaders

##### 9.1.1 Helpful leadership behaviours

- o Someone with influence
- o Dedication
- o Bravery
- o Quick to pick up wrongs and rights
- o Has wisdom and compassion
- o Is respectful, humble and intelligent
- o Loves his / her job
- o Is a visionary, trustworthy and transparent
- o A good record keeper who fulfils duties and a good problem solver
- o But most precisely is someone who unifies than breaks

o Dignity and respectfulness: He respects others. An ethical leader should not use his followers as a medium to achieve his personal goals. He should respect their feelings, decision and values. Respecting the followers implies listening effectively to them, being compassionate to them, as well as being liberal in hearing opposing viewpoints. In short, it implies treating the followers in a manner that authenticate their values and beliefs.

o Serving others: He serves others. An ethical leader should place his follower's interests ahead of his interests. He should be humane. He must act in a manner that is always fruitful for his followers.

o Justice: He is fair and just. An ethical leader must treat all his followers equally. There should be no personal bias. Wherever some followers are treated differently, the ground for differential treatment should be fair, clear, and built on morality.

o Community building: He develops community. An ethical leader considers his own purpose as well as his followers' purpose, while making efforts to achieve the goals suitable to both of them. He is considerate to the community



interests. He does not overlook the followers' intentions. He works harder for the community goals  
Honesty: He is loyal and honest. Honesty is essential to be an ethical and effective leader. Honest leaders can be always relied upon and depended upon. They always earn respect of their followers. An honest leader presents the fact and circumstances truly and completely, no matter how critical and harmful the fact may be. He does not misrepresent any fact.

#### 9.1.2. Good and effective leadership begins with:

- o Me –i.e. Do what you say not saying one thing and doing the opposite
- o Appreciates being given real feedback
- o Aware of how personal behaviour can affect the group they are in or the area they are working in
- o Identifies other people's potentials and develops them
- o They are aware that they should be the change they want to see in their area
- o Able to identify other people's skills and sees how to use and develop them not being afraid of being robbed the position
- o Motivates others to be involved
- o You must be the first to change on whatever you are preaching

#### 9.2.4 Leadership core functions:

- o Setting direction – developing a vision for the future with strategies for producing changes needed to achieve that vision.
- o Aligning people – communicate new direction to those who can create coalitions that understand the vision and are committed to its achievement
- o Motivating and inspiring – keep people moving in the right direction despite major obstacles to change. Appealing to basic but often untapped human needs, values, emotions
- o Motivating its group members and appreciating their contribution through praise
- o Ensuring that all plans are being implemented in line with the vision and goals

#### 9.3 Key leadership skills

Effective leadership requires the development of some skills. During this workshop, we focused on communication, listening as well as giving and receiving feedback.

##### 9.3.1 Communication

Participants were taken through a session on communication. During this process, participants reflected on some of the contributing factors for people to be heard as well as to hear using TICing model and Listening at four levels. It was emphasized during the session that there are various factors that can contribute to breakdown in communication and we should therefore not take communication as a straight forward thing.

Much as communication is a two way system, it is important to note that it is naturally chaotic. The assumptions we often hold is that information must have a source, sent through a particular form of medium and the receiver/recipient of the information should give feedback in order to achieve a successful and complete communication circle.

Yet, the feedback may be totally different from what was expected, in such instances, how do we react? Using one of the model known as TICing model (Time, Internal and Context) framework helps us to understand what are some of the factors that can influence what we hear and how we hear it.

TICING= TIME, INTERNAL and CONTEXT

There are many things that significantly influence us in understanding things. The following TIC (Time, Internal and Context) framework explains:

#### Time

As individuals, we interpret things because of certain things including Time – for instance – current events, immediate past, past people events, history.

#### Internal

Your role would influence the way you listen and comprehend issues. Your personal values such as how you live your life, your ability, experience –i.e. what you know is best done and that which is new, normally is received apprehensively.

#### Context

Under context, there are things like culture, behaviour, system, purpose. The place, the environment as created in context, would very much influence how you understand things. Language too is very critical in a person's ability to understand things.

#### 10. 0. Closing Remarks and the way forward

At the end of the training, Mr Dunstan advised them to go back and analyse institutions that provide services. Which institutions have power and have interest on MADAUA? That way they will be able to host a meeting whereby issues that affect farmers will be discussed. At the moment MADAUA has to have a strategic plan. They need to put more focus on producing for commercial purposes. They need to know where to sell their products. For the little they produce, how do they find value?

They were further more advised to come together as members and regularly visit the District Agricultural office and their resource centres.

Moreover, MADAUA members wished for the ever ending relationship between themselves and RSDA for further trainings that will see them grow and prosper in agricultural production.

#### Present Resource Centres

Present at the training were members from the following resource centers ; Morija, Masianokeng, Rothe and Ramabanta.

#### MADAU organisational members

Farmer organisations present included **Bongoe ba tumelo, Lema o phele, Ramaqhanyane, Ramabanta, Boikholo bofumeng, Tšoaranang ka matsoho, Ramatekane temo 'moho, Raohang likhaka, Makhoarane, Ntšetso pele multi choice, Ramabele Tsepang, Junior mabeoana, Maseru district block farmers and Matsibolo dairy.**



