



National Policy on Sport and Recreation for Lesotho 2021–2031

One nation united through
sport and recreation



The Commonwealth



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Foreword



This National Policy on Sport and Recreation has been developed to contribute to the inclusive, holistic growth and development of the sports and recreation sector. The Policy provides an operational framework to all stakeholders to effectively implement programmes designed to maximise the role of sport and recreation to advance the economic and social development priorities of Lesotho, African Union Agenda 2063 and Sustainable Development Goals (SDGs). At the same time, the unifying vision, mission and the outcomes and strategic actions respond to the needs, aspirations and challenges of sports and recreation *inter alia*; professionalisation, infrastructure, national teams' selection, anti-doping, funding and commercialisation and talent identification of athletes in the Kingdom of Lesotho.

The main function of the *Ministry of Gender and Youth, Sport and Recreation* is to provide direction for the management, administration and development of sport and recreation in Lesotho. To fulfil this responsibility, in 2019 the *Ministry of Gender and Youth, Sport and Recreation* undertook a comprehensive review of sport and recreation Policy through consultations, meetings, workshops, and seminars which attracted national leaders, academics, donors, local communities and the sport and recreation community. The basis of the consultation was the proposed vision of the Policy to enhance the benefits that sport, and recreation can provide to all Basotho, with a focus on promoting accessible, inclusive, well-governed and successful sport and recreation in Lesotho.

The sports community in Lesotho is faced with a number of issues, challenges and opportunities including the need to build capacity on the good governance and effective and transparent management of sport and recreation; limited strategies and plans for talent identification and training of potential podium performance and elite athletes and teams; lack of awareness across all levels of the community of the benefit of regular participation in sport and recreation; lack of procedure to safeguard children, women and girls and vulnerable groups participating in sport; and lack of multi-agency strategy to enhance the economic contribution of sport and recreation.

I am happy that, for the first time, the Lesotho Government has produced a comprehensive policy in sport and recreation in which all the aspirations of the people of Lesotho are addressed. I believe that this inspiring document will be a constant source of strength. I wholeheartedly wish to thank the Task Team which worked tirelessly to produce and deliver this Policy. It would be very remiss of me not to acknowledge the contribution of the Commonwealth Secretariat through the technical assistance they provided in the development of this Policy.

Honourable Likeleli Tampane MP

Minister of Gender and Youth, Sport and Recreation

Introduction



I am very proud to introduce our National Policy on Sport and Recreation 2021 to 2031. It considers the enormous contributions, collaboration and consensus-building strategies used to engage the stakeholders.

The Government of Lesotho recognizes sport and recreation as an enabler of the sustainable development agenda, which is committed to ensuring the alignment of sport and recreation Policy with the international development agenda such as UN Agenda 2030 and Africa Union Agenda 2063.

Preceding the Policy document are messages from the government and a foreword statement from the Minister responsible for Sport and Recreation outlining the critical need identified for developing this Policy. The foreword also sets out the reasoning behind this policy's creation.

Following this, the background to the Policy document is provided. This forms a historical narrative of the process and methodology employed to arrive at the final document.

The 2021–2031 National Policy on Sport and Recreation covers the following areas: key definitions; national context; policy overview; sport; recreation and socio-economic development in Lesotho; guiding principles and mainstreamed issues; goals; outcomes and strategic actions; multi-stakeholders' approach to policy implementation; implementation and delivery, annexures.

The National Policy on Sport and Recreation 2021–2031 is a response to the wider socio-economic context and development priorities of Lesotho, the ambitions and challenges faced by the sport and recreation fraternity, including the impact of pandemics, and the wide-ranging recognition of the potential to enhance the contribution of the sector to national development.

These issues were selected based on the methodology employed. Extensive consultation and stakeholder engagement were undertaken to develop the National Policy on Sport and Recreation. This process included the sport and recreation fraternity, collaborating ministries and government departments, civil society, and private sector partners as well as wider community stakeholders.

The 2021–2031 National Sport and Recreation Policy has four goals that focus on: improved governance of sport and recreation; enhanced national identity and pride through the better performance of Lesotho teams and well-delivered events; more people benefiting from community sport and recreation and increased economic contribution of the sport and recreation sector. These goals and their enabling outcomes respond to the needs, aspirations, and priorities of the sport and recreation fraternity and the challenges in enhancing the contribution of sport to the wider socio-economic context, including pandemics impact such as COVID-19.

To support the effective implementation and delivery of the goals of this Policy a detailed delivery plan has been developed in which groups have prioritized strategic action in the following areas; regulatory, policy and institutional reform; advocacy and communication; training and capacity-building; strategy, program and event delivery; research, evaluation, and insights. The Cabinet has approved this 2021–2031 Policy as a government working document. Our ministry is fully committed to ensuring that this Policy is put in place to enable the development of sport and recreation and sport for development and peace programs.

Mamoeketsi Ntho Principal Secretary
Ministry of Gender and Youth, Sports and Recreation

Acknowledgements

The Government of Lesotho through the Ministry of Gender and Youth, Sports and Recreation is mandated to deliver sustainable social and economic impact through accessible, inclusive, safe, well-governed and successful sports and recreation. This can only be meaningfully attained through a coherent and widely accepted National Sports and Recreation Policy which is also in line with international sports conventions and protocols on development. Having been through over 10 years of implementation, the current policy (National Sports Policy, 2003) required extensive review. To this end, the Honourable Minister responsible for Sports and Recreation officially launched the National Sports and Recreation Policy Development process 2018, and a good number of both primary and secondary stakeholders have directly and/or indirectly lent a hand throughout various stages of the policy review process.

For this, the Ministry through the Department of Sports wishes to express sincere and heartfelt gratitude to the following:

The Honourable Ministers of Gender and Youth, Sport and Recreation during the period for oversight of the whole process. This added value and legitimacy to the process.

The Ministerial Principal Secretaries during the period for invaluable guidance and firm support throughout the entire process. At times, the road became way too rocky and your guidance and support were the only things that made logical sense.

Members of the Ministerial Management Team for immeasurable contribution and participation towards total ministerial ownership of the Development National Sports and Recreation Policy document.

The Commonwealth Secretariat for providing technical expertise for the entire policy development process.

Lesotho Sports and Recreation Commission and Lesotho National Olympic Committee for providing oversight to ensure that the Policy Development is undertaken to finality.

All stakeholders – civil society groups, all political parties, the media and young people themselves who actively contributed to the process.

Members of the National Sports Policy Task Team for voluntary and selfless leadership and actual hands on participation to the whole process. You successfully pushed for local identity to the process and the document.

Members of the Thematic Working Groups and various sports federations, for the selfless time and effort they dedicated to the crafting and validation of the draft National Sport Policy.

The development partners, conspicuously the UN sister agencies; insiders towards development of the National Sport and Recreation Policy document.

Members of staff of the Department of Sports, in particular, sports officers across the country for selfless commitment they portrayed at questionnaire, crafting and validation stages of the Policy Development Process.

Members of the general ministerial staff and other direct and indirect stakeholders individually and or as a collective, for participating in various stages of the review process.

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Acronyms and Abbreviations

AIDS	Acquired immunodeficiency syndrome
AU	African Union
AUSC	African Union Sports Council
COSANOC	Council of Southern Africa National Olympic Committees
CHOGM	Commonwealth Heads of Government Meeting
COVID-19	2019 novel coronavirus
FGD	Focus group discussion
GDP	Gross domestic product
GNI	Gross national income
GVA	Gross value added
HIV	Human immunodeficiency virus
KAP	Kazan Action Plan
LCCI	Lesotho Chamber of Commerce and Industry
LCN	Lesotho Council of Non-Governmental Organisations
LHWP	Lesotho Highlands Water Project
LNOC	Lesotho National Olympic Committee
LSRC	Lesotho Sport and Recreation Commission
LTDC	Lesotho Tourism Development Corporation
MGYSR	Ministry of Gender and Youth, Sports and Recreation
MINEPS	International Conference of Ministers and Senior Officials Responsible for Physical Education & Sport
M&E	Monitoring and evaluation
MSME	Micro, small and medium enterprises
NAPCOL	National Paralympics Committee of Lesotho
NCD	Non-communicable disease
NEAP	National Environmental Action Plan
NGO	Non-governmental organisation
NOCs	National Olympic Committees
NSDP 2	National Strategic Development Plan II
PPP	Podium Performance Programme
RADO	Regional Anti-Doping Organisation
RBM	Results-based management
SACU	Southern African Customs Union
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SDP	Sport for Development and Peace
TB	Tuberculosis
UNDAF	United Nations Development Assistance Framework
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNGP	United Nations Guiding Principles on Business and Human Rights
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
VNR	Voluntary National Review
WaSH	Water, sanitation and hygiene
WADA	World Anti-Doping Agency
YDI	Youth Development Index

Policy Overview: One Nation United Through Sport and Recreation

The National Policy on Sport and Recreation 2021-2031 (referred to henceforth as the Policy) aims to contribute to the inclusive growth and development of Lesotho through the holistic development of the sport and recreation sector.

This central aim of the Policy is to maximise the role of sport and recreation in advancing the economic and social development priorities of Lesotho, African Union Agenda 2063 and achievement of the Sustainable Development Goals (SDG) and, in doing so, promote the development and success of sport and recreation in Lesotho.

A unifying vision and mission for sport and recreation

The Policy is dominated by a unifying vision of a nation united through supporting Basotho success in sporting competition, participating in sport and recreation and enjoying the benefits of the enhanced economic contribution of sport and recreation. To deliver this vision, the Policy sets out a clear mission and role for the sport and recreation fraternity in advancing the social and economic development of the country.









Policy goals, enabling outcomes and implementation plans









In order to fulfil this mission and vision, the Policy has been designed to achieve four goals by 2030:

1. Improved governance of sport and recreation in Lesotho;
2. Enhanced national identity and pride through better performances of Lesotho teams and well-delivered events;
3. More people are benefiting from community sport and recreation; and
4. Increased economic contribution of the sport and recreation sector.

To deliver these goals, a series of **enabling outcomes** to be delivered have been identified along with a set of **strategic actions** to be undertaken to deliver these results. These strategic actions form the basis of a targeted policy implementation plan. In recognition of the importance of tracking progress in achieving the aims of the policy, indicators for each goal and enabling outcome have been established and included in the Policy.

Policy goals and enabling outcomes

NSDP 2 + SDG Contribution	Policy Goal	Enabling Outcomes and Results
<p data-bbox="225 353 368 524">NSDP 2 Objective Strengthening Governance and Accountability</p>   	<p data-bbox="411 353 796 450">1. Improved governance of sport and recreation in Lesotho</p> <p data-bbox="411 465 796 533"><i>Contributing to a 'United' sport and recreation system</i></p> <p data-bbox="411 555 796 589">Primary Indicator:</p> <ul data-bbox="411 607 796 703" style="list-style-type: none"> • <i>Average score of national sport bodies on the Lesotho Sport Governance Index</i> 	<ol data-bbox="818 353 1390 965" style="list-style-type: none"> 1.1 Improved regulatory environment for sport through a revised enabling Sports Act that is coherent and compliant with related national and international norms and frameworks. 1.2 Criteria established and applied for the disbursement, use and accountability of public funding in sport. 1.3 Clearer roles and responsibilities and enhanced governance arrangements for the Department of Sport and Recreation, LSRC and LNOC established. 1.4 Improved governance systems, policies and procedures, and capacity in national sporting bodies to: enhance transparency and accountability, protect the rights and safety of those involved in sport and recreation, and ensure sport is clean, more equitable, inclusive and accessible.
<p data-bbox="225 987 368 1128">NSDP 2 Objective Building Enabling Infrastructure</p>   	<p data-bbox="411 987 796 1151">2. Enhanced national identity and pride through better performances of Lesotho teams and well-delivered on one line events</p> <p data-bbox="411 1167 796 1234"><i>Contributing to a 'Winning' sport and recreation system</i></p> <p data-bbox="411 1256 796 1290">Primary Indicators:</p> <ul data-bbox="411 1308 796 1518" style="list-style-type: none"> • <i>Medals / top 3 finishes per million population in identified major competition</i> • <i>Share of population whose livelihood comes from sport and recreation</i> 	<ol data-bbox="818 987 1390 1594" style="list-style-type: none"> 2.1 Prioritised teams and athletes who have the potential to perform, have been identified through established performance criteria and are supported to excel. 2.2 More young people, coaches, officials and administrators are involved in improved talent development pathways that also support their education and career development outside of sport. 2.3 Improved systems are in place to promote clean sport and protect the integrity of sporting competitions. 2.4 Hosting successful continental, regional and national events has enhanced infrastructure, promoted traditional culture, improved the international perception of Lesotho and mobilised additional private sector investment and financial resources for the country.

NSDP 2 + SDG Contribution	Policy Goal	Enabling Outcomes and Results
<p data-bbox="225 293 368 398">NSDP 2 Objective Strengthening Human Capital</p>    	<p data-bbox="408 282 775 376">3. More people are benefiting from community sport and recreation</p> <p data-bbox="408 398 799 465"><i>Contributing to an 'Active' sport and recreation system</i></p> <p data-bbox="408 488 624 521">Primary indicator:</p> <ul data-bbox="408 539 799 741" style="list-style-type: none"> • <i>Share of the population reporting that participating in sport, fitness and active recreation has a positive impact on themselves, their family or community</i> 	<p data-bbox="815 282 1391 483">3.1 More leaders and community members understand the benefits of participating in sport and recreation, and there is increased capacity across all districts to deliver regular activities, culminating in the celebration of an annual 'National Sports Week'.</p> <p data-bbox="815 495 1391 685">3.2 More people are participating in sport, recreation, and traditional games aimed at improving physical and mental health and wellbeing, community cohesion and economic empowerment, and are using enhanced and accessible community facilities.</p> <p data-bbox="815 696 1391 864">3.3 More children and young people are participating in sport and physical education in schools, supported by specialist physical educators, teachers who can deliver a wider range of activities, and more accessible infrastructure.</p> <p data-bbox="815 875 1391 1043">3.4 Increased and inclusive participation by women and girls, persons with a disability and underrepresented groups in sport and recreation is challenging prejudices and harmful stereotypes.</p> <p data-bbox="815 1055 1391 1133">3.5 Improved systems are in place to safeguard and protect the rights of children, athletes and people involved in sport and recreation.</p>
<p data-bbox="225 1167 368 1294">NSDP 2 Objective Inclusive and Sustainable Growth</p>    	<p data-bbox="408 1155 775 1249">4. Increased economic contribution of the sport and recreation sector</p> <p data-bbox="408 1272 783 1368"><i>Contributing to an 'Innovative' and 'Sustainable' sport and recreation system</i></p> <p data-bbox="408 1391 624 1424">Primary indicator:</p> <ul data-bbox="408 1442 783 1509" style="list-style-type: none"> • <i>Contribution of the sport and recreation sector to GDP</i> 	<p data-bbox="815 1155 1391 1391">4.1 Continental, regional and national sporting events and an enhanced partnership with the active tourism sector have made a positive economic contribution to Lesotho, promoted Lesotho as a destination of choice and contributed to a diversification of tourism products.</p> <p data-bbox="815 1402 1391 1592">4.2 Increased employment opportunities exist for: i) specialist physical education teachers; ii) community sport and development workers; and iii) sport industry professionals along with increased support systems for volunteers in sport and recreation.</p> <p data-bbox="815 1603 1391 1771">4.3 Enhanced business opportunities in, and linked to, sport and recreation for local micro, small and medium enterprises, including textiles and clothing and digital/ICT sectors prioritised in NSDP 2.</p> <p data-bbox="815 1783 1391 1973">4.4 Increased investment in sport supported by an enhanced legal and institutional framework, establishment of the Sports Trust Fund, and the application of appropriate incentives and tax rebates to promote private sector led growth of the sport and recreation industry.</p>

Harnessing the potential of sport and recreation to respond to COVID-19

The development of this Policy commenced before the COVID-19 pandemic. However, the scale of the global health and societal crisis sparked by the disease meant its impact on Lesotho was fully considered in the formulation of the Policy and prioritisation of strategic actions. At the time of publication Lesotho was expected to face a 6.5 per cent decrease in GDP growth and a 50 per cent increase in the number of vulnerable households due to COVID-19,¹ making it more crucial to harness the potential of all socio-economic development assets in the country, including sport and recreation.

Responding to the needs, ambitions and priorities of the country

The goals and enabling outcomes of the Policy respond to the ambitions of the sport and recreation fraternity, the challenges faced in enhancing the contribution of sport and recreation to national development, and the wider socio-economic context and development priorities of the country, including the impact of COVID-19.

The formulation of the Policy priorities drew on extensive nationwide consultation with the sport and recreation fraternity, partners and wider community stakeholders. This process included extensive dialogue and discussion through dedicated meetings and focus group sessions, national and district workshops, national forums and the surveying of all national sport associations. In total 153 organisations and over 350 individual leaders of sport and recreation, partner organisations and community members provided input into the policy formulation process.

The policy development process was led by the National Sport and Recreation Policy Review Task Team which comprised representatives of the Lesotho National Olympic Committee, Lesotho Sport and Recreation Commission and Department of Sport and Recreation.

A rights-based approach underpinned by transparency, accountability and good governance

In order to achieve the vision and mission of the Policy a rights-based approach will be prioritised. Gender equality, youth empowerment and the inclusion of persons with a disability and other underrepresented groups will be prioritised as cross-cutting and mainstreamed issues. This focus necessitates enhanced attention to safeguarding athletes and participants in sport from harm and abuse, especially children and those in vulnerable situations. Transparency, accountability and the good governance of sport and recreation, including through robust monitoring, evaluation and reporting and evidence-led decision-making, will guide policy implementation and represent further cross-cutting priorities and guiding principles.

Co-ordination and collaboration for effective implementation and impact

Delivering on the ambition and scope of the Policy will require a co-ordinated effort from across the sport and recreation fraternity, support from relevant government ministries and departments, and collaboration with the private sector and civil society, the Africa Union Sports Council and the United Nations System. It will also require the commitment of the wider citizenry to enhance the use of sport and recreation as a tool to contribute to national development, including rebuilding better after COVID-19.

Accordingly, the Policy has been designed to foster a collaborative approach and act as a catalyst to mobilise the efforts of the range of sport and recreation stakeholders and partners in Lesotho. As the overall objective of the Policy is to contribute to national development, successful implementation will contribute to health, education, gender equality, youth empowerment and economic development priorities across sectors and communities, making engagement in the policy implementation process valuable to a range of partners. The Policy therefore envisages a wide range of organisations and agencies supporting implementation and clearly sets out the roles and responsibilities for these diverse stakeholders.

A targeted delivery plan and co-ordinated strategies

To support effective implementation and the delivery of the core objectives of the Policy a detailed delivery plan has been developed. This plan groups prioritised strategic actions into the following thematic areas:

- Regulatory, policy and institutional reform
- Advocacy and communication
- Training and capacity-building
- Strategy, programme and event delivery
- Research, evaluation and insights

This grouping is in order to assist human and financial resource allocation and effective management across the four goals and seventeen enabling actions of the Policy. The implementation plan also classifies each strategic action on the basis of its priority level, specifies the lead agencies who are best placed to take forward implementation and indicates partners whose co-operation and collaboration will be key in supporting the delivery of that component of the Policy.

An important feature of the implementation plan will be the development and delivery of five co-ordinated national strategies identified as key to delivering priority outcomes and the core policy goals. These strategies will be developed and implemented through a multi-stakeholder approach, overseen by working groups of key stakeholders and experts in each strategic area. The strategies are:

- Podium Performance Strategy and an underpinning Talent Development Strategy
- Sport and Recreation Event Hosting and Legacy Strategy
- Sport in Education Strategy
- Sport and Social Development Strategy

Tracking progress and measuring success

The effective monitoring of Policy implementation and evaluation of its impact on national development priorities and the Sustainable Development Goals (SDGs) has been prioritised. A results framework that includes clear indicators for each goal and enabling outcome has been set out. These indicators enable effective measurement of progress, provide a basis for clear targets to be pursued and, ultimately, determine the impact and contribution of sport and recreation to the development of Lesotho.

Harnessing the power of sport and recreation for sustainable social and economic development

The vision of the National Policy on Sport and Recreation is to harness the potential of inclusive, safe, well-governed and successful sport and recreation to contribute to the sustainable social and economic development of a united Lesotho. This vision is not that solely of a single department or ministry, sport mother bodies or government alone, but of the wider sport and recreation fraternity, their partners and a continental and global movement seeking to harness the full potential of sport and recreation for sustainable development.

Chapter 1: Sport, Recreation and Socio-economic Development in Lesotho

The National Policy on Sport and Recreation 2021-2031 responds to the wider socio-economic context and development priorities of Lesotho, the ambitions of and challenges faced by the sport and recreation fraternity, including the impact of COVID-19, and wide-ranging recognition of the potential to enhance the contribution of the sector to national development. Specific detail across each of the subsections below is provided in **Annex A**.

1.1 National context

Lesotho is a mountainous and landlocked country in Southern Africa with population of 2 million people.² Lesotho is classified as a lower-middle income country, with a gross national income (GNI) per capita of \$1,390. Lesotho has 30,000 km² of land consisting mostly of highlands, with its lowest point 1,400 metres above sea level.

Economic development

The current national gross domestic product (GDP) is reported to be US\$2.74 billion,² with manufacturing, textiles, construction, agriculture and mining being key sectors.³ Prior to the global coronavirus pandemic, GDP growth in Lesotho was expected to range between 1.7 and 4.1 per cent between 2019 and 2021.⁴ Due to the impact of the pandemic it is projected that annual GDP growth will decrease by up to 6.5 per cent.¹ The challenging economic context means that maximising the economic potential of sport and recreation is an important focus for this Policy.

Governance

Lesotho ranks 16th out of 54 countries evaluated by the Ibrahim Index of African Governance, a tool which measures and monitors the performance of African countries on safety and rule of law, participation and human rights, sustainable economic opportunity, and human development.⁵ On the basis of these rankings strengthening governance in and through sport is of elevated importance in this Policy.

Children and young people

While nearly 35 per cent of the African population is between the ages of 15 and 35, the figure for Lesotho is close to 40 per cent.⁶ The Global Youth Development Index (YDI) examines development in health, education, employment, civic participation and political participation for people between the ages of 15 and 29. According to the latest statistics, out of 183 countries analysed Lesotho ranks at 171 overall, and has a YDI score which is below the African average.⁷ Given the unemployment and economic participation challenges facing young Basotho, seeking to enhance the role of sport and recreation in boosting economic participation of youth is a core issue for this Policy.

With nearly half the population under the age of 18,⁸ child poverty and child-specific vulnerabilities assume significance in the context of socio-economic policy development. The challenges have underscored the importance of mainstreaming the safeguarding of children and young people involved in sport across all policy priorities.

Gender equality

According to the Global Gender Gap Index, an index to benchmark 149 countries on their progress towards gender parity, Lesotho ranks 81st,⁹ and there is scope for improvement when it comes to economic participation (88th) and political empowerment (86th). Promoting women's leadership in sport and economic opportunities for women and female-driven enterprise are therefore important considerations of this Policy.

Social challenges

Lesotho features among the top 20 per cent of the world's most unequal countries, with a Gini coefficient of 44.6 per cent.¹⁰ Over 27 per cent of the population remains below the international poverty line (US\$1.90/day), although this is expected to increase due to the impact of COVID-19, political instability, climate change and food insecurity. On the basis of these social development challenges, seeking to utilise sport and recreation as a catalyst and contributor to social development is a key issue addressed through this Policy.

Health and wellbeing

HIV/AIDS, tuberculosis (TB) and other communicable diseases constitute the major risk factor towards premature mortality in Lesotho. Further, non-communicable diseases (NCDs) are estimated to account for nearly 33 per cent of all deaths in Lesotho on an annual basis.¹¹ Alcohol abuse, tobacco consumption¹¹ and obesity¹¹ are key issues among the population, and a significant portion of the population (44%) do not engage in any vigorous activity at all.¹² On this basis, promoting wider participation in sport and recreation for the preventative health and wellbeing benefits and utilising sporting events and activities to promote key health messaging is a focus in the Policy.

Impact of COVID-19

The COVID-19 pandemic has emerged as a considerable challenge to a number of ongoing development priorities in Lesotho. While the overall number of confirmed cases in the country has been relatively low, the wider impact of the pandemic has 'aggravated the health, water, sanitation and hygiene (WaSH), protection, nutrition and food security situation of the drought-affected people in Lesotho'.¹³ The primary health, preventative and testing response required has placed an additional burden on the national health and social protection systems, with recognition of a need to strengthen planning and co-ordination; surveillance and investigation; screening; and infection prevention and control and case management, while ensuring continuity of other priority public health interventions.¹³

Border closures, reduced internal movement and reduced inward finance flows, especially from lower remittances, have had a substantial socio-economic impact in Lesotho. In June 2020 the GDP growth projection of the country was revised to fall from 1.4 per cent prior to COVID-19 to negative 5.1 per cent in 2020/21.¹ More broadly the impact of the pandemic has increased the number of vulnerable households by almost 50 per cent to 899,000 (179,000 in urban and 720,000 in rural areas) due to factors such as loss of employment and income sources, including remittances, and the loss of productive assets.¹ Lesotho's interconnectivity with South Africa presents additional prevention, screening and economic vulnerabilities and challenges, with associated border closures threatening to severely affect the economy and impact livelihoods. Besides having a direct impact on import and export, the closure has resulted in an increase in prices of a number of commodities due to reduced supply,¹⁴ and the Southern African Customs Union (SACU) revenues which account for almost 40 per cent of government revenue¹⁵ are expected to decline substantially.

COVID-19 will have a substantial impact on the context within which the National Policy on Sport and Recreation will be implemented. A number of strategic actions in the Policy have been adapted in response. Other actions take on added significance in contributing to the response and approach to rebuilding better.

1.2 National development plans and linked sectoral policies

The adoption and implementation of the second iteration of the country's National Strategic Development Plan (NSDP 2), the decade of action to achieve the SDGs, and continental and international policy aimed at strategically enhancing the contribution of sport and recreation to economic and social development, all combine to create a favourable context.

In order to capitalise on this conducive environment, this Policy is coherent with relevant national legislation and draws on key national and international development plans, strategies and policies.

National development plan

National Strategic Development Plan II (NSDP 2)

The NSDP 2 seeks to 'transform Lesotho from a consumer-based economy to a producer and export driven economy'.¹⁶ The overarching vision of the NSDP 2 is the *economic and institutional transformation for private sector led job creation and inclusive economic growth*. The plan aligns with, and seeks to contribute to, the SDGs and the African Union Agenda 2063, taking care to ensure that 'no one is left behind' and that growth is inclusive and participatory.

In order to achieve these objectives, the NSDP 2 has identified four strategic key goals:

1. Promoting inclusive and sustainable economic growth and private sector led job creation;
2. Strengthening human capital through investment in health, nutrition, skills development, social protection and migration;
3. Building enabling infrastructure; and
4. Strengthening governance and accountability systems.

Recognition of sport as a tool for development in NSDP 2

Within the NSDP 2, sport is recognised as a tool for development.¹⁶ Specifically, the NSDP 2 states that:

*sport can support development by generating income from sports-related sales and services, supporting business growth, entrepreneurship and job creation especially in the tourism sector, improving health and social well-being, and fostering universal values of fair play, mutual respect and friendship.*¹⁶

The NSDP 2 also notes that Lesotho is well suited to hosting regional and international sports events, which can boost tourism and provide a range of socio-economic benefits, including foreign investment, the creation of local jobs and improved social wellbeing.¹⁶ Further, the NSDP 2 highlights the need to improve sports infrastructure, including demarcating land for sport facilities, and that improved governance and co-ordination in the sport sector and with other stakeholders will be crucial to maximise the impact of sport.¹⁶ These focus areas of NSDP 2 provide a basis for the vision and focus of the National Policy on Sport and Recreation being geared towards enhancing the contribution of the sector to economic and social development.

Linked sectoral policies and development plans

The cross-cutting nature of sport and recreation makes it highly relevant to a range of development areas and sectors. A number of sectoral policies and strategic plans informed the development of this Policy, in particular in ensuring that the potential contribution of sport and recreation to the goals and objectives outlined in these plans is maximised. These include:

- Lesotho National Youth Policy 2017–2030
- Lesotho Gender and Development Policy, 2018
- National Tourism Master Plan, 2019
- National Disability and Rehabilitation Policy, 2011
- Education Sector Plan 2016–2026
- National Environmental Policy, 1998

Further details on these policies and their links to sport and recreation have been included in **Annex B** of this Policy.

1.3 Defining sport and recreation

This Policy adopts the definition of sport and recreation set out in the Lesotho Sport and Recreation Act 2002:

'Sport' means any form of physical activity which through casual or organised participation and internationally accepted rules, aims at personal development, enjoyment, satisfaction, expression or improvement of physical fitness, mental and emotional well-being; forming social relationships and relaxation or obtaining results in competition at all levels.

'Recreation' means all forms of activities, physical and not physical in which individual or groups of people voluntarily participate.

1.4 Sport and recreation in Lesotho

Sport was traditionally run and managed by the Lesotho Sports Association and primarily comprised of only football and athletics. The Lesotho Sport Association was replaced by the Lesotho Sports Council through the Lesotho Sports Council Order in 1970. During the period of the Lesotho Sports Council the number of sporting codes active in the country grew to 25 and included taekwondo, boxing, tennis and darts among others.¹⁷ The Lesotho Sports Council was later replaced by the Lesotho Sport & Recreation Commission in 2002 through the Lesotho Sport & Recreation Act of 2002.¹⁸ Currently, the LSRC has 27 member associations which include table tennis, handball and cycling.

The current contribution of sport and recreation to the national GDP is not quantified. The contribution of the sector is measured as part of the wider contributions of the arts, entertainment and recreation sector, and through sport-based components of the manufacturing, wholesale and retail trade, hotels and restaurants, information and communication and business services sectors.¹⁹ The Bureau of Statistics has indicated the need to reconsider how to quantify the value and contributions of the arts, entertainment and recreation and related sectors.¹⁹

1.5 Legal framework for sport and recreation in Lesotho

The following legislative and regulatory environment constitutes the key legal framework within which this Policy will be implemented.

Lesotho Sport and Recreation Act, 2002 and Lesotho Sport and Recreation Regulations, 2010

The 2002 Act on Sport and Recreation is the key legislation setting out the legal and regulatory environment for sport in the country. The Act repealed the Lesotho Sports Council Order 1970 and established the Lesotho Sport and Recreation Commission (LSRC).¹⁸ There are directives of this act yet to be implemented, namely financial incentives and tax rebates for investing in sport. The Act was followed by the Lesotho Sport and Recreation Regulations in 2010, which regulate the operation of the LSRC,²⁰ the registration process for sport and recreation associations in Lesotho, and fundraising for athletes, clubs and associations in Lesotho. The 2002 Act also calls for the MGYSR to establish a Sports Trust Fund in consultation with the Ministry of

Finance.¹⁸ For this purpose, the Act confers the power to establish the Sports Trust Fund on the LSRC.¹⁸ In accordance with the Policy, the Act and associated Regulations will be reviewed to ensure alignment with regional, continental and international norms.

Anti-doping framework

Lesotho acceded to the International Convention Against Doping in Sport in 2012.²¹ The country uses the World Anti-Doping Agency's (WADA) Regional Anti-Doping Organisation (RADO) programme to support anti-doping efforts.²² The RADO programme seeks to strengthen the protection of clean sport by developing innovative anti-doping strategies, especially for National Anti-Doping Organisations (NADO) and National Olympic Committees (NOC) that require support in terms of human and financial resources. Lesotho falls under the ambit of the Africa Zone VI RADO, based in Botswana.

Related legislation and regulatory instruments

Besides these specific laws and regulations pertaining to the sport and recreation sector, there are a variety of other legal instruments and regulatory frameworks which have a bearing on the sport and recreation sector in Lesotho. These include:

- Companies Act, 2011
- Freedom of Association (under the Constitution of Lesotho)
- Children's Protection and Welfare Act, 2011
- Gambling regulations
- Education Act, 2010
- Industrial Licensing Act, 2014
- Tourism Act, 2002
- Environment Act, 2008

These laws and regulations have relevance to the goals, outcomes and strategic of this Policy and associated institutional arrangements for key sector stakeholders. Further details on the relevance of these laws and regulations to the National Policy on Sport and Recreation is outlined in **Annex B** of this Policy.

1.6 International recognition of sport as a contributor to socio-economic development

Lesotho's National Policy on Sport and Recreation is coherent with global, pan-African and Commonwealth policy and strategic frameworks helping the country to contribute to continental and global sport policy development, while supporting efforts to collaborate with international partners.

The key international and continental policy and strategies that recognise and promote sport as a contributor to sustainable development include:

- Recognition of sport as a contributor to the global Sustainable Development Goals in the 2030 Agenda for Sustainable Development;²³
- 13 resolutions of the United Nations General Assembly have been passed on sport and development, most recently resolution A/73/L.36 which reiterated the importance of sport as 'an enabler of sustainable development';
- The Kazan Action Plan (KAP) on sport, physical education and physical activity, adopted by the Sixth International Conference of Ministers Responsible for Sport and Physical Education – MINEPS VI, which represents a commitment by governments to align and maximise the contribution of future sport policy to achieving the SDGs;²⁴
- Commonwealth commitment to maximise the contribution of sport to sustainable development;²⁵

- The Policy Framework for the Sustainable Development of Sport in Africa, which positions sport as a contributor to the Africa Union Agenda 2062 through creating an active, winning, innovative, united and sustainable sport system on the continent;
- The Antananarivo Recommendations, adopted by the First Regional Conference of African Ministers on the implementation of the Kazan Action Plan in Africa, which emphasise the importance of 'fostering policy coherence in the context of Africa Union Agenda 2063, the SDGs, the Sport Policy Framework for Sustainable Development of Sport in Africa, and the Kazan Action Plan';²⁶ and
- The strategic priorities of African Union Sports Council Region 5 (AUSC Region 5) that encourage Member States to develop national sport and recreation policies and to harmonise these on key cross-cutting issues for the region, including to effectively use sport as a tool for promoting peace and development.

Together this body of continental and international policy helps create an enabling and conducive environment for the implementation and impact of this Policy, and further detail on international policy frameworks that recognise sport as a contributor to sustainable development is included in **Annex C**.

Obligations under International Human Rights Conventions

The National Policy on Sport and Recreation has also been framed with reference to Lesotho's obligations under International Human Rights Conventions, and the United Nations Development Assistance Framework (UNDAF) for Lesotho. Further details on these linkages are available under **Annex C** of this Policy.

1.7 Policy consultation and development process

Extensive consultation and stakeholder engagement was undertaken to develop the National Policy on Sport and Recreation. This process included the sport and recreation fraternity, collaborating ministries and government departments, civil society and private sector partners as well as wider community stakeholders. The details of the consultation and development process along with key demographic data is presented under **Annex D**.

Chapter 2: Guiding Principles and Mainstreamed Issues

In order to achieve the vision and mission of the National Policy on Sport and Recreation a rights-based approach, a prioritisation of good governance, transparency and accountability in sport, along with partnership working, collaboration and multi-stakeholder implementation will be key guiding principles. Advancing gender equality, youth empowerment, the inclusion of persons with a disability and other underrepresented groups, and safe sport, will therefore be prioritised as cross-cutting and mainstreamed issues. This focus necessitates enhanced attention on safe sport and protecting athletes and participants from harm and abuse, especially children and those in vulnerable situations. This focus on transparency, accountability and the good governance of sport and recreation will require robust monitoring, evaluation and public reporting along with evidence-led decision-making.

On this basis, the realisation of the vision, mission and primary goals of the Policy will be advanced in line with six guiding principles, along with four issues mainstreamed across strategic actions.

2.1 Guiding principles

The following principles have been used to develop the Policy and will guide implementation:

1. **Rights-based approach:** Embedding a commitment to the protection and promotion of civil, political, economic, social and cultural rights, including the right to development, for all without discrimination in and through sport.
2. **Tolerance, respect and understanding:** Underscoring the importance of promoting tolerance, respect and understanding as essential to the development of free and democratic societies, peace and prosperity, recognising the role sport and recreation can play in advancing these principles.
3. **Inclusion of underrepresented groups:** Widening the social, human and economic development benefits of sport and recreation so they are enjoyed by more members of society, including women and girls, persons with a disability and those in vulnerable situations. For the purposes of this Policy, 'Persons with a disability' include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others, in keeping with the United Nations Convention on the Rights of Persons with Disabilities.²⁷
4. **Transparency and accountability:** Strengthen transparency and accountability in the sport and recreation sector as part of an emphasis on good governance.
5. **Results-based management and evidence-based decision-making:** Committing to results-based management and robust monitoring and evaluation to ensure evidence-led decision-making in supporting policy implementation and impact.
6. **Partnership working and collaboration:** Emphasising the importance of government and non-government stakeholders, the entirety of the sport and recreation fraternity, private sector and civil society partners working in a co-ordinated way to deliver on the vision of the policy and maximise the contribution of sport and recreation to socio-economic development and national unity.

2.2 Mainstreamed issues

The following issues will be mainstreamed across all strategic actions implemented through this Policy to ensure the benefits of policy are enjoyed by more Basotho.

Gender

Gender equality and women's empowerment are critical preconditions for effective and sustainable development of sport and recreation and a key driver of enhanced economic, social and political development. Therefore, promoting gender equality and mainstreaming gender issues across all elements

of implementation is fundamental to this Policy. This emphasis recognises that women and girls have traditionally been underrepresented in participation, administration and leadership roles in sport and recreation and that cultural and structural barriers exist that limit the full participation of women in sport in Lesotho.

Gender mainstreaming is a globally accepted strategy for promoting gender equality. It is, therefore, of immense importance to this Policy and will be embedded across the goals, enabling outcomes and strategic actions. Gender mainstreaming is the process of organising, improving, developing and evaluating policy processes so that the perspective of gender equality is integrated into policy formulation and implementation processes. This extends to ensuring gender-sensitive budgeting, planning and evaluation, including ensuring all data collected to monitor the implementation of policy and associated reporting is disaggregated by gender.

Youth

Nearly 40 per cent of the population in Lesotho is between the ages of 15 and 35, which means that mainstreaming youth empowerment is key to policy implementation and impact. Youth mainstreaming can be defined as strategies for intergenerational equity and justice that enable young people's capabilities, participation and human rights to be an integral dimension of the analysis, design, implementation and monitoring & evaluation of policies and programmes in planning. It enables young people and adults to benefit equally from, and contribute equally to, development outcomes.²⁸

Embedding youth mainstreaming in this Policy is premised on the understanding that while the development of standalone youth policies, such as Lesotho's Youth Policy, plays a key role in bolstering youth development, a cross-sectoral approach to youth empowerment is key to addressing critical challenges currently faced by Lesotho – a large youth population, and limited resource availability for the implementation of youth-centric policies. It will extend to ensuring that young people, including but not limited to athletes, play a role in the governance and management of the sector, an emphasis on utilising sport as a tool for youth engagement and empowerment and age-disaggregated monitoring and reporting.

Access and inclusion

To maximise the benefits of sport and recreation for people of all abilities, the National Policy on Sport and Recreation will give specific consideration to the barriers that exclude people from participation, in particular persons with a disability, households in vulnerable situations and people in rural communities. These population groups have additional barriers (physical, financial, cultural) that the Policy will seek to address to ensure full and active participation. Meeting Lesotho's obligations under Article 30 of the United Nations Convention on the Rights of Persons with Disabilities, which recognises the right of people with disabilities to participate in cultural life, recreation, leisure and sport,²⁹ will be a particular emphasis and result in an enhanced focus on the inclusion of persons with disability at all levels of sport and using sport as a vehicle to challenge negative stereotypes and attitudes against persons with disabilities.

Safe sport

Safe sport is a proactive concept that refers to the processes and mechanisms of ensuring that sport and recreation is a safe setting for all, and in which participants and athletes, volunteers and workers' rights are fully respected. Different stakeholders involved in sport require different sorts of safeguarding, whether community participants, elite athletes, spectators or those managing and administering sport. Each group shares, however, an expectation and a right that their health, safety and wellbeing are safeguarded so that sport remains a positive experience for all.³⁰

Safeguarding against harm and abuse will be a particular focus of this Policy. While participating in and around sport is often a safe and positive experience for children, young people and adults, it can be a space where both accidental and non-accidental harm and abuse occurs. Non-accidental harm and abuses are those

perpetrated knowingly and deliberately, that undermine both the mental and physical health of the athlete or participant and the integrity of sport and recreation.³¹ This can include emotional, physical and sexual harm and abuse, as well as failing to meet the basic needs of athletes and participants, particularly children and those in vulnerable situations.³² Safeguarding refers to the actions taken to ensure all participants are safe from harm when involved in sport and recreation.

Developing, implementing and monitoring measures to deliver safe sport will be mainstreamed across all relevant strategic actions in this Policy. This prioritisation is based on the recognition that providers of sport and recreation have an ethical and legal duty to ensure that activities are provided in a safe environment that is free of harm for all. The importance of safe sport is emphasised through Article 10 of the International Charter of Physical Education, Physical Activity and Sport (2015) which states that:

*all forms of physical of sport (and recreation) must be protected from abuse (and that) phenomena such as violence, doping, political exploitation, corruption and manipulation of sports competitions endanger the credibility and integrity of physical education, physical activity and sport and undermine their educational, developmental, and health promoting functions.*³³

Special emphasis will be placed on safeguarding children involved in sport and recreation in line with national and international norms and safeguards set out for this purpose, including the International Safeguards for Children in Sport³⁴ and framework for child safeguarding in Lesotho, which is governed by the Children's Protection and Welfare Act (2011). Among other specific subjects, the Act contains provisions regarding abuse, trafficking, child labour and health in the context of all persons under the age of 18 years in Lesotho.

Chapter 3: Goals, Outcomes and Strategic Actions

3.1 Enhancing the contribution of sport and recreation to national development

The National Policy on Sport and Recreation 2021 to 2031 aims to contribute to the inclusive growth and development of Lesotho through the holistic development of the sport and recreation sector.

This central aim of the Policy is to maximise the role of sport and recreation in advancing the economic and social development priorities of Lesotho, African Union Agenda 2063 and achievement of the Sustainable Development Goals (SDG) and, in doing so, promote the development and success of the sport and recreation in Lesotho.

Figure 3.1. Contribution of the National Policy to inclusive growth and development



3.2 Unifying vision and mission

The overarching vision of the Policy is to enhance the role and contribution sport can make to the Lesotho nation. The Policy also sets out a clear mission for the sport and recreation fraternity in playing its role in advancing the social and economic development of the country.

Figure 3.2. Policy vision and mission



3.3 Policy format and structure

For efficiency of implementation and ease of understanding the operative elements of this Policy are set out at three levels, which in unison seek to deliver the overarching vision and mission:

- The **policy goals** divide the Policy into four key thematic areas for action, each area being equally important and interdependent.
 - Each policy goal contains a set of **enabling outcomes** that are necessary to deliver in order to achieve the goal. There are 17 enabling outcomes in total.
 - Achievement of the enabling outcomes is dependent on the implementation of **strategic actions** that are the key activities and tasks to be delivered, primarily through a multi-stakeholder and collaborative approach. The implementation plan for the Policy divides these actions into thematic clusters and short-, medium- and longer-term priorities.

Each goal area and specific enabling action is aligned to targeted objectives of NSDP 2, AU Agenda and identified SDG targets; they are also referenced to the AU Policy for the Sustainable Development of Sport in Africa.

3.4 Goals, enabling outcomes and strategic actions

Transformative goals

The four transformative goals of the Policy are:

- Policy goal 1: Improved governance of sport and recreation in Lesotho
- Policy goal 2: Enhanced national identity and pride through better performance of Lesotho teams and well-delivered events
- Policy goal 3: More people are benefiting from community sport and recreation
- Policy goal 4: Increased economic contribution of the sport and recreation sector.

Enabling outcomes and strategic actions

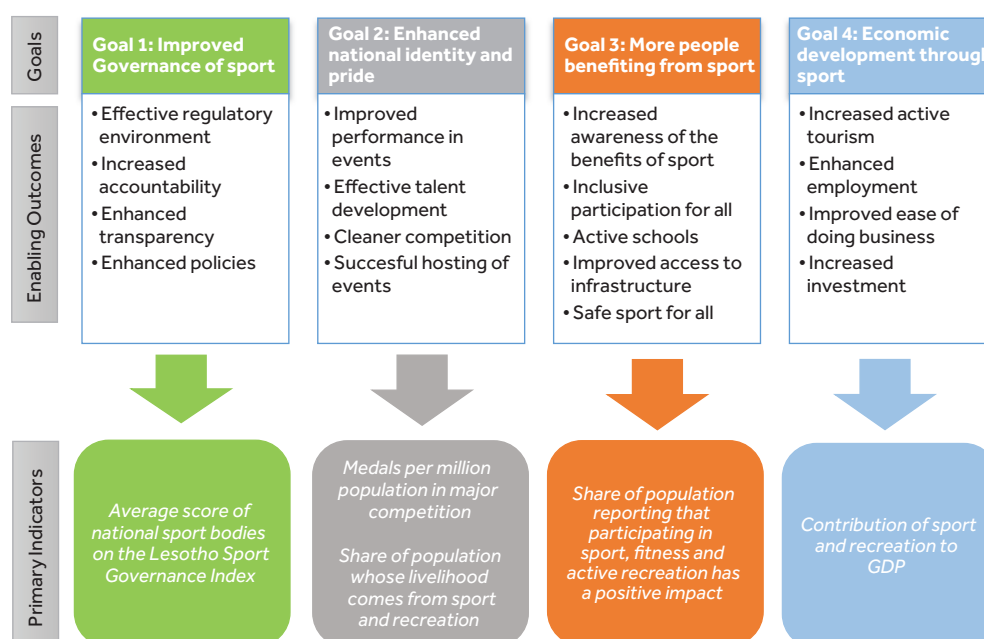
To support effective implementation of the Policy, 63 **strategic actions** have been identified as priorities to deliver the 17 **enabling outcomes** and, ultimately, the 4 overarching policy goals.

These strategic actions form the basis for policy implementation and delivery planning. The scope and scale of these actions are ambitious but ultimately seek to reflect human and financial capacity constraints facing the country and the sport and recreation sector specifically.

An important component of policy implementation, and the pre-eminent actions, will be the development and delivery of five co-ordinated national strategies identified as key to delivering priority outcomes and the core policy goals. These strategies will be developed and implemented through a multi-stakeholder approach, overseen by working groups of key stakeholders and experts in each strategic area. The strategies are:

- Podium Performance Strategy and an underpinning Talent Development Strategy
- Sport and Recreation Event Hosting and Legacy Strategy
- Sport in Education Strategy
- Sport and Social Development Strategy

Figure 3.3. Policy goals, enabling outcomes and primary indicators



Indicators of progress

The effective monitoring of Policy implementation and evaluation of its impact on national development priorities and the SDGs is key to understanding and enhancing the contribution sport and recreation can make to inclusive growth and development in Lesotho. Accordingly, a set of primary indicators have been defined for each of the four policy goals and indicators for each associated enabling outcome. This suite of indicators provides the basis for a monitoring and evaluation framework for the Policy.

The purpose of including this monitoring and evaluation framework as core to the Policy is to:

- provide clear measures to track the achievement of policy goals and enabling;
- facilitate the establishment of baselines and for clear targets to be set;
- promote accountability and assist targeted reporting on progress;
- reduce monitoring burden by providing clarity on monitoring and reporting responsibilities; and
- provide an evidence base to demonstrate the contribution of sport and recreation to social and economic development and attract additional funding and investment in the sector.

Policy Goal 1: Improved governance of sport and recreation in Lesotho

Ensuring the effective governance, management and administration of sport and recreation is an essential prerequisite to deliver on the vision of the National Policy on Sport and Recreation.

Issues, challenges and opportunities

This priority goal responds to the following issues, challenges and opportunities that were identified through the policy consultation and development process:

- Varied compliance with national legislation and regulations relevant to sport and associated international norms;
- Duplication and crossover in the roles and responsibilities of key sport and recreation organisations and sport mother bodies;
- Incoherence between components of sport-related regulation and legislation and other regulation, particularly related to incentives for investment and funding of sport and recreation;
- Varied levels of transparency and accountability in the governance and management of sport and recreation;
- Opportunities to enhance co-operation and partnership working within and beyond the sport and recreation sector;
- Opportunities to improve transparency related to the financial governance of sport and implement key provisions of the Sport and Recreation Act 2002;
- Need to build capacity on the good governance and effective and transparent management of sport and recreation.

Enabling outcomes, strategic actions and indicators

To respond to these issues and deliver **improved governance of sport and recreation in Lesotho**, the following four enabling outcomes and 15 strategic actions will be prioritised.

Policy Goal

1. Improved governance of sport and recreation in Lesotho

NSDP 2, AU2063 and SDG Contribution

NSDP 2 Objective
**Strengthening
Governance and
Accountability**

Sustainable contribution of
sport to Agenda 2063
**A United
Africa**



Primary Indicator

- Average score of national sport bodies on the Lesotho Sport Governance Index

Enabling Outcomes and Results	Strategic Actions	Progress Indicators
<p>1.1 Improved regulatory environment for sport through a revised enabling Sports Act that is coherent and compliant with related national and international norms and frameworks.</p>	<p>1.1.1 Amend the Lesotho Sport and Recreation Act, 2002 including strengthening the functions defined for national associations to meet national, continental and international norms on good governance.</p> <p>1.1.2 Review and communicate to sport stakeholders the wider regulatory and policy frameworks supporting the prevention of corruption in sport, manipulation of sporting competitions, age cheating, doping, abuse and harm and other issues affecting the integrity of sport. Identify and address components of the wider regulatory and policy framework that need to be strengthened to protect the integrity of sport.</p>	<p>a. Date of amendment of Lesotho Sport and Recreation Act.</p> <p>b. Date of enactment of criminal law provision for the prosecution of match-fixing. [Sport and SDG Indicator 2.16g]</p>
<p>1.2 Criteria established and applied for the disbursement, use and accountability of public funding in sport.</p>	<p>1.2.1 Establish clear criteria for disbursement, utilisation and monitoring of funds for eligible organisations and national associations through a specialised set of rules under the Lesotho Sport and Recreation Act 2002. These criteria will set out the governance, policy and procedural and reporting requirements for bodies wishing to access public funding.</p> <p>1.2.2 Develop a specialised regulatory framework to encourage public-private partnerships and corporate social responsibility in sport and recreation, with clear reporting mechanisms attached.</p> <p>1.2.3 Establish a National Sports Trust Fund with clear rules and guidelines of operation, to be administered by the LSRC as per the Lesotho Sport and Recreation Act, 2002.</p>	<p>a. % of national public expenditure invested in sport. [Sport and SDG Indicator 22]</p> <p>b. Annual change in expenditure on sport [aggregate of public expenditure, private sector sponsorship of national sport associations and National Sports Trust Fund allocation].</p> <p>c. % of total public investment in sport compliant with criteria for investment of public funds in sport and recreation.</p>

<p>1.3 Clearer roles and responsibilities and enhanced governance arrangements for the Department of Sport and Recreation, LSRC and LNOC established.</p>	<p>1.3.1 Amend the Lesotho Sport and Recreation Act, 2002 and the Lesotho Sport and Recreation Regulations 2010 to clarify the functions of the Department of Sport and Recreation, and Lesotho Sport and Recreation Committee in alignment with the functions of Lesotho National Olympic Committee and respective mandates and/or constitutions of these entities. Make all related legal and constitutional documents publicly available.</p>	<p>a. Date of amendment of Lesotho Sport and Recreation Regulations.</p> <p>b. Date of last revision and publication of constitutional documents of: i) LSRC and ii) LNOC.</p> <p>c. Date of the last publication of an annual report on the contribution of sport to national development and the SDGs by: i) Department of Sport and Recreation; ii) LSRC and; and iii) LNOC.</p>
<p>1.3.2 Update the constitutional documents for mother bodies for sport and recreation including defining the policy and procedural frameworks, and the appointment, roles and responsibilities for office bearers in line with the amended and updated 2002 Act and 2010 Regulations. Make these documents and associated financial and delivery reporting publicly available.</p>	<p>1.3.3 Restructure the Department of Sport and Recreation and Lesotho Sport and Recreation Commission to delineate between policy formulation and monitoring and implementation functions. This will include office bearers and professional and voluntary staff being allocated responsibility for: i) each of the four goals of the policy and associated enabling outcomes; and/or ii) delivery of one of the following groupings of strategic actions as outlined in the implementation plan for the policy:</p> <ul style="list-style-type: none"> • Regulatory, policy and institutional reform • Advocacy and communication • Training and capacity-building • Programme and event delivery • Research, evaluation and insights. 	<p>d. Number of i) office bearers; ii) staff [full-time equivalent] and iii) volunteers in Department of Sport, LSRC and LNOC responsible for:</p> <ul style="list-style-type: none"> • Regulatory, policy and institutional reform • Advocacy and communication • Training and capacity-building • Programme and event delivery • Research, evaluation and insights.
<p>1.3.4 Embed reporting on contributions to the national development plan, Agenda 2063 and prioritised SDG targets (including those pertaining to good governance, accountability and transparency, gender equality and safeguarding) as part of the monitoring and evaluation procedures for mother bodies for sport and recreation in Lesotho.</p>	<p>1.3.4 Embed reporting on contributions to the national development plan, Agenda 2063 and prioritised SDG targets (including those pertaining to good governance, accountability and transparency, gender equality and safeguarding) as part of the monitoring and evaluation procedures for mother bodies for sport and recreation in Lesotho.</p>	

<p>1.4 Improved governance systems, policies and procedures, and capacity in national sporting bodies to: enhance transparency and accountability, protect the rights and safety of those involved in sport and recreation, and ensure sport is clean, more equitable, inclusive and accessible.</p>	<p>1.4.1 Develop guidelines on the good governance and effective management of sport and recreation organisations in line with national, continental and international norms.</p> <p>1.4.2 Provide a template and embed reporting on contributions to NSDP 2, Agenda 2063 and prioritised SDG targets (including those pertaining to good governance, accountability and transparency, gender equality and safeguarding) as part of the monitoring and evaluation procedures for national sport and recreation organisations in Lesotho accessing public funding.</p> <p>1.4.3 Develop and make accessible training and capacity-building programmes on the good governance and effective management of sport, including through modes of distance learning. Make these training and capacity-building programmes available at district level, emphasising train-the-trainer modalities to cascade national programmes to district and community levels.</p> <p>1.4.4 Support more Basotho to access further and higher education on the governance and management of sport and recreation through the inclusion of courses/modules in national institutions and/or facilitating increased access to international scholarships and placements.</p> <p>1.4.5 Establish a national mechanism for:</p> <ul style="list-style-type: none"> i. Case management pertaining to child protection and gender-based violence issues in sport; and ii. Dispute resolution pertaining to issues relating to governance, management and integrity issues. <p>1.4.6 Undertake a biannual survey of the governance arrangements of sport and recreation organisations and publish the Lesotho National Sports Governance Report/Index.</p>	<p>a. Number of national sport associations that in the last year have published and/or made publicly available:</p> <ul style="list-style-type: none"> i) constitution, statutes and rules and regulations; ii) an annual report aligned with the National Policy on Sport and Recreation (including contributions to national development; iii) lists of office bearers and elected officials, including term length/ limits; iv) annual financial reports and statements; v) details and minutes of the General Assembly and executive meetings; vi) procedures to raise safeguarding, integrity and governance issues. <p>b. % national sport associations with a nominated focal point to co-ordinate measures to strengthen governance and protect the integrity of sport.</p> <p>c. Number of national sport associations that have athlete committees represented on board/executive management committees.</p> <p>d. Number of new child protection and gender-based violence in sport cases in the last year being managed by the national case management system.</p> <p>e. % of sports-related disputes raised at national mechanism satisfactorily resolved.</p> <p>f. % of individuals trained in the governance and effective management of sport in the last year who reported they gained new and applicable knowledge or skills. [Sport and SDG Indicator 19]</p> <p>g. # of i) athletes, ii) coaches/officials and iii) management/board members of national sport associations who were trained in the governance and effective management of sport in the last year.</p>
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Policy Goal 2: Enhanced national identity and pride through better performances of Lesotho teams and well-delivered events

Achieving improved results in regional, continental and international sporting competition, alongside hosting and delivering impactful sport and recreation events in Lesotho, will make an important contribution to enhancing national identity, unity and pride.


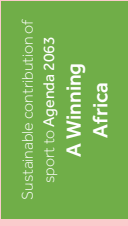



Issues, challenges and opportunities

This priority goal responds to the following issues, challenges and opportunities that were identified through the consultation and policy development process:

- Lack of trained coaches, support personnel and officials in talent identification, podium performance and event delivery;
- Limited para-sport programme and talent development pathways;
- Opportunity and need to strengthen procedures and safeguards pertaining to transparent selection, support and protection from abuse of potential and current podium performance athletes and elite-level teams;
- Limited strategies and plans for talent identification and training of potential podium performance and elite athletes and teams;
- Gender imbalances in the support provided to athletes and teams, including in progression to coaching and support roles;
- Constraints due to lack of clear policy and strategies to enhance sport infrastructure, funding and sponsorship;
- Opportunities to capitalise on hosting of regional and continental events and promote coherence and co-ordination between the work and investment undertaken through the local organising committees and the wider sport and recreation system;
- Opportunities to draw on Africa Union Sport Council Region 5 podium performance, para-sport and talent identification programmes and co-operation;
- Impact of COVID-19 and future pandemics and *force majeure* on the capacity to deliver and maximise the return of investment from hosting regional and continental sport events.

Enabling outcomes, strategic actions and indicators

To respond to these issues and deliver **enhanced national identity and pride through better performances of Lesotho teams and well-delivered events**, the following four enabling outcomes and seventeen strategic actions will be prioritised:

Policy Goal	
2. Enhanced national identity and pride through better performances of Lesotho teams and well-delivered events	
NSDP 2, AU2063 and SDG Contribution	
	
	
	
Primary Indicators	
<ul style="list-style-type: none"> Medals / top 3 finishes per million population in identified major competition Share of population whose livelihood comes from sport and recreation [Sport and SDG Indicator 8] 	
Enabling Outcomes and Results	Strategic Actions
<p>2.1 Prioritised teams and athletes who have the potential to perform have been identified through established performance criteria and are supported to excel.</p>	<p>2.1.1 Produce and implement a national Podium Performance Programme (PPP) Strategy, supported by annual plans and dedicated human and financial resources.</p> <p>2.1.2 Establish criteria based on performance measures or talent development systems, including on gender equality, para-sport and safeguarding measures, to ensure targeted use of funding and resources for current and potential podium performance athletes and high-performing teams.</p> <p>2.1.3 Develop guidelines on selection criteria for podium performance athletes and high-performing teams, and underpinning talent development programmes.</p>
Progress Indicators	<p>a. % of strategic actions in PPP Strategy initiated or implemented.</p> <p>b. % para-athletes among the total number of athletes who i) represented Lesotho in international competition in the last year; and ii) are nominated Talent Development athletes.</p> <p>c. % of budget allocated to podium performance athletes and high-performing teams compliant with established criteria for the targeted use of public funding.</p> <p>d. % of sports-related disputes at national mechanism related to selection issues.</p>

<p>2.2 More young people, coaches, officials and administrators are involved in improved talent development pathways that also support their education and career development outside of sport.</p>	<p>2.2.1 Produce and implement a co-ordinated national Talent Development Strategy, supported by annual plans and dedicated human and financial resources. The strategy will prioritise talent identification and support being delivered at higher and further education institutions, in secondary schools and through the national services. It will include dedicated initiatives to identify and nurture talented sportspersons, coaches and administrators from remote communities in Lesotho and para-athletes.</p> <p>2.2.2 Actively promote and provide for 'dual career' vocational education and training of athletes to support holistic development, education and employment both in and outside of sport.</p> <p>2.2.3 Ring-fence a percentage of budget, sponsorships and other monetary resources mobilised through sport to institute basic scholarship and stipend for a targeted group of young people with the potential to achieve podium performance administered by the National Sports Trust Fund.</p> <p>2.2.4 Develop and make accessible training and capacity-building programmes on talent development, sport performance and sport science, including through modes of distance learning, for administrators of sport and recreation, coaches and officials, and athletes.</p> <p>2.2.5 Support more Basotho to access further and higher education on sport performance and sport science through inclusion of courses/modules in national institutions and/or facilitating increased access to international scholarships and placements.</p>	<p>a. % of strategic actions in Talent Development Strategy initiated or implemented.</p> <p>b. % athletes who i) represented Lesotho in international competition in the last year; and ii) are nominated Talent Development athletes based outside of Maseru and Leribe.</p> <p>c. Number of athletes who: i) represented Lesotho in international competition in the last year; and ii) are nominated Talent Development athletes enrolled in secondary schools or higher and further education institutions.</p> <p>d. % of individuals trained in talent development, sport performance and sport science in the last year who reported they gained new and applicable knowledge or skills.</p> <p>e. # of i) athletes, ii) coaches/officials and iii) management/board members of national sport associations trained in talent development, sport performance and sport science in the last year.</p>
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<p>2.3 Improved systems are in place to promote clean sport and protect the integrity of sporting competitions.</p>	<p>2.3.1 Develop and make accessible training and capacity-building programmes on clean sport, prevention of competition manipulation and protecting and promoting the integrity of sport, including through modes of distance learning, for administrators of sport and recreation, coaches and officials, and athletes.</p> <p>2.3.2 Include in policy and procedural frameworks and roles and responsibilities for office bearers of national sport and recreation organisations clear directions on measures to promote clean sport and protect the integrity of sporting competitions.</p> <p>2.3.3 Include in guidelines on the good governance, policy and procedural frameworks and roles and responsibilities for office bearers of national sport and recreation federations, clear direction on measures to promote clean sport and protect the integrity of sporting competitions.</p> <p>2.3.4 Include in the biannual survey of the governance arrangements of sport and recreation organisations [Action 1.4.5] and in the Lesotho National Sports Governance Report/Index, specific indicators on measures to promote clean sport and protect the integrity of sport.</p>	<p>a. Date of last submission of the national Anti-Doping Logic (ADLogic) report to the Conference of State Parties to the International Convention against Doping in Sport.</p> <p>b. % national sport associations that have adopted formal policies (with procedures) to ensure an adequate anti-doping policy framework, its implementation and effective compliance measures, to protect the integrity of sport. [<i>Sport and SDG Indicator 18 (iii)</i>]</p> <p>c. % of individuals trained in clean sport, prevention of competition manipulation and protecting and promoting the integrity of sport who reported they gained new and applicable skills and knowledge. # of i) athletes, ii) coaches/officials and iii) management/board members of national sport associations who were trained in clean sport, prevention of competition manipulation and protecting and promoting the integrity of sport in the last year. [<i>Sport and SDG Indicator 19</i>]</p> <p>d.</p>
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<p>2.4 Hosting successful continental, regional and national events has enhanced infrastructure, promoted traditional culture, improved the international perception of Lesotho and mobilised additional private sector investment and financial resources for the country.</p>	<p>2.4.1 Formulate, implement and regularly update a co-ordinated National Sport and Recreation Event Hosting and Legacy Strategy that encompasses all regional or continental sport events or activities to be hosted in Lesotho until 2030. This plan will include co-ordinated resource mobilisation and partnership development approaches, legacy initiatives and pandemic contingency planning. It will outline strategies to engage key government, civil society and private sector stakeholders. It will seek to enhance the effectiveness and sustainability of infrastructure development, improve capacity-building, strengthen security and enhance return on investment and risk management measures.</p> <p>2.4.2 Establish and operationalise a mechanism to support information sharing, co-ordination and collaboration between local organising committees and related event and tourism bodies responsible for or supporting the hosting of regional or continental sport and recreation events or activities.</p> <p>2.4.3 Structure investment and partnerships to upgrade existing infrastructure and develop new infrastructure to promote and enhance accessibility, environmental sustainability and suitability for long-term use beyond the hosting of time bound events.</p> <p>2.4.4 Develop and make accessible training and capacity-building programmes on safe, effective and sustainable event delivery, including through online modes, for administrators of sport and recreation, volunteers and other relevant personnel.</p> <p>2.4.5 Support more Basotho to access further and higher education on effective and sustainable event delivery through inclusion of courses/modules in national institutions and/or facilitating increased access to international scholarships and placements.</p>	<p>a. % of strategic actions in National Sport and Recreation Event Hosting Strategy initiated or implemented.</p> <p>b. % of national-level sport infrastructure and major sport event venues compliant with accessibility legislation.</p> <p>c. # of individuals trained in safe, effective and sustainable event delivery in the last year who reported they gained new and applicable knowledge and skills.</p> <p>d. # of i) athletes, ii) coaches/officials and iii) management/board members of national sport associations trained in safe, effective and sustainable event delivery in the last year.</p>
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Policy Goal 3: More people are benefiting from community sport and recreation

The overarching national development priorities in Lesotho, in line with Agenda 2063 and the SDGs, seek to chart a course for development and transformation that is inclusive and participatory and ensures 'no one is left behind'. Inclusive and accessible sport and recreation that ensure more people from more communities benefit is key in maximising the contribution of the sector to the national development agenda.



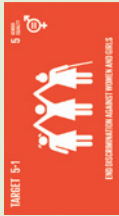


Issues, challenges and opportunities

This priority goal responds to the following issues, challenges and opportunities that were identified through the consultation and policy development process:

- Lack of awareness across the community at large of the benefits of regular participation in sport and recreation;
- Perceptions that participation in sport is for elite athletes only;
- Inconsistent implementation of physical education and sport in the education systems, including a lack of trained physical education teachers;
- Limited access for Basotho to safe and accessible community infrastructure for sport and recreation;
- Traditional cultural attitudes to participation in sport leading to barriers for women and girls, people with disabilities and other marginalised groups;
- Low numbers of trained community sport and recreation coaches and activity leaders;
- Lack of policy and procedures to safeguard children, women and girls and vulnerable groups participating in sport;
- Opportunity to improve knowledge and understanding of 'sport for development' and enhance capacity to deliver social impact through sport in Lesotho.

Enabling outcomes, strategic actions and indicators

To respond to these issues and challenges and **ensure more people are benefiting from community sport and recreation**, the following five enabling outcomes and eighteen strategic actions will be prioritised.

Policy Goal	
3. More people are benefiting from community sport and recreation	
NSDP 2, AU2063 and SDG Contribution	
	   
Primary Indicator	
<ul style="list-style-type: none"> Share of the population reporting that participating in sport, fitness and active recreation has a positive impact on themselves, their family or community 	Progress Indicators
Enabling Outcomes and Results	Strategic Actions
<p>3.1 More leaders and community members understand the benefits of participating in sport and recreation, and there is increased capacity across all districts to deliver regular activities, culminating in the celebration of an annual 'National Sports Week'.</p>	<p>3.1.1 Develop and implement regular advocacy and communication campaigns regarding the wider benefits of sport and recreation, culminating in a National Sports Week to be organised around key themes for national development. Priority themes for these advocacy and communication campaigns will focus on the contribution that sport and recreation can make to:</p> <ul style="list-style-type: none"> national unity and community cohesion; responding and rebuilding better following COVID-19; social inclusion and the provision of social support; improved health and wellbeing, including through awareness raising on key health issues and limiting substance abuse; and education and economic participation of young people, including through the development of necessary skills and competencies required for increased access to jobs and improved income-generation opportunities. <p>3.1.2 Develop and make accessible training and capacity-building programmes, on the contribution of sport to social and economic development including through modes of distance learning, for government officials, NGOs, community leaders and sport and recreation administrators. Make these training and capacity-building programmes available at district level, emphasising train-the-trainer modalities to cascade national programmes to district and community levels.</p> <p>3.1.3 Support more Basotho to access further and higher education on sport for development and peace through inclusion of courses/modules in national institutions and/or facilitating increased access to international scholarships and placements.</p> <p>3.1.4 Undertake a biannual study on public perceptions of the benefits of sport and recreation.</p>
<p>a. Reach of national public campaigns on the benefits of sport and recreation.</p> <p>b. % of individuals trained in delivering sustainable social and economic development through sport in the last year who report that they gained new and applicable knowledge and skills.</p> <p>c. # of individuals trained in delivering sustainable social and economic development through sport in the last year.</p>	<p>a. Reach of national public campaigns on the benefits of sport and recreation.</p> <p>b. % of individuals trained in delivering sustainable social and economic development through sport in the last year who report that they gained new and applicable knowledge and skills.</p> <p>c. # of individuals trained in delivering sustainable social and economic development through sport in the last year.</p>

<p>3.2 More people are participating in sport, recreational and traditional games aimed at improving physical and mental health and wellbeing, community cohesion and economic empowerment, and are using enhanced and accessible community facilities.</p>	<p>3.2.1 Establish and operationalise a cross-ministry working group to promote exchange, enhance partnership working and co-ordinate monitoring and evaluation efforts between different government ministries and departments that would benefit from, and can support the use of, sport and recreation to serve the national development priorities for Lesotho.</p> <p>3.2.2 Implement a co-ordinated national programme to introduce and/or further promote regular sport and recreation participation across age groups, ability levels, communities and genders, including through the establishment of community health and fitness 'clubs' in all districts. Include a specific focus on women and girls, rural communities and persons with disabilities.</p> <p>3.2.3 Promote and prioritise the development of multi-use infrastructure, including co-ordinated health, education, civic and sport infrastructure, to enable maximum access to community-level sport and recreation facilities.</p> <p>3.2.4 Develop and make accessible training and capacity-building programmes, on the safe return to sport and recreation following COVID-19, including through modes of distance learning, for government officials, NGOs, community leaders and sport and recreation administrators. Make these training and capacity-building programmes available at district level, emphasising train-the-trainer modalities to cascade national programmes to district and community levels.</p> <p>3.2.5 Develop a national association to promote and preserve traditional games and sports.</p>	<p>a. % of i) adult and ii) adolescent population sufficiently physically active.</p> <p>b. % of population who participate once a week in sports and exercise.</p> <p>c. # of multi-use infrastructure constructed in the past year.</p> <p>d. Number of meetings of cross-ministry working group on sport and national development held in the last year.</p>
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<p>3.3 More children and young people are participating in sport and physical education in schools, supported by specialist physical educators, teachers who can deliver a wider range of activities, and more accessible infrastructure.</p>	<p>3.3.1 Develop and implement a National Sport and Education Strategy underpinned by an MOU between the MGS, LSRC and LNO and the Ministry of Education and Training and working towards:</p> <ul style="list-style-type: none"> • Implementing and monitoring the provision of mandatory Quality Physical Education (QPE) in schools; • Clear guidelines and regulations for national and district sport organisations to support the delivery of sport and recreation in schools; • Enhanced partnership between national and district sport organisations, schools and education institutions to support the delivery of sport and recreation in schools; and • Training of non-specialist teachers to deliver sport and recreation activities in schools. 	<p>a. % of strategic actions in National Sport and Education Strategy initiated or implemented.</p> <p>b. % of schools reporting full/partial implementation of quality physical education as defined by UNESCO's QPE Policy Guidelines. <i>[Sport and SDG Indicator 12]</i></p> <p>c. % of i) primary and ii) secondary schools reporting implementation of the minimum number of physical education minutes. <i>[Sport and SDG Indicator 4]</i></p> <p>d. % of schools reporting PE specialist teachers in i) primary and ii) secondary schools. <i>[Sport and SDG Indicator 11]</i></p> <p>e. % of schools where all students are offered opportunities to participate in organised sport activities.</p>
	<p>3.3.2 Review and revise the provision of physical education in schools in line with UNESCO Quality Physical Education framework and establish partnerships with leading physical education countries to place experts in Lesotho to support capacity-building on and implementation of Quality Physical Education.</p>	

<p>3.4 Increased and inclusive participation by women and girls, persons with disabilities and underrepresented groups in sport and recreation is challenging prejudices and harmful stereotypes.</p>	<p>3.4.1 Develop a national Social Development through Sport Strategy in collaboration with the Department of Gender and Ministry of Social Development to encourage participation and the use of sport and recreation to contribute to equality, inclusion and the empowerment of women and girls, persons with disabilities, the elderly and rural communities. The strategy will encompass:</p> <ul style="list-style-type: none"> • Advocacy and communication; • Integration of sport for development approaches and methodology; • Dedicated programming primarily delivered as value added to other offerings through the Department of Gender and Ministry of Social Development aimed at target populations; and • Use of varied spaces and infrastructure for dedicated programming. 	<p>a. % of strategic actions in Social Development through Sport Strategy initiated or implemented.</p> <p>b. % of females who participate once a week in sports and exercise. <i>[Sport and SDG indicator 5]</i></p> <p>c. Likelihood that a person with disability will participate in sport, fitness and active recreation (leisure) once per week compared to the general population. <i>[Sport and SDG indicator 5]</i></p> <p>d. % of i) presidents, ii) board members and iii) CEO/Secretary-General post-holders in national sport bodies / member organisations who are female. <i>[Sport and SDG indicator 15]</i></p> <p>e. % national sport associations that have invested in i) a gender equality strategy and ii) a strategy for the inclusion of people with a disability in sport. <i>[Sport and SDG indicator 16]</i></p>
<p>3.4.2 Support national sport associations to develop strategies to increase participation of women and girls, persons with disabilities and in rural communities to contribute to equality and social inclusion.</p>	<p>3.4.2 Support national sport associations to develop strategies to increase participation of women and girls, persons with disabilities and in rural communities to contribute to equality and social inclusion.</p>	<p>f. # of people positively impacted by organisations using sport for gender equality, inclusion of persons with a disability and youth empowerment categorised by the following type of impact:</p>
<p>3.4.3 Facilitate regular forums between sport organisations and social development agencies to share methodology and good practice on the use of sport and sport for development approaches to promote solidarity and tolerance, gender equality, social inclusion and non-discrimination.</p>	<p>3.4.3 Facilitate regular forums between sport organisations and social development agencies to share methodology and good practice on the use of sport and sport for development approaches to promote solidarity and tolerance, gender equality, social inclusion and non-discrimination.</p>	<p>i. Awareness / Knowledge: # people reporting improved awareness, knowledge or understanding as a result of the programme</p> <p>ii. Self-efficacy: # people reporting improved self-efficacy as a result of the programme</p> <p>iii. Attitudes/ Behaviours: # people reporting the programme has contributed to changed attitudes or behaviours</p>
<p>3.4.4 Produce and disseminate guidelines on the development and modification of existing infrastructure to be more accessible to persons with physical disabilities.</p>	<p>3.4.4 Produce and disseminate guidelines on the development and modification of existing infrastructure to be more accessible to persons with physical disabilities.</p>	<p>iv. Skills/ Effectiveness: # people demonstrating improved non-sport skills, competencies and personal effectiveness</p> <p>v. Wellbeing: # people reporting improved subjective wellbeing</p> <p>vi. Quality of life: # people or communities reporting the programme has contributed to improved quality of life.</p> <p><i>[Sport and SDG Indicator 26]</i></p> <p>g. # of organisations and # of people reached by organisations using sport for gender equality, inclusion of persons with a disability and youth empowerment. <i>[Sport and SDG Indicator 24]</i></p>

<p>3.5 Improved systems are in place to safeguard and protect the rights of children, athletes and people involved in sport and recreation.</p>	<p>3.5.1 Develop national policies and associated procedures for mother bodies for sport and recreation to safeguard children and young people from abuse and harm, prevent violence against women and girls in sport and protect the rights of sport participants. Establish an organisational focal point that will be accountable for and empowered to co-ordinate safeguarding and protection responses.</p> <p>3.5.2 Support national sport bodies to develop formal policies and procedures and establish dedicated focal points to safeguard children and young people from abuse and harm, prevent violence against women and girls in sport and protect the rights of sport participants. Focal points will be accountable to and empowered by the organisation to co-ordinate safeguarding and protection responses. Phase in regulations to make the adoption and implementation of adequate safeguarding policy and procedures a prerequisite to access public funding.</p> <p>3.5.3 Develop and make accessible training and capacity-building programmes on safeguarding children and young people and protecting the rights of sport participants for administrators of sport and recreation, coaches and officials and athletes. Make these training and capacity-building programmes available at district level, emphasising train-the-trainer modalities to cascade national programmes to district and community levels.</p>	<p>a. % national sport associations that have adopted formal policies (with procedures) to i) safeguard children and ii) prevent violence against women. [Sport and SDG Indicator 14]</p> <p>b. % national sport associations with a nominated focal point to i) co-ordinate child safeguarding and protection and ii) prevent of violence against women and girls. [Sport and SDG Indicator 20]</p> <p>c. % of individuals trained in the last year on a) safeguarding children, youth and vulnerable groups; and b) the prevention of violence against women and girls who report new and applicable knowledge and skills.</p> <p>d. # of i) athletes, ii) coaches/officials and iii) management/board members of sporting organisations who were trained in the last year in a) safeguarding children, youth and vulnerable groups and b) prevention of violence against women and girls. [Sport and SDG Indicator 19 (a) & (b)]</p>
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Policy Goal 4: Increased economic contribution of the sport and recreation sector

Inclusive economic growth is a central priority of Lesotho's national development agenda. Boosting the economic contribution made by the sport and recreation sector, and in turn increasing the number and diversity of Basotho being supported to participate in the economy through sport and recreation is therefore a key goal of the National Policy on Sport and Recreation. This goal seeks to extend economic opportunities in and through sport and recreation beyond the small number of elite athletes in the country so the livelihoods of more people are supported through the sector.

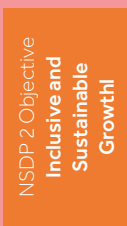

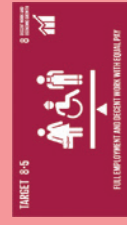


Issues, challenges and opportunities

This priority goal responds to the following issues, challenges and opportunities that were identified through the consultation and policy development process:

- Lack of a multi-agency strategy to enhance the economic contribution of sport and recreation;
- Public perception that economic opportunities in sport and recreation are limited to elite athletes only;
- Limited implementation of incentives to encourage private sector investment in sport;
- Incoherence between different taxation legislation related to incentives for private sector investment in sport;
- Reliance on international suppliers to provide the majority of sport and recreation construction services, equipment, uniforms and professional services, including apparel in spite of the size of the garment industry in Lesotho;
- Opportunity to expand focus on economic growth through sport and recreation beyond tourism-based sport events; and
- Impact of COVID-19, future pandemics and *force majeure* on the economic opportunities from capacity to host, deliver and maximise the return of investment on regional and continental events.

Enabling outcomes, strategic actions and indicators

To respond to these issues and challenges and **increase the economic contribution of sport and recreation**, the following four enabling outcomes and thirteen strategic actions will be prioritised:

Policy Goal	
4. Increased economic contribution of the sport and recreation sector	
NSDP 2, AU2063 and SDG Contribution	
	   
Primary Indicator	
<ul style="list-style-type: none"> Contribution of the sport and recreation sector to GDP [Sport and SDG indicator 7] Share of population whose livelihood comes from sport and recreation [Sport and SDG Indicator 8] 	
Enabling Outcomes and Results	Strategic Actions
<p>4.1 Continental, regional and national sporting events and an enhanced partnership with the active tourism sector have made a positive economic contribution to Lesotho, promoted Lesotho as a destination of choice and contribute to a diversification of tourism products.</p>	<p>4.1.1 Include a co-ordinated legacy strategy focused on enhancing the social and economic impact of hosting regional and international events with the National Sport and Recreation Event Hosting and Legacy Strategy [Action 2.4.1], with enhanced contingencies in response to the COVID-19 pandemic, future health pandemics and other potential <i>force majeure</i>. The strategy will focus on:</p> <ul style="list-style-type: none"> Promoting social inclusion and national cohesion; Infrastructure development; Job creation, business development and economic opportunities for Basotho; Procurement processes to enhance transparency and opportunities for local suppliers; and Capacity-building and enhancing professionalism of the sport and recreation sector through event hosting. <p>4.1.2 Sensitise key line ministries and major sport stakeholders regarding the link between organisation of sporting events and sustainable development, and embed linkages to national development priorities and the SDGs at the planning, delivery and legacy stage.</p> <p>4.1.3 Institute a campaign to use continental and regional sporting events as a platform to promote Lesotho as a safe and desirable destination for a diverse range of tourism products, including active tourism, following COVID-19.</p>
Indicator	<ol style="list-style-type: none"> Gross value added (GVA) of sport and recreation events hosted over the past year. Total number of visitor nights generated by national or regional sport and recreation events in the past year. Value of contracts awarded to local suppliers, and total number contracts in support of hosting national or regional sporting events. Destination marketing metrics – nation branding, awareness, propensity to travel metrics (other markers for success from ministry responsible for tourism).

<p>4.2 Increased employment opportunities exist for: i) specialist physical education teachers; ii) community sport and development workers; and iii) sport industry professionals, along with increased support systems for volunteers in sport and recreation.</p>	<p>4.2.1 Develop and implement a co-ordinated workforce development plan to maximise efficiencies in delivering training and capacity-building to enable delivery of the four goals and seventeen enabling outcomes of the National Policy on Sport and Recreation. Include a mapping of the skills and competencies developed through associated training and capacity-building programmes to the requirements of public and private sector employees.</p> <p>4.2.2 Support more Basotho to access opportunities to train as specialist physical education teachers through the inclusion of courses in national institutions and/or facilitating increased access to international scholarships and placements.</p> <p>4.2.3 Institute a campaign to promote volunteering in sport as a civic duty for public sector employees and opportunity for the private sector to contribute to national development [Linked to action 3.1.1 on promoting the benefits of sport]. The campaign will also raise awareness regarding the role of volunteering in sport and recreation in supporting life skill and industry-recognised competencies for young people.</p> <p>4.2.4 Include assessment of sport and recreation related employment and economic activity in national surveys and data collection processes to assess growth of opportunities and economic participation through the implementation of the National Policy on Sport and Recreation.</p>	<p>a. % of population who work in sport and recreation in an unpaid or voluntary capacity. [Sport and SDG Indicator 9]</p> <p>b. Number of full-time students in formal education and training related to sport, physical education or fitness in the last 12 months</p> <p>c. % of people who completed sport and recreation training courses aligned to the strategic actions in the National Sport and Recreation Policy in the last year who report new and applicable knowledge and skills. [aggregate of related indicators]</p> <p>d. Total # of people who completed sport and recreation training courses aligned to the strategic actions in the National Sport and Recreation Policy in the last year. [aggregate of related indicators]</p> <p>e. % of actions within the National Sport and Recreation Workforce Development plan initiated or implemented.</p>
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<p>4.3 Enhanced business opportunities in, and links to, sport and recreation for local micro, small and medium enterprises, including the textiles and clothing and digital/ICT sectors prioritised in NSDP 2.</p>	<p>4.3.1 Develop guidelines for the procurement of goods and services for major sporting events, mother bodies for sport and recreation, and national associations. These guidelines should focus on strengthening transparency and accountability, enhancing returns for Basotho businesses, with a focus on micro, small and medium enterprise, and stimulating local job creation and economic opportunities, especially for young people.</p> <p>4.3.2 Facilitate opportunities for micro and small and medium enterprises to utilise sport events to promote and retail products and services. Include private sector representatives and industry bodies in planning, monitoring and evaluation processes for sport and recreation events to enhance this component of delivery.</p> <p>4.3.3 Establish, promote and support sport innovation and entrepreneurship incubation centres to develop sport and recreation related start-ups aimed at providing skills development and social and economic benefit.</p> <p>4.3.4 Implement a consistent methodology to assess the economic impact of sport events and activities.</p>	<p>a. # of Basotho businesses that had a promotional or retail presence at national or regional sporting events delivered by sports mother bodies.</p> <p>b. % of contracts awarded for goods and services for major sporting events and mother bodies for sport and recreation that meet procurement guidelines.</p> <p>c. # of people positively impacted by organisations using sport-based programmes to support entrepreneurship and skills development for employability and economic participation, categorised by the following type of impact:</p> <ul style="list-style-type: none"> i. Awareness / Knowledge: # people reporting improved awareness, knowledge or understanding as a result of the programme ii. Self-efficacy: # people reporting the programme has contributed to improved self-efficacy as a result of the programme iii. Attitudes/ Behaviours: # people reporting the programme has contributed to changed attitudes or behaviours iv. Skills/ Effectiveness: # people demonstrating improved non-sport skills, competencies and personal effectiveness v. Wellbeing: # people reporting improved subjective wellbeing vi. Quality of life: # people or communities reporting the programme has contributed to improved quality of life. <p>[Sport and SDG Indicator 26]</p> <p>d. # of people reached by organisations using sport-based programmes to support entrepreneurship and skills development for employability and economic participation. [Sport and SDG Indicator 24]</p>
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<p>4.4 Increased investment in sport supported by an enhanced legal and institutional framework, establishment of the Sports Trust Fund, and the application of appropriate incentives and tax rebates to promote private sector led growth of the sport and recreation industry.</p>	<p>4.4.1 Refine, converge and implement a specialised regulatory framework to encourage public-private partnerships, private sector investment and corporate social responsibility in sport and recreation with clear reporting mechanisms attached.</p> <p>4.4.2 Introduce economic incentives for sport and recreation infrastructure projects executed through public-private partnership in Lesotho.</p>	<p>a. % of major sport and recreation infrastructure investment derived from non-government sources.</p> <p>b. % annual budgets of i) sport mother bodies and ii) national sport associations derived from non-government sources.</p> <p>c. % of national sport associations reporting the regulatory framework in Lesotho is conducive to private sector led growth of the sport and recreation industry.</p>
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3.5 Cross-cutting strategies for policy implementation

The Policy goals along with their respective enabling outcomes and strategic actions have been developed with a view to using the following cross-cutting strategies to support implementation.

1. **Co-ordination:** Conduct regular co-ordination meetings to ensure harmonisation and coherence between efforts of all stakeholders. This enhanced focus on co-ordination will assist in monitoring and evaluating progress on the implementation and impact of the National Policy on Sport and Recreation.
2. **Resource mobilisation for sport and recreation:** Integrate resource mobilisation efforts into the delivery of all strategic actions, with a focus on diversifying sources of funding and promoting innovative methods to increase investment in the impact of the sport and recreation sector in Lesotho. Positioning the use of sport and recreation to achieve non-sport development priorities in Lesotho will be central to the resource mobilisation strategy.
3. **Ring-fenced budgeting and resource allocation:** Allocate, ring-fence and protect specific budget and human resource for each Policy goal and thematic grouping of strategic actions. In particular, ensure the allocation of human and financial resource towards increasing participation, improving governance and enhancing contribution to non-sport outcomes. This should be evidence-led and based on research on the importance of investment at all levels of the system and the potential of sport and recreation based programming to contribute to sustainable development.

Chapter 4: Multi-stakeholder Approach to Policy Implementation

Successful implementation of this Policy will result in the enhanced governance and economic return of sport and recreation, well-delivered events and better results contributing to national unity and more communities benefiting from sport and recreation. These results will contribute to a range of national development priorities including economic development, improved health and wellbeing, enhanced educational outcomes and economic empowerment, gender equality, social inclusion and youth development. Delivering these wider outcomes and achieving the ambitious goals for this Policy will require the concerted and co-ordinated efforts of both the sport and recreation fraternity and a wide range of economic and social development stakeholders outside of the sector. As such, core to the Policy is delivery and implementation through a collaborative, multi-stakeholder approach.

4.1 Stakeholders and partners

The following stakeholders have been identified as key in policy implementation:

Sport stakeholders

- Ministry of Gender and Youth, Sport and Recreation
- Lesotho Sport and Recreation Commission
- Lesotho National Olympic Committee and Commonwealth Games Association
- National Paralympic Committee of Lesotho
- Local Organising Committee of regional and continental sporting events
- National sport associations
- Sport for Development organisations
- District Administrators supported by Districts Sport Officers

Partners and development stakeholders

- Key Government ministries and agencies
- Ministry of Development Planning
- Ministry of Education and Training
- Ministry of Finance
- Ministry of Tourism, Environment and Culture
- Ministry of Trade and Industry
- Ministry of Local Government and Chieftainship Affairs
- Ministry of Health
- Ministry of Police and Public Safety
- Ministry of Communications, Science and Technology
- Ministry of Public Works and Transport
- Ministry of Labour and Employment
- Ministry of Law and Justice
- Ministry of Justice, Human Rights and Correctional Services
- Ministry of Social Development
- Ministry of Foreign Affairs and International Relations
- Bureau of Statistics
- Lesotho Revenue Authority
- Lesotho National Development Corporation
- Private sector, co-ordinated by the Lesotho Chamber of Commerce and Industry (LCCI)
- Civil society, co-ordinated by the Lesotho Council of Non-Governmental Organisations (LCN)
- National University of Lesotho, Lesotho College of Education, academia and research partners

Annex C provides further information and a detailed description of the mandate of each of the above stakeholders and their relevance to the implementation of the National Policy on Sport and Recreation.

4.2 Key roles and responsibilities for sport and recreation stakeholders

To facilitate successful implementation of the Policy, a multi-stakeholder, collaborative approach towards implementation will be critical. To successfully utilise this approach clarity on the roles and responsibilities of the sport and recreation sector is essential in order to avoid duplication and maximise the human and financial resources in the sector. The following section sets out the various roles and responsibilities of sport and recreation stakeholders in Lesotho in implementing the National Policy on Sport and Recreation.

Stakeholder	Roles and responsibilities
Ministry of Gender, Youth, Sport and Recreation (including Department of Sport and Recreation)	<ol style="list-style-type: none"> i. Formulate, oversee and monitor implementation of the Policy. ii. Lead and deliver strategic actions related to regulatory and institutional reform. iii. Oversee the implementation of strategic actions aimed at improving governance and management of sport and recreation, including to promote good governance, safeguard athletes, protect the integrity of sport and effectively manage and sustainably resource the sport and recreation sector. iv. Align investment of public funds and subventions to the policy goals and enabling outcomes of the Policy. v. Lead efforts to mobilise additional resource towards effective implementation of the Policy. vi. Facilitate the deployment of necessary human capital towards the effective implementation of the Policy, including structuring the organisation of the Department of Sport and Recreation in alignment with the policy goals, enabling outcomes and clustered strategic actions as follows: <ul style="list-style-type: none"> o Regulatory, policy and institutional reform o Advocacy and communication o Training and capacity-building o Strategy, programme and event delivery o Research, evaluation and insights vii. Lead co-ordination and networking between stakeholders. Support relevant sectors in integrating sport and recreation into laws, policies, programmes, projects, plans and budgets. Establish and facilitate a cross-ministry working group to monitor this multi-stakeholder delivery model. viii. Set out reporting requirements of sport and recreation organisations and stakeholders in receipt of public funding and subventions, including national administrative/mother bodies, national sport associations and district sport officers. ix. Lead and facilitate strategic actions related to monitoring and evaluation, research and reporting. x. Promote effective monitoring by all Policy stakeholders and undertake biannual formative evaluations of the policy and a wide-ranging mid-term evaluation in 2025. xi. Incentivise research to promote and protect the potential of the contribution sport and recreation can make to Lesotho's national development.

Stakeholder	Roles and responsibilities
Parliamentary/ Cabinet Committee on Sport and Recreation	<ul style="list-style-type: none"> i. Raise issues regarding the sport and recreation sector in the parliament and use the Policy to advocate for possible solutions. ii. Lead parliamentary discussion on the contribution of sport and recreation to national development in Lesotho. iii. Formulate and propose legislative reform necessary to enhance the regulatory and governance arrangements required to increase the contribution of the sport and recreation sector. iv. Champion the contribution of sport and recreation to national development.
Lesotho Sport and Recreation Commission	<ul style="list-style-type: none"> i. Lead implementation of the strategic actions related to community sport and recreation. ii. Collaborate with LNOC to deliver strategic actions pertaining to good governance, talent development and the use of sport for development. iii. Support LNOC to deliver strategic actions related to podium performance. iv. Structure the organisation of LSRC in alignment with the Policy goals, enabling outcomes and clustered strategic actions as follows: <ul style="list-style-type: none"> o Regulatory and institutional reform o Advocacy and communication o Training and capacity-building o Strategy, programme and event delivery o Research, evaluation and insights v. Support MGYSR to implement strategic actions aimed at improving the governance and management of sport and recreation. vi. Deliver advocacy and communication campaigns, training and capacity-building and programme delivery pertaining to community sport and sport for development as outlined in the strategic actions of the Policy. vii. Partner with LNOC to deliver strategic actions to promote the good governance and effective management of sport, talent development, sustainable event delivery and the use of sport for development as outlined in the strategic actions of the Policy. viii. Promote effective monitoring and evaluation by national sport organisations including by setting out and collating on an annual basis reporting requirements of national sport organisations in receipt of public funding and subventions.
Lesotho National Olympic Committee	<ul style="list-style-type: none"> i. Lead implementation of the strategic actions on podium performance and the achievement of high performance in sport. ii. Collaborate with LSRC to deliver strategic actions pertaining to good governance, talent development and the use of sport for development. iii. Support LSRC to deliver strategic actions related to community sport and recreation. iv. Support MGYSR to implement strategic actions aimed at improving governance and management of sport and recreation, including to promote good governance, safeguard athletes, protect the integrity of sport, and sustainable resource management within the sport and recreation sector. v. Deliver advocacy and communication campaigns, training and capacity-building, and programme and event delivery pertaining to high performance as outlined in the strategic actions of the Policy. vi. Partner with LSRC to delivery strategic actions to promote the good governance and effective management of sport, talent development, sustainable event delivery and the use of sport for development as outlined in the strategic actions of the Policy. vii. Promote effective monitoring and evaluation through regular and robust reporting mechanisms.

Stakeholder	Roles and responsibilities
National Sport and Recreation Associations	<ul style="list-style-type: none"> i. Govern, manage and grow participation, talent development and the performance of elite teams in individual sport codes as set out in the constitutional documents of the Association. ii. ii. Orientate policy and strategy towards enhancing the wider societal impact of sport and recreation. iii. Draw on technical support and guidance provided by the Department of Sport and Recreation, LSRC and LNOC to strengthen governance, policy and procedures and institutional arrangements as set out in the strategic actions of the Policy. iv. Collaborate with the LSRC and LNOC to deliver advocacy and communication, training and capacity-building and programme and event delivery for individual sport and recreation codes as set out in the strategic actions of the Policy. v. Monitor and report on the implementation of the strategic actions outlined in the Policy to LSRC and LNOC as appropriate and stipulated for organisations in receipt of public funding.
Local organising committees for international, continental and regional sport and recreation events	<ul style="list-style-type: none"> i. Lead implementation of the strategic actions pertaining to the hosting of successful continental and regional events. ii. Draw on guidelines provided by the Department of Sport and Recreation, LSRC and LNOC to formulate governance, policies and procedures and institutional arrangements as set out in the strategic actions of the Policy. iii. Collaborate with appropriate entities within the government, civil society and private sector to use the event to enhance relevant advocacy and communication campaigns and as a platform for linked training and capacity-building initiatives set out in the strategic actions of the Policy. iv. Monitor and report on the implementation of the strategic actions outlined in the Policy to appropriate entities within the Government of Lesotho and other relevant governance and funding bodies.
District Administrators support by District Officers for Sport and Recreation	<ul style="list-style-type: none"> i. Collaborate with the LNOC and LSRC to help increase participation in sports and recreation across the district, with a specific focus on increasing participation among underrepresented members of society including women and girls, persons with a disability and those living in rural areas. ii. Support the cascading of national advocacy and communication campaigns related to sport and recreation to district level. iii. Co-ordinate training and capacity-building and support programme delivery in the district. iv. Facilitate information sharing and exchanges of good practice in delivering the strategic actions outlined in the Policy among different district sport associations and stakeholders. v. Support the multi-stakeholder delivery model by liaising with counterparts at district level in ministries and sectors identified as key to support policy implementation. vi. Monitor the implementation of the Policy at district level, reporting on progress to the Department of Sport and Recreation.
Parliamentary/ Cabinet Committee on Sport and Recreation	<ul style="list-style-type: none"> i. Oversee the tracking, monitoring and evaluation of the implementation of the National Policy on Sport and Recreation.

Stakeholder	Roles and responsibilities
Partner ministries and departments	<ul style="list-style-type: none"> i. Partner with MGYSR and the wider sport and recreation fraternity to deliver strategic actions that contribute to national development objectives under the mandate of the ministry or department as outlined in the Policy implementation plan. ii. Participate at a senior level in cross-ministry working groups to monitor the contribution of sport and recreation to national development. iii. Nominate a focal point responsible for liaison and communication with MGYSR on issues pertaining to the contribution of sport and recreation to national development objectives under the mandate of the ministry or department. iv. Institute a National Representation and Corporate Volunteering Policy to allow talented athletes, coaches and officials to represent the country and other public sector employees to contribute key expertise in a voluntary capacity to develop sport and recreation in the country. v. Where appropriate, provide input into monitoring, evaluation and reporting processes to ensure the impact of policy implementation on national development is appropriately captured in national reporting processes.
United Nations Country Team in Lesotho	<ul style="list-style-type: none"> i. Partner with MGYSR and the wider sport and recreation fraternity to deliver strategic actions and enabling outcomes aligned with the three strategic pillars of the UN Development Assistance Framework for Lesotho. ii. Participate as an observer/expert in cross-ministry working groups and nominate a focal point responsible for liaison and communication with MGYSR on issues pertaining to the intersection of sport and recreation and the UN Development Assistance Framework for Lesotho. iii. Contribute as resource personnel to training and capacity-building on the contribution of sport to the SDGs in Lesotho. iv. Participate in policy planning, monitoring and evaluation working groups and forums, inputting critical UN system expertise and insight into implementation and monitoring process. v. Where appropriate, provide input into monitoring, evaluation and reporting processes to ensure the impact of policy implementation on national development is appropriately captured in national reporting processes.
Sport for Development organisations	<ul style="list-style-type: none"> i. Partner with the MGYSR, other ministries and departments, and the sport and recreation fraternity to deliver shared value strategic actions outlined in the Policy, in particular in relation to advocacy and communication, capacity-building and programme delivery related to the contribution of sport to socio-economic development. ii. Utilise the Policy as a key reference point for programme design, especially in engaging with international partners and stakeholders, with a view to maximising the contextual relevance and contribution to national development priorities of sport for development interventions. iii. Contribute as resource personnel to training and capacity-building on the contribution of sport to national development. iv. Participate in policy planning, monitoring and evaluation working groups and forums, inputting critical sport for development expertise and insight into implementation and monitoring process. v. Institute corporate volunteering programmes to support interested staff to contribute key expertise in a voluntary capacity to the effective implementation of shared value strategic actions outlined in the Policy.

Stakeholder	Roles and responsibilities
	<ul style="list-style-type: none"> vi. Identify opportunities to enhance the legislative and regulatory environment so as to enable and promote sport for development in Lesotho. vii. Where appropriate, provide input into monitoring, evaluation and reporting processes to ensure the impact of dedicated sport for development programmes is appropriately captured in national reporting processes.
Private sector entities, co-ordinated by the Lesotho Chamber of Commerce and Industry (LCCI)	<ul style="list-style-type: none"> i. Partner with the sport and recreation fraternity to deliver shared value strategic actions outlined in the Policy through both in-kind and fiscal support and investment. ii. Institute corporate volunteering programmes to support interested staff to contribute key expertise in a voluntary capacity to develop sport and recreation in the country. iii. Participate in policy planning, monitoring and evaluation working groups and forums, inputting critical private sector insight and knowledge into the implementation and monitoring process. iv. Identify opportunities to enhance the legislative and regulatory environment so as to enable and promote private sector investment in the sport and recreation sector.
Civil society organisations, co-ordinated by the Lesotho Council of Non-Governmental Organisations (LCN)	<ul style="list-style-type: none"> i. Partner with the sport and recreation fraternity to deliver shared value strategic actions outlined in the Policy. ii. Provide input into strengthening policies, procedures and guidelines to strengthen the governance of sport and recreation, promote equality and inclusion and safeguard and protect the rights of participants. iii. Contribute as resource personnel to training and capacity-building on good governance, equality and inclusion and safeguarding. iv. Participate in policy planning, monitoring and evaluation working groups and forums, inputting critical civil society and NGO expertise and insight, and community input, into implementation and monitoring process. v. Institute corporate volunteering programmes to support interested staff to contribute key expertise in a voluntary capacity to the effective implementation of shared value strategic actions outlined in the Policy. vi. Identify opportunities to enhance the legislative and regulatory environment so as to enable and promote good governance, equality and inclusion and safeguarding in sport and recreation in Lesotho. vii. Where appropriate, provide input into monitoring, evaluation and reporting processes to ensure the impact of civil society and NGO programmes is appropriately captured in national reporting processes.
National University of Lesotho, Lesotho College of Education, academia and research partners	<ul style="list-style-type: none"> i. Partner with the sport and recreation fraternity to deliver shared value strategic actions outlined in the Policy through both in-kind support and investment, especially related to training and capacity-building, and research, insights and evaluation. ii. Develop and offer dedicated courses and modules to build professional knowledge and expertise in sport and recreation in the country. iii. Allocate human and financial resources to conduct and publish research investigating the contribution of sport and recreation to national development. iv. Contribute as resource personnel to training and capacity-building offers delivered under the Policy. v. Institute a National Representation and Corporate Volunteering Policy to allow talented athletes, coaches and officials to represent the country and other staff to contribute key expertise in a voluntary capacity to develop sport and recreation in the country. vi. Promote evidence-based decision-making in the sport and recreation sector.

Chapter 5: Implementation and Delivery Plan

5.1 Framework for policy implementation

The National Policy on Sport and Recreation has been formulated to position sport and recreation as a tool to support the holistic socio-economic development of Lesotho. It seeks to achieve this objective through defining four clear policy goals, which will be achieved through the delivery of a series of enabling outcomes. These outcomes in turn will be achieved by the successful delivery of a series of strategic actions defined under each strategic outcome.

A targeted delivery plan

To support effective, efficient and feasible implementation of these strategic actions, implementation partners have been identified and the strategic actions have been prioritised (see Section 5.3). Each strategic action has been grouped into one of the following five thematic areas:

- Regulatory, policy and institutional reform
- Advocacy and communication
- Training and capacity-building
- Strategy, programme and event delivery
- Research, evaluation and insights

This grouping was done to assist human and financial resource allocation and effective management across the four goals and seventeen enabling actions of the Policy. A number of the strategic actions under each thematic area can be combined and delivered together through the same project or programme.

The implementation plan also classifies each strategic action on the basis of its priority level, specifies the lead agencies best placed to deliver each strategic action and outlines partner organisations whose co-operation and collaboration will be key in supporting the implementation of that component of the Policy.

Each strategic action has been prioritised on the basis of those that will be implemented in the short term (2021–2023); medium term (2024–2026); and longer term (2027–2031).

This implementation planning structure provides clarity of roles, responsibilities, key timelines and milestones for the implementation of the Policy.

5.2 Taking a results-based management approach

The structure of the implementation plan draws on the results-based management (RBM) methodology that underpinned the development of this Policy. RBM is a performance management strategy that places the measurement of results at the heart of management. RBM can be defined as:

a management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and higher-level goals or impact). The actors in turn use the information and evidence on actual results to inform decision-making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting.³⁵

An RBM approach ensures that numerous stakeholders across multiple levels of activity and sectors are orienting their work toward the same ends or goals. Central to an RBM approach is identifying the key results that stakeholders want to achieve and defining the necessary sequence to achieve the desired results. In the case of this Policy the vision and four policy goals represent the key results to be achieved. The strategic actions (representing actions and outputs) and enabling outcomes set out the necessary sequence of underpinning results and activities required to deliver these higher-level goals. Using an RBM approach this Policy:

- focuses on achieving results across all four policy goals (related to the holistic development of sport and recreation but, more importantly, wider contributions to national development);
- is supported by a system of monitoring and evaluation based on a clearly defined set of indicators;
- ensures results during implementation can be used for learning and decision-making; and
- ensures learning from implementing the strategic actions (short-term results) can be adapted and modified as required to deliver higher-level and longer-term results, namely the enabling outcomes and policy goals.

5.3 Implementation partners and priorities

To support effective, efficient and feasible implementation of these strategic actions, implementation partners have been identified, and each strategic action has been grouped into one of the following five thematic areas:

- Regulatory, policy and institutional reform
- Advocacy, communication and co-ordination
- Training and capacity-building
- Strategy, programme and event delivery
- Research, evaluation and insights

Thematic Area 1: Regulatory, policy and institutional reform

Policy Goal	Enabling Outcome	Strategic Action	Lead agencies	Partner agencies	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
1	1.1	<p>1.1.1 Amend the Lesotho Sport and Recreation Act, 2002 including strengthening the functions defined for national associations to meet national, continental and international norms on good governance.</p>	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) 	<ul style="list-style-type: none"> Social Policy Cluster Committee Ministry of Law and Justice LSRC LNOC 			
		<p>1.1.2 Review and communicate to sport stakeholders the wider regulatory and policy frameworks supporting the prevention of corruption in sport, manipulation of sporting competitions, age cheating, doping, abuse and harm and other issues affecting the integrity of sport. Identify and address components of the wider regulatory and policy framework that need to be strengthened to protect the integrity of sport.</p>	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) 	<ul style="list-style-type: none"> Ministry of Law and Justice Ministry of Social Development LSRC LNOC 			
	1.2	<p>1.2.1 Establish clear criteria for disbursement, utilisation and monitoring of funds for eligible organisations and national associations through a specialised set of rules under the Lesotho Sport and Recreation Act 2002. These criteria will set out the governance, policy and procedural and reporting requirements for bodies wishing to access public funding.</p>	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) LSRC 	<ul style="list-style-type: none"> LNOC Ministry of Finance 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agencies	Partner agencies	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
1.3	1.3.1	Amend the Lesotho Sport and Recreation Act, 2002 and the Lesotho Sport and Recreation Regulations 2010 to clarify the functions of the Department of Sport and Recreation, and Lesotho Sport and Recreation Committee in alignment with the functions of Lesotho National Olympic Committee and respective mandates and/or constitutions of these entities. Make all related legal and constitutional documents publicly available.	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) 	<ul style="list-style-type: none"> Social Policy Cluster Committee Ministry of Law and Justice LSRC LNOC 			
		1.3.2	Update the constitutional documents for mother bodies for sport and recreation including defining the policy and procedural frameworks, and the appointment, roles and responsibilities for office bearers in line with the amended and updated 2002 Act and 2010 Regulations. Make these documents and associated financial and delivery reporting publicly available.	<ul style="list-style-type: none"> LSRC LNOC 	<ul style="list-style-type: none"> Ministry of Gender and Youth, Sport and Recreation Ministry of Law and Justice 		

Policy Goal	Enabling Outcome	Strategic Action	Lead agencies	Partner agencies	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
		<p>1.3.3 Restructure the Department of Sport and Recreation and Lesotho Sport and Recreation Commission to delineate between policy formulation and monitoring and implementation functions. This will include office bearers and professional and voluntary staff being allocated responsibility for: i) each of the four goals of the Policy and associated enabling outcomes; and/or ii) delivery of one of the following groupings of strategic actions as outlined in the implementation plan for the Policy:</p> <ul style="list-style-type: none"> o Regulatory, policy and institutional reform o Advocacy and communication o Training and capacity-building o Programme and event delivery o Research, evaluation and insights 	<ul style="list-style-type: none"> • Department of Sport and Recreation (MGYSR) • LSRC 	<ul style="list-style-type: none"> • LNOC • 			
1.4	1.4.1	Develop guidelines on the good governance and effective management of sport and recreation organisations in line with national, continental and international norms.	<ul style="list-style-type: none"> • Department of Sport and Recreation (MGYSR) • LSRC • LNOC 	<ul style="list-style-type: none"> • African Union Sports Council Region 5 • ANOCA • Commonwealth Secretariat • UNESCO 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agencies	Partner agencies	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
2	2.1	1.4.7 Establish a national mechanism for: <ul style="list-style-type: none"> Dispute resolution pertaining to issues relating to human rights, governance and integrity issues in sport. Case management pertaining to child protection and gender-based violence. 	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) Department of Gender (MGYSR) 	<ul style="list-style-type: none"> Ministry of Social Development Ministry of Law and Justice Child and Gender Protection Unit, Lesotho Mounted Police LSRC LNOC 			
		2.1.2 Establish criteria based on performance measures or talent development systems, including on gender equality, para-sport and safeguarding measures, to ensure targeted use of funding and resources for current and potential podium performance athletes and high-performing teams.	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) LSRC LNOC 	<ul style="list-style-type: none"> NAPCOL African Union Sports Council Region 5 			
3	2.3	2.3.2 Include in policy and procedural frameworks and roles and responsibilities for office bearers of national sport and recreation organisations clear directions on measures to promote clean sport and protect the integrity of sporting competitions.	<ul style="list-style-type: none"> LSRC LNOC 	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) Ministry of Law and Justice 			
		3.2.5 Develop a national association to promote and preserve traditional games and sports.	<ul style="list-style-type: none"> Ministry of Tourism, Environment and Culture 	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) LSRC 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agencies	Partner agencies	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
	3.5	3.5.1 Develop national policies and associated procedures for mother bodies for sport and recreation to safeguard children and young people from abuse and harm, prevent violence against women and girls in sport and protect the rights of sport participants. Establish an organisational focal point who will be accountable for and empowered to co-ordinate safeguarding and protection responses.	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) Department of Gender (MGYSR) Ministry of Social Development 	<ul style="list-style-type: none"> Child and Gender Protection Unit, Lesotho Mounted Police UNICEF UN Women Safe Sport International Centre for Sport and Human Rights COSANOC 			
		3.5.2 Support national sport bodies to develop formal policies and procedures and establish dedicated focal points to safeguard children and young people from abuse and harm, prevent violence against women and girls in sport and protect the rights of sport participants. Focal points will be accountable to and empowered by the organisation to co-ordinate safeguarding and protection responses. Phase in regulations to make the adoption and implementation of adequate safeguarding policy and procedures a prerequisite to access public funding.	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) Department of Gender (MGYSR) Ministry of Social Development 	<ul style="list-style-type: none"> Child and Gender Protection Unit, Lesotho Mounted Police UNICEF UN Women Safe Sport International Centre for Sport and Human Rights COSANOC 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agencies	Partner agencies	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
4	4.3	4.3.1 Develop guidelines for the procurement of goods and services for major sporting events, mother bodies for sport and recreation, and national associations. These guidelines should focus on strengthening transparency and accountability, enhancing returns for Basotho businesses, with a focus on micro, small and medium enterprise, and stimulating local job creation and economic opportunities, especially for young people.	<ul style="list-style-type: none"> Ministry of Trade and Industry Department of Sports (MGYSR) Private sector co-ordinated by Lesotho Chamber of Commerce and Industry 	<ul style="list-style-type: none"> Ministry of Law and Justice Department of Youth (MGYSR) 			
	4.4	4.4.1 Refine, converge and implement a specialised regulatory framework to encourage public-private partnerships, private sector investment and corporate social responsibility in sport and recreation with clear reporting mechanisms attached.	<ul style="list-style-type: none"> Ministry of Finance LSRC LNOC 	<ul style="list-style-type: none"> Lesotho National Development Corporation Lesotho Revenue Authority Ministry of Trade and Industry Private sector co-ordinated by Lesotho Chamber of Commerce and Industry 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agencies	Partner agencies	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
		4.4.2 Introduce economic incentives for sport and recreation infrastructure projects executed through public-private partnership in Lesotho. Monitor and report on the percentage of sport infrastructure investment and annual budgets of national sport organisations derived from non-government sources.	<ul style="list-style-type: none"> Ministry of Finance LSRC LNOG 	<ul style="list-style-type: none"> Lesotho National Development Corporation Lesotho Revenue Authority Ministry of Trade and Industry Private sector coordinated by Lesotho Chamber of Commerce and Industry 			
		4.4.3 Establish a National Sports Trust Fund with clear rules and guidelines of operation, to be administered by the LSRC as per the Lesotho Sport and Recreation Act, 2002.	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) LSRC 	<ul style="list-style-type: none"> Ministry of Finance 			

Thematic Area 2: Advocacy communication and co-ordination

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
2	2.4	2.4.2 Establish and operationalise a mechanism to support information sharing, co-ordination and collaboration between local organising committees and related event and tourism bodies responsible for or supporting the hosting of regional or continental sport and recreation events or activities.	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) Ministry of Development Planning Ministry of Tourism, Environment and Culture 	<ul style="list-style-type: none"> LSRC LNOC Local organising committees for national, regional and international events as appropriate Private sector co-ordinated by Lesotho Chamber of Commerce and Industry 			
3	3.1	3.1.1 Develop and implement regular advocacy and communication campaigns regarding the wider benefits of sport and recreation, culminating in a National Sports Week to be organised around key themes for national development. Priority themes for these advocacy and communication campaigns will focus on the contribution that sport and recreation can make to: <ul style="list-style-type: none"> national unity and community cohesion; responding and rebuilding better following COVID-19; social inclusion and the provision of social support; 	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) Ministry of Communications, Science and Technology LSRC LNOC 	<ul style="list-style-type: none"> Ministry of Health Ministry of Social Development Department of Youth (MGYSR) Civil society organisations co-ordinated by the Lesotho Council of Non-Governmental Organisations (LCN) Sport for Development organisations United Nations (Lesotho) 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
		<ul style="list-style-type: none"> o improved health and wellbeing, including through awareness raising on key health issues and limiting substance abuse; and o education and economic participation of young people, including through the development of necessary skills and competencies required for increased access to jobs and improved income-generation opportunities. 		<ul style="list-style-type: none"> • Ministry of Local Government and Chieftainship Affairs 			
	3.2	3.2.1 Establish and operationalise a cross-ministry working group to promote exchange, enhance partnership working and co-ordinate monitoring and evaluation efforts between different government ministries and departments who would benefit from, and can support, the use of sport and recreation to serve the national development priorities for Lesotho.	<ul style="list-style-type: none"> • Department of Sport and Recreation (MGYSR) • Ministry of Development Planning 	<ul style="list-style-type: none"> • All relevant ministries (see Chapter 4) 			
4	4.1	4.1.2 Sensitise key line ministries and major sport stakeholders regarding the link between organisation of sporting events and sustainable development, and embed linkages to national development priorities and the SDGs at the planning, delivery and legacy stage.	<ul style="list-style-type: none"> • Ministry of Tourism, Environment and Culture • Department of Sport and Recreation (MGYSR) 	<ul style="list-style-type: none"> • LSRC • LNOC • Local organising committees for national, regional and international events as appropriate • National sports associations • Private sector co-ordinated by Lesotho Chamber of Commerce and Industry • African Union Sports Council Region 5 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
		4.1.3 Institute a campaign to use continental and regional sporting events as a platform to promote Lesotho as a safe and desirable destination for a diverse range of tourism products, including active tourism, following COVID-19.	<ul style="list-style-type: none"> Ministry of Tourism, Environment and Culture Department of Sport and Recreation (MGYSR) 	<ul style="list-style-type: none"> Ministry of Communications, Science and Technology LSRC LNOC Local organising committees for national, regional and international events as appropriate National sports associations Private sector co-ordinated by Lesotho Chamber of Commerce and Industry African Union Sports Council Region 5 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
	4.2	<p>4.2.3 Institute a campaign to promote volunteering in sport as a civic duty for public sector employees and opportunity for the private sector to contribute to national development. The campaign will also raise awareness regarding the role of volunteering in sport and recreation in supporting life skill and industry-recognised competencies for young people.</p>	<ul style="list-style-type: none"> LSRC LNOC Ministry of Communications, Science and Technology 	<ul style="list-style-type: none"> Ministry of Labour and Employment Ministry of Trade and Industry Department of Youth (MGYSR) National sport associations Private sector co-ordinated by Lesotho Chamber of Commerce and Industry Civil society organisations co-ordinated by the Lesotho Council of Non-Governmental Organisations (LCN) Sport for Development organisations 			

Thematic Area 3: Training and capacity-building

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
1	1.4	<p>1.4.3 Develop and make accessible training and capacity-building programmes on the good governance and effective management of sport, including through modes of distance learning. Make these training and capacity-building programmes available at district level, emphasising train-the-trainer modalities to cascade national programmes to district and community levels.</p> <p>1.4.4 Support more Basotho to access further and higher education on the governance and management of sport and recreation through the inclusion of courses/modules in national institutions and/or facilitating increased access to international scholarships and placements.</p>	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) LSRC LNOC 	<ul style="list-style-type: none"> Ministry of Law and Justice Civil society organisations co-ordinated by the Lesotho Council of Non-Governmental Organisations (LCN) African Union Sports Council Region 5 			
			<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) National University of Lesotho, Lesotho College of Education, academia and research partners 	<ul style="list-style-type: none"> Ministry of Education and Training LNOC LSRC African Union Sports Council Region 5 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
2	2.2	2.2.2 Actively promote and provide for 'dual career' vocational education and training of athletes to support holistic development, education and employment both in and outside of sport.	<ul style="list-style-type: none"> LNOC LSRC 	<ul style="list-style-type: none"> NAPCOL Ministry of Education and Training Department of Youth (MGYSR) National University of Lesotho, Lesotho College of Education, academia and research partners African Union Sports Council Region 5 			
		2.2.4 Develop and make accessible training and capacity-building programmes on talent development, sport performance and sport science, including through modes of distance learning, for administrators of sport and recreation, coaches and officials, and athletes.	<ul style="list-style-type: none"> LNOC 	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) African Union Sports Council Region 5 NAPCOL National University of Lesotho, Lesotho College of Education, academia and research partners 			
		2.2.5 Support more Basotho to access further and higher education on sport performance and sport science through inclusion of courses/modules in national institutions and/or facilitating increased access to international scholarships and placements.	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) National University of Lesotho, Lesotho College of Education, academia and research partners 	<ul style="list-style-type: none"> Ministry of Education and Training LNOC LSRC African Union Sports Council Region 5 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
2.3	2.3.1	Develop and make accessible training and capacity-building programmes on clean sport, competition manipulation and protecting and promoting the integrity of sport, including through modes of distance learning, for administrators of sport and recreation, coaches and officials, and athletes.	<ul style="list-style-type: none"> LSRC LNOC 	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) NAPCOL African Union Sports Council Region 5 Regional Anti-Doping Organisation (RADO) United Nations Office on Drugs and Crime (UNODC) 			
2.4	2.4.4	Develop and make accessible training and capacity-building programmes on safe, effective and sustainable event delivery, including through online modes, for administrators of sport and recreation, volunteers and other relevant personal.	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) LNOC LSRC 	<ul style="list-style-type: none"> Ministry of Tourism, Environment and Culture Ministry of Public Works African Union Sports Council Region 5 Local organising committees for national, regional and international events as appropriate 			
3	3.1	3.1.2	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) Sport for Development organisations 	<ul style="list-style-type: none"> Department of Youth (MGYSR) Civil society organisations co-ordinated by the Lesotho Council of Non-Governmental Organisations (LCN) United Nations (Lesotho) 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
		3.1.3 Support more Basotho to access further and higher education on sport for development and peace through inclusion of courses/modules in national institutions and/or facilitating increased access to international scholarships and placements.	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) National University of Lesotho, Lesotho College of Education, academia and research partners 	<ul style="list-style-type: none"> Ministry of Education and Training LNOC LSRC 			
	3.2	3.2.4 Develop and make accessible training and capacity-building programmes, on the safe return to sport and recreation following COVID-19, including through modes of distance learning, for government officials, NGOs, community leaders and sport and recreation administrators. Make these training and capacity-building programmes available at district level, emphasizing train-the-trainer modalities to cascade national programmes to district and community levels.	<ul style="list-style-type: none"> Department of Sports (MGYSR) 	<ul style="list-style-type: none"> National COVID-19 Secretariat Ministry of Health Ministry of Local Government and Chiefstainship Affairs LNOC LSRC 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
	3.3	3.3.2 Review and revise the provision of physical education in schools in line with UNESCO Quality Physical Education framework and establish partnerships with leading physio-education countries to place experts in Lesotho to support capacity-building on and implementation of Quality Physical Education.	<ul style="list-style-type: none"> Department of Sports (MGYSR) 	<ul style="list-style-type: none"> LSRC Ministry of Education and Training National University of Lesotho, Lesotho College of Education, academia and research partners UNESCO 			
	3.5	3.5.3 Develop and make accessible training and capacity-building programmes on safeguarding children and young people and protecting the rights of sport participants for administrators of sport and recreation, coaches and officials, and athletes. Make these training and capacity-building programmes available at district level, emphasizing train-the-trainer modalities to cascade national programmes to district and community levels.	<ul style="list-style-type: none"> Department of Sports (MGYSR) 	<ul style="list-style-type: none"> LSRC LNOC Ministry of Social Development Child and Gender Protection Unit, Lesotho Mounted Police UNICEF COSANOC Safe Sport International Centre for Sport and Human Rights 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
4	4.2	<p>4.2.1 Develop and implement a co-ordinated workforce development plan to maximise efficiencies in delivering training and capacity-building to enable delivery of the four goals and seventeen enabling outcomes of the National Policy on Sport and Recreation. Include a mapping of the skills and competencies developed through associated training and capacity-building programmes to the requirements of public and private sector employees.</p> <p>4.2.2 Support more Basotho to access opportunities to train as specialist physical education teachers through the inclusion of courses in national institutions and/or facilitating increased access to international scholarships and placements.</p>	<ul style="list-style-type: none"> Department of Sports (MGYSR) LSRC LNOC 	<ul style="list-style-type: none"> Ministry of Labour and Employment 			
			<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) National University of Lesotho, Lesotho College of Education, academia and research partners 	<ul style="list-style-type: none"> Ministry of Education and Training LNOC LSRC 			

Thematic Area 4: Strategy, programme and event delivery

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
2	2.1	2.1.1 Produce and implement a national Podium Performance Programme (PPP) Strategy, supported by annual plans and dedicated human and financial resources.	<ul style="list-style-type: none"> • LNOC • NAPCOL 	<ul style="list-style-type: none"> • National sport associations • Department of Sport and Recreation (MGYSR) • LSRC • Ministry of Finance • African Union Sports Council Region 5 			
		2.1.3 Develop guidelines on selection criteria for podium performance athletes and high-performing teams and underpinning talent development programmes.	<ul style="list-style-type: none"> • LNOC • NAPCOL 	<ul style="list-style-type: none"> • National sport associations • LSRC • Department of Sport and Recreation (MGYSR) 			
	2.2	2.2.1 Produce and implement a co-ordinated national Talent Development Strategy , supported by annual plans and dedicated human and financial resources. The strategy will prioritise talent identification and support being delivered at higher and further education institutions, in secondary schools and through the national services. It will include dedicated initiatives to identify and nurture talented sportspersons, coaches and administrators from remote communities in Lesotho and para-athletes.	<ul style="list-style-type: none"> • LNOC • NAPCOL • LSRC 	<ul style="list-style-type: none"> • National sport associations • Department of Sport and Recreation (MGYSR) • Ministry of Education and Training • African Union Sports Council Region 5 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
		2.2.3 Ring-fence a percentage of budget, sponsorships and other monetary resources mobilised through sport to institute basic scholarship and stipend for a targeted group of young people with the potential to achieve podium performance administered by the National Sports Trust Fund.	<ul style="list-style-type: none"> LSRC 	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) LNOC NAPCOL Private sector co-ordinated by Lesotho Chamber of Commerce and Industry 			
2.4		2.4.1 Formulate, implement and regularly update a co-ordinated National Sport and Recreation Event Hosting and Legacy Strategy that encompasses all regional or continental sport events or activities to be hosted in Lesotho until 2030. This plan will include co-ordinated resource mobilisation and partnership development approaches, legacy initiatives and pandemic contingency planning. It will outline strategies to engage key government, civil society and private sector stakeholders. It will seek to enhance the effectiveness and sustainability of infrastructure development, improve capacity-building, strengthen security and enhance return on investment and risk management measures.	<ul style="list-style-type: none"> Relevant local organising committees LNOC LSRC Department of Sports (MGYSR) 	<ul style="list-style-type: none"> African Union Sports Council Region 5 National COVID-19 Secretariat Ministry of Tourism, Environment and Culture 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
		2.4.3 Structure investment and partnerships to upgrade existing infrastructure and develop new infrastructure to promote and enhance accessibility, environmental sustainability and suitability for long-term use beyond the hosting of time bound events.	<ul style="list-style-type: none"> Ministry of Public Works and Transport Department of Sport and Recreation (MGYSR) 	<ul style="list-style-type: none"> Ministry of Tourism, Environment and Culture Ministry of Development and Planning NAPCOL Private sector co-ordinated by Lesotho Chamber of Commerce and Industry 			
3	3.2	3.2.2 Implement a co-ordinated national programme to introduce and/or further promote regular sport and recreation participation across age groups, ability levels communities and genders, including through the establishment of community health and fitness 'clubs' in all districts. Include a specific focus on women and girls, rural communities and persons with disability.	<ul style="list-style-type: none"> LSRC 	<ul style="list-style-type: none"> Department of Sport and Recreation (MGYSR) Ministry of Social Development Department of Gender (MGYSR) Ministry of Health Ministry of Local Government and Chieftainship Affairs Sport for Development organisations Civil society organisations co-ordinated by the Lesotho Council of Non-Governmental Organisations (LCN) NAPCOL 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
		3.2.3 Promote and prioritise the development of multi-use infrastructure, including co-ordinated health, education, civic and sport infrastructure, to enable maximum access to community-level sport and recreation facilities.	<ul style="list-style-type: none"> Ministry of Education and Training Ministry of Local Government and Chiefdom Affairs Ministry of Public Works and Transport Department of Sports (MGYSR) 	<ul style="list-style-type: none"> LSRC 			
	3.3	<p>3.3.1 Develop and implement a national Sport and Education Strategy underpinned by an MOU between the MGYSR, LSRC and LNOC and the Ministry of Education and Training and working towards:</p> <ul style="list-style-type: none"> Implementing and monitoring the provision of mandatory Quality Physical Education (QPE) in schools; Clear guidelines and regulations for national and district sport organisations to support the delivery of sport and recreation in schools; Enhanced partnership between national and district sport organisations, schools and education institutions to support the delivery of sport and recreation in schools; Training of non-specialist teachers to deliver sport and recreation activities in schools. 	<ul style="list-style-type: none"> Ministry of Gender and Youth, Sport and Recreation Ministry of Education and Training 	<ul style="list-style-type: none"> LSRC LNOC Sport for Development organisations 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
3.4	3.4.1	Develop a national Social Development through Sport Strategy in collaboration with the Department of Gender and Ministry of Social Development to encourage participation and the use of sport and recreation to contribute to equality, inclusion and the empowerment of women and girls, persons with disabilities, the elderly and rural communities that encompasses: <ul style="list-style-type: none"> Advocacy and communication; Dedicated programming primarily delivered as value add to other offerings through the Department of Gender and Ministry of Social Development aimed at target populations; and Use of varied spaces and infrastructure for dedicated programming. 	<ul style="list-style-type: none"> Department of Sports (MGYSR) Department of Gender (MGYSR) Ministry of Social Development 	<ul style="list-style-type: none"> LSRC LNOC National sport associations Sport for Development organisations Civil society organisations coordinated by the Lesotho Council of Non-Governmental Organisations (LCN) Ministry of Communications, Science and Technology Ministry of Public Works and Transport 			
			3.4.2	Support national sport associations to develop strategies to increase participation of women and girls, persons with a disability and in rural communities to contribute to equality and social inclusion.	<ul style="list-style-type: none"> LSRC National sport associations 	<ul style="list-style-type: none"> Department of Sports (MGYSR) Department of Gender (MGYSR) Ministry of Social Development NAPCOL 	

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
		3.4.3 Facilitate regular forums between sport organisations and social development agencies to share methodology and good practice on the use of sport and sport for development approaches to promote solidarity and tolerance, gender equality, social inclusion and non-discrimination.	<ul style="list-style-type: none"> Department of Sport (MGYSR) 	<ul style="list-style-type: none"> LSRC LNOC Sport for Development organisations Ministry of Social Development Civil society organisations co-ordinated by the Lesotho Council of Non-Governmental Organisations (LCN) 			
		3.4.4 Produce and disseminate guidelines on the development and modification of existing infrastructure to be more accessible to persons with physical disabilities.	<ul style="list-style-type: none"> Ministry of Social Development Ministry of Public Works and Transport 	<ul style="list-style-type: none"> Department of Sports (MGYSR) NAPCOL Ministry of Local Government and Chieftainship Affairs 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
4	4.1	<p>4.1.1 Include a co-ordinated legacy strategy focused on enhancing the social and economic impact of hosting regional and international events with the National Sport and Recreation Event Hosting Strategy [Action 2.4.1], with enhanced contingencies in response to the COVID-19 pandemic and other potential <i>force majeure</i>. The strategy will focus on:</p> <ul style="list-style-type: none"> o Promoting social inclusion and national cohesion; o Infrastructure development; o Job creation, business development and economic opportunities for Basotho; o Procurement approaches to enhance transparency and opportunities for local suppliers; and o Capacity-building and enhancing professionalism of the sport and recreation sector. 	<ul style="list-style-type: none"> • Relevant local organising committees • LNOC • LSRC • Department of Sports (MGYSR) 	<ul style="list-style-type: none"> • African Union Sports Council Region 5 National COVID-19 Secretariat • Ministry of Tourism, Environment and Culture 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
4.3	4.3.2	Facilitate opportunities for micro and small enterprises to utilise sport events to sell products and services. Include private sector representatives and industry bodies in planning, monitoring and evaluation processes for sport and recreation events to enhance this component of delivery.	<ul style="list-style-type: none"> Department of Sports (MGYSR) LNOC LSRC Private sector coordinated by Lesotho Chamber of Commerce and Industry 	<ul style="list-style-type: none"> Ministry of Trade and Industry Ministry of Labour and Employment Department of Youth (MGYSR) Ministry of Tourism, Environment and Culture Civil society organisations coordinated by the Lesotho Council of Non-Governmental Organisations (LCN) Sport for Development organisations 			
		4.3.3	Establish, promote and support sport innovation and entrepreneurship incubation centres to develop sport and recreation related start-ups aimed at providing skills development and social and economic benefit.	<ul style="list-style-type: none"> Sport for Development organisations Department of Sports (MGYSR) Private sector coordinated by Lesotho Chamber of Commerce and Industry 	<ul style="list-style-type: none"> Ministry of Trade and Industry Ministry of Labour and Employment Department of Youth (MGYSR) Ministry of Tourism, Environment and Culture Civil society organisations coordinated by the Lesotho Council of Non-Governmental Organisations (LCN) 		

Thematic Area 5: Research, evaluation and insights

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
1	1.3	1.3.4 Embed reporting on contributions to the national development plan, Agenda 2063 and prioritised SDG targets (including those pertaining to good governance, accountability and transparency, gender equality and safeguarding) as part of the monitoring and evaluation procedures for mother bodies for sport and recreation in Lesotho.	<ul style="list-style-type: none"> Department of Sports (MGYSR) 	<ul style="list-style-type: none"> LSRC LNOC Department of Gender (MGYSR) Commonwealth Secretariat Ministry of Development Planning 			
	1.4	1.4.2 Provide a template and embed reporting on contributions to NSDP2, Agenda 2063 and prioritised SDG targets (including those pertaining to good governance, accountability and transparency, gender equality and safeguarding) as part of the monitoring and evaluation procedures for national sport and recreation organisations in Lesotho accessing public funding.	<ul style="list-style-type: none"> Department of Sports (MGYSR) LSRC 	<ul style="list-style-type: none"> National sports associations Ministry of Development Planning Ministry of Finance Commonwealth Secretariat 			
	1.4.5	Undertake a biannual survey of the governance arrangements of sport and recreation organisations and publish the Lesotho National Sports Governance Report/Index.	<ul style="list-style-type: none"> Department of Sports (MGYSR) 	<ul style="list-style-type: none"> African Union Sports Council Region 5 LSRC LNOC National sports associations 			

Policy Goal	Enabling Outcome	Strategic Action	Lead agency	Partner agency	Timeframe		
					Short Term (2021–2023)	Medium Term (2024–2026)	Long Term (2027–2031)
2	2.3	2.3.4 Include in the biannual survey of the governance arrangements of sport and recreation organisations [Action 1.4.5] and in the Lesotho National Sports Governance Report/Index, specific indicators on measures to promote clean sport and protect the integrity of sport.	<ul style="list-style-type: none"> Department of Sports (MGYSR) 	<ul style="list-style-type: none"> Regional Anti-Doping Organisation (RADO) LSRC LNOC 			
3	3.1	3.1.4 Undertake a biannual study on public perceptions of the benefits of sport and recreation.	<ul style="list-style-type: none"> National University of Lesotho, Lesotho College of Education, academia and research partners Department of Sports (MGYSR) 	<ul style="list-style-type: none"> LSRC LNOC Sport for Development organisations 			
4	4.2	4.2.4 Include assessment of sport and recreation related employment and economic activity in national surveys and data collection processes to assess growth of opportunities and economic participation through the implementation of the National Policy on Sport and Recreation.	<ul style="list-style-type: none"> Bureau of Statistics Ministry of Development Planning Department of Sports (MGYSR) 	<ul style="list-style-type: none"> Ministry of Labour and Employment Private sector coordinated by Lesotho Chamber of Commerce and Industry Commonwealth Secretariat 			
	4.3	4.3.4 Implement a consistent methodology to assess the economic impact of sport events and activities.	<ul style="list-style-type: none"> Department of Sports (MGYSR) Ministry of Development Planning Bureau of Statistics 	<ul style="list-style-type: none"> National University of Lesotho, Lesotho College of Education, academia and research partners LSRC LNOC Ministry of Finance African Union Sports Council Region 5 Commonwealth Secretariat 			

Annex A: Context for Policy Development

1.1 National context

Lesotho is a mountainous and landlocked country in Southern Africa with population of 2 million people.² The nation gained its independence on 4 October 1966. A constitutional monarchy, Lesotho is ruled by a king as Head of State, and the Prime Minister as Head of Government, governed by a 33-member Senate and a 120-member National Assembly.

Lesotho is classified as a lower-middle income country, with a gross national income (GNI) per capita of US\$1,390. Lesotho has 30,000km² of land consisting mostly of highlands, with its lowest point 1,400 metres above sea level.

Economic development

The current national gross domestic product (GDP) is reported to be US\$2.74 billion, with manufacturing, textiles, construction, agriculture and mining being key sectors.³⁶ At the time of drafting this Policy, and prior to the global coronavirus pandemic, the GDP growth in Lesotho was expected to range between 1.7 and 4.1 per cent between 2019 and 2021.⁴ Due to the impact of the pandemic it is projected annual GDP growth will decrease by up to 6.5 per cent.¹ The pre-pandemic growth was expected largely due to a projected increase in contribution from the construction sector on account of a number of large-scale projects being operationalised over this period, such as the second phase of the Lesotho Highlands Water Project (LHWP II).¹² According to the Second National Strategic Development Plan 2018/19–2022/23 (NSDP 2), the required average growth rate to sustain poverty reduction and realise planned objectives for achieving inclusive economic growth and job creation is around 5 per cent.¹⁶ The challenging economic context means that maximising the economic potential of sport and recreation is an important focus for this Policy.

Governance

Lesotho ranks 16th out of 54 countries evaluated by the Ibrahim Index of African Governance, a tool which measures and monitors the performance of African countries on safety and rule of law, participation and human rights, sustainable economic opportunity, and human development.⁷ Lesotho performs well in a number of areas, notably the absence of armed conflict, abuse of office, taxation revenue and gender equality, often ranking in the top 10 countries. However, there remains scope for improvement in relation to governance around health and wellbeing, where it features in the bottom 10 on multiple indices.⁷ On the basis of these rankings strengthening governance in and through sport is of elevated importance in this Policy.

Children and young people

While nearly 35 per cent of the African population is between the ages of 15 and 35, the figure for Lesotho is close to 40 per cent.⁶ The Global Youth Development Index (YDI) examines development in health, education, employment civic participation and political participation for people between the ages of 15 and 29. According to the latest statistics, out of 183 countries analysed, Lesotho ranks at 171 overall and has a YDI score which is below the African average.³⁷ Lesotho ranks especially low on the health and wellbeing front, ranked at 182 on the YDI. Despite a higher rate of literacy (87%) among those aged 15–24 as compared to the overall population above the age of 15 (77%),³⁸ unemployment among youth hovers at around 33 per cent,³⁹ which is higher than the overall unemployment rate for Lesotho at around 23 per cent.⁴⁰ Given the unemployment and economic participation challenges facing young Basotho, seeking to enhance the role of sport and recreation in boosting the economic participation of youth is a core issue for this Policy.

With nearly half the population under the age of 18,⁴¹ child poverty and child-specific vulnerabilities assume significance in the context of socio-economic policy development. Over 65 per cent of all children in Lesotho are multi-dimensionally poor, which is to say that they are deprived in three or more areas of wellbeing, with

nearly 86 per cent of all children being deprived in two or more areas of wellbeing.⁴² Crucially, child poverty is significantly higher in rural areas (72%) as compared to urban areas (43%), with this contrast being particularly stark between the highlands (82%) and the lowlands (53%).⁴² The areas of vulnerabilities include housing, HIV, malnutrition, education, sanitation, access to water, child protection and access to information. In line with Agenda 2030, the current objective is to reduce the proportion of multi-dimensionally poor children by at least half, to less than 33 per cent by 2030.⁴³ The challenges have underscored the importance of mainstreaming the safeguarding of children and young people involved in sport across all Policy priorities.

Gender equality

According to the Global Gender Gap Index, an index to benchmark 149 countries on their progress towards gender parity, Lesotho ranks 81st.⁴⁴ Lesotho is joint top of the rankings for gender parity in educational attainment and health and survival, having completely closed the gender gaps in those areas. However, there remains scope for improvement when it comes to economic participation (88th) and political empowerment (86th). This points to an interesting disparity in the gender gap on the social front and that on the economic front, with wage inequality in particular being an area of concern, with Lesotho ranked 131. Promoting women's leadership in sport and economic opportunities for women and female-driven enterprise are therefore important considerations of this Policy.

Social challenges

Prior to COVID-19 poverty and inequality in Lesotho had fallen by about 7 per cent between 2002 and 2017.⁴⁵ Even so Lesotho still features among the top 20 per cent of the world's most unequal countries, with a Gini coefficient of 44.6 per cent.¹⁰ Over 27 per cent of the population remains below the international poverty line (US\$1.90/day), although this is expected to increase due to the impact of COVID-19. While poverty in urban areas has reduced significantly in the past decade, it has remained almost constant in the rural areas, and increased in the rural highlands, leading to an increased urban–rural divide.⁴⁵ Despite consistent economic growth over a 15-year period, political instability, environmental factors including climate change, and the stagnation of key sectors operational in rural Lesotho have resulted in this growth not translating to rural populations. These factors have also led to a food security crisis, worsened by drought, crop failures, low incomes and high food prices. Despite having a largely agrarian economy, nearly 25 per cent of the population are food insecure due to Lesotho's vulnerability to the impact of climate change. On the basis of these social development challenges, seeking to utilise sport and recreation as a catalyst and contributor to social development is a key issue addressed through this Policy.

Health and wellbeing

HIV/AIDS and other communicable diseases constitute the major risk factor for premature mortality in Lesotho. Nearly a quarter of the population is infected with HIV,⁴⁶ with women being disproportionately affected due to the prevalence of gender-based violence.⁴⁷ Around 80 per cent of those living with HIV also have tuberculosis (TB).⁴⁷ Non-communicable diseases (NCDs) are estimated to account for nearly 33 per cent of all deaths in Lesotho on an annual basis.¹¹ Alcohol abuse and tobacco consumption is primarily an issue among the male members of the population, with nearly 53 per cent of the male population consuming tobacco.¹¹ Eleven per cent of the population was reported to have 'low' levels of physical activity by the WHO, with more than 44 per cent not engaging in any vigorous activity at all.⁴⁸ Further, obesity is a major concern primarily among women, affecting roughly one in four across Lesotho.¹¹ On this basis promoting wider participation in sport and recreation for the preventative health and wellbeing benefits and utilising sporting events and activities to promote key health messaging is a focus in the Policy.

Impact of COVID-19

The COVID-19 pandemic has emerged as a considerable challenge to a number of ongoing development priorities in Lesotho. While the overall number of confirmed cases in the country has been relatively low, the wider impact of the pandemic has 'aggravated the health, water, sanitation and hygiene (WaSH), protection,

nutrition and food security situation of the drought-affected people in Lesotho'.¹³ The primary health, preventative and testing response required has placed an additional burden on the national health and social protection systems, with recognition of a need to strengthen planning and co-ordination; surveillance and investigation; screening; and infection prevention and control and case management, while ensuring continuity of other priority public health interventions.¹³

Border closures, reduced internal movement and reduced inward finance flows, especially from lower remittances, have had a substantial socio-economic impact in Lesotho. Overall, in June 2020 the GDP growth projection of the country was revised to fall from 1.4 per cent prior to COVID-19 to negative 5.1 per cent in 2020/21.¹ More broadly the impact of the pandemic has increased the number of vulnerable households by almost 50 per cent to 899,000 (179,000 in urban and 720,000 in rural areas) due to factors such as loss of employment and income sources, including remittances, and the loss of productive assets.¹ Lesotho's interconnectivity with South Africa presents additional prevention, screening and economic vulnerabilities and challenges, with associated border closures threatening to severely affect the economy and impact livelihoods. Besides having a direct impact on import and export, the closure has resulted in an increase in prices of a number of commodities due to reduced supply,¹⁴ and the Southern African Customs Union (SACU) revenues which account for almost 40 per cent of government revenue¹⁵ are expected to decline substantially.

COVID-19 will have a substantial impact of the context within which the National Policy on Sport and Recreation will be implemented. A number of strategic actions in the Policy have been adapted in response. Other actions take on added significance in contributing to the response and approach to rebuilding better.

1.2 National development plans and linked sectoral policies

The overarching national and international policy context and legal framework for sport and recreation in Lesotho provides a conducive environment for a National Policy on Sport and Recreation focused on maximising the contribution of the national development. The adoption and implementation of the second iteration of the country's National Strategic Development Plan (NSDP 2), the decade of action to achieve the SDGs and continental and international policy aimed at strategically enhancing the contribution of sport and recreation to economic and social development, all combine to create a favourable context. And the impact of COVID-19 requires all assets to be mobilised to aid national recovery.

In order to capitalise on this conducive environment, this Policy is coherent with relevant national legislation and draws on key national and international development plans, strategies and policies.

National development plan

National Strategic Development Plan II (NSDP2)

The NSDP 2 seeks to chart a course for the development and transformation of Lesotho, specifically seeking to 'transform Lesotho from a consumer-based economy to a producer and export driven economy'.¹⁶ The overarching vision of the NSDP 2 is the *economic and institutional transformation for private sector led job creation and inclusive economic growth*. The plan aligns with, and seeks to contribute to, the SDGs and the African Union Agenda 2063, taking care to ensure that 'no one is left behind' and that growth is inclusive and participatory.

In order to achieve these objectives, the NSDP 2 has identified Four Strategic Super Goals:

1. Promoting inclusive and sustainable economic growth and private sector led job creation;
2. Strengthening human capital through investment in health, nutrition, skills development, social protection and migration;
3. Building enabling infrastructure; and
4. Strengthening governance and accountability systems.

Recognition of sport as a tool for development in NSDP 2

Within the NSDP 2, sport is recognised as a tool for development.¹⁶ Specifically, the NSDP 2 states that:

sport can support development by generating income from sports-related sales and services, supporting business growth, entrepreneurship and job creation especially in the tourism sector, improving health and social well-being, and fostering universal values of fair play, mutual respect and friendship.¹⁶

The NSDP 2 also notes that Lesotho is well suited to hosting regional and international sports events, which can boost tourism and provide a range of socio-economic benefits, including foreign investment, the creation of local jobs and improved social wellbeing.¹⁶ Further, the NSDP 2 highlights the need to improve sports infrastructure, including demarcating land for sport facilities, and that improved governance and co-ordination in the sport sector and with other stakeholders will be crucial to maximise the impact of sport.¹⁶ These focus areas of NSDP 2 provide a basis for the vision and focus of the National Policy on Sport and Recreation being geared towards enhancing the contribution of the sector to economic and social development.

Linked sectoral policies and development plans

The cross-cutting nature of sport and recreation makes it highly relevant to a range of development areas and sectors. A number of sectoral policies and strategic plans informed the development of this Policy, in particular in ensuring that the potential contribution of sport and recreation to the goals and objectives outlined in these plans is maximised. These include:

- Lesotho National Youth Policy 2017–2030
- Lesotho Gender and Development Policy, 2018
- National Tourism Master Plan, 2019
- National Disability and Rehabilitation Policy, 2011
- Education Sector Plan 2016–2026
- National Environmental Policy, 1998

These policies are especially important due to either their acknowledgement of the contribution of sport and recreation towards achieving the respective sectoral development goals, or the key linkage between sport and recreation and the priorities for the sector concerned.

1.3 Defining sport and recreation

This Policy adopts the definition of sport and recreation set out in the Lesotho Sport and Recreation Act 2002:

'Sport' means any form of physical activity which through casual or organised participation and internationally accepted rules, aims at personal development, enjoyment, satisfaction, expression or improvement of physical fitness, mental and emotional well-being; forming social relationships and relaxation or obtaining results in competition at all levels.

'Recreation' means all forms of activities, physical and not physical in which individual or groups of people voluntarily participate.

1.4 Sport and recreation in Lesotho

Sport was traditionally run and managed by the Lesotho Sports Association and primarily comprised only football and athletics. The Lesotho Sport Association was replaced by the Lesotho Sports Council through

the Lesotho Sports Council Order in 1970. During the period of the Lesotho Sports Council the number of sporting codes active in the country grew to 25 and included taekwondo, boxing, tennis and darts among others.¹⁷ The Lesotho Sports Council was later replaced by the Lesotho Sport & Recreation Commission in 2002 through the Lesotho Sport & Recreation Act of 2002.¹⁸ Currently, the LSRC has 27 member Associations which include table tennis, handball and cycling.

Lesotho has been a regular participant at the (summer) Olympic Games since 1972, except for its boycott of the 1976 Olympics. In the 2016 games hosted in Rio de Janeiro, Brazil, Lesotho sent its largest contingent to the Olympics with a total of eight athletes. Lesotho first participated in the Paralympics Games in 2000 and has taken part in all subsequent Games.

An athlete from Lesotho is yet to win an Olympic or Paralympic medal.

Lesotho has also been a regular participant at the Commonwealth Games since 1974. Lesotho won its first Commonwealth Games medal in Kuala Lumpur, Malaysia, in 1998 taking the gold in the men's marathon while a boxing bronze in Manchester was the highlight of the 2002 Games for the Mountain Kingdom. A silver from the boxing ring followed in Melbourne in 2006.⁴⁹

Statistically, Lesotho is one of the most active nations in the world with only 6.3 per cent of the adult population insufficiently physically active.⁵⁰ It was recognised through the policy consultation process that a significant percentage of the country's physical activity is attributable to work-based physical activity, at home and for domestic purposes or for active transport (e.g. walking), rather than dedicated sport and recreation based activity. While Basotho of different ages and skill abilities do participate in a range of sport and recreational activities for health, wellbeing and recreational purposes, with distance running being among the most popular activities, overall participation is limited. It was also highlighted that a number of sport and recreation activities predominantly cater for the young and able-bodied members of the population, with males participating more regularly than females. Women and girls, the elderly, persons with disabilities, and members of the rural communities were often underrepresented or had less opportunities to participate.

The current contribution of sport and recreation to the national GDP is not quantified. The contribution of the sector is measured as part of the wider contributions of the arts, entertainment and recreation sector, and through sport-based components of the manufacturing, wholesale and retail trade, hotels and restaurants, information and communication and business services sectors.¹⁹ The Bureau of Statistics has indicated the need to reconsider how to quantify the value and contributions of the arts, entertainment and recreation and related sectors.¹⁹

1.5 Legal framework for sport and recreation in Lesotho

The following legislative and regulatory environment constitutes the key legal framework within which this Policy will be implemented.

Lesotho Sport and Recreation Act, 2002 and Lesotho Sport and Recreation Regulations, 2010

The 2002 Act on Sport and Recreation is the key legislation setting out the legal and regulatory environment for sport in the country. The Act repealed the Lesotho Sports Council Order 1970 and established the Lesotho Sport and Recreation Commission (LSRC).¹⁸ There are directives of this act yet to be implemented, namely financial incentives and tax rebates for investing in sport. The Act was followed by the Lesotho Sport and Recreation Regulations in 2010, which regulate the operation of the LSRC,²⁰ the registration process for sport and recreation associations in Lesotho, and fundraising for athletes, clubs and associations in Lesotho. The 2002 Act also calls for the MGYSR to establish a Sports Trust Fund in consultation with the Ministry of Finance.¹⁸ For this purpose, the Act confers the power to establish the Sports Trust Fund on the LSRC.¹⁸

Anti-doping framework

Lesotho acceded to the International Convention Against Doping in Sport in 2012.²¹ The country utilises the World Anti-Doping Agency's (WADA) Regional Anti-Doping Organisation (RADO) Programme to support anti-doping efforts.²² The RADO programme seeks to strengthen the protection of clean sport by developing innovative anti-doping strategies, especially for National Anti-Doping Organisations (NADO) and National Olympic Committees (NOC) that require support in terms of human and financial resource. Lesotho falls under the ambit of the Africa Zone VI RADO, based in Botswana.

Related legislation and regulatory instruments

Besides these specific laws and regulations pertaining to the sport and recreation sector, there are a variety of other legal instruments and regulatory frameworks which have a bearing on the sport and recreation sector in Lesotho. These include:

- Companies Act, 2011
- Freedom of Association (under the Constitution of Lesotho)
- Children's Protection and Welfare Act, 2011
- Gambling regulations
- Education Act, 2010
- Industrial Licensing Act, 2014
- Tourism Act, 2002
- Environment Act, 2008

These laws and regulations have relevance to the goals, outcomes and strategic of this Policy and associated institutional arrangements for key sector stakeholders.

1.6 International recognition of sport as a contributor to socio-economic development

International and continental policies and action plans provide important reference points and guidance for the National Policy on Sport and Recreation, in particular through their recognition of sport and recreation as an important contributor to sustainable economic social and environmental development. Together this body of continental and international policy helps create an enabling and conducive environment for the implementation and impact of this Policy.

Lesotho's National Policy on Sport and Recreation is coherent with these global, pan-African and Commonwealth policy and strategic frameworks assisting the country to fully contribute to continental and global sport policy development, while supporting efforts to collaborate with international partners.

The key international and continental policy and strategies that recognise and promote sport as a contributor to sustainable development include:

- Recognition of sport as a contributor to the global Sustainable Development Goals in the 2030 Agenda for Sustainable Development.
- 13 resolutions of the United Nations General Assembly have been passed on sport and development, most recently resolution A/73/L.36 which reiterated the importance of sport as 'an enabler of sustainable development'.
- The Kazan Action Plan (KAP) on sport, physical education and physical activity, adopted by the Sixth International Conference of Ministers Responsible for Sport and Physical Education – MINEPS VI, which represents a commitment by governments to align and maximise the contribution of future sport policy to achieving the SDGs.²⁴
- Commonwealth commitment to maximise the contribution of sport to sustainable development.²⁵

- The Policy Framework for the Sustainable Development of Sport in Africa, which positions sport as a contributor to the Africa Union Agenda 2062 through creating an active, winning, innovative, united and sustainable sport system on the continent.
- The Antananarivo Recommendations, adopted by the First Regional Conference of African Ministers on the implementation of the Kazan Action Plan in Africa, which emphasise the importance of 'fostering policy coherence in the context of Africa Union Agenda 2063, the SDGs, the Sport Policy Framework for Sustainable Development of Sport in Africa, and the Kazan Action Plan'.²⁶
- The strategic priorities of the African Union Sports Council Region 5 (AUSC Region 5) that encourage Member States to develop national sport and recreation policies and to harmonise these on key cross-cutting issues for the region, including to effectively use sport as a tool for promoting peace and development.

Further detail on international policy frameworks that recognise sport as a contributor to sustainable development is included in **Annex C**.

Obligations under International Human Rights Conventions

The National Policy on Sport and Recreation has also been framed with reference to international human rights conventions and treaties that Lesotho is party to and their relevance to sport and recreation. Key among these are the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Convention on the Rights of Persons with Disabilities (CRPD) and the Convention on the Elimination of All Forms of Racial Discrimination (ICERD).

These international covenants set out a commitment to equality and the protection and promotion of civil, political, economic, social and cultural rights, including the right to development, for all without discrimination. The human rights set out through these conventions and treaties are applicable in sport and can be further protected through sport. States and sporting organisations therefore have clear human rights obligations in relation to sport and recreation.⁵¹

The United Nations Guiding Principles on Business and Human Rights (UNGP) provides valuable guidance on embedding a human rights approach into sport and recreation policy. This guidance underscores the obligations of states and sport organisations, as business enterprises, to protect and promote human rights and provide access to remedy for those whose rights have been affected in or through sport. These principles have been embedded into the priorities of this Policy.

United Nations Development Assistance Framework (UNDAF) for Lesotho

The United Nations Development Assistance Framework (UNDAF) for Lesotho outlines the strategic goals of the UN system in supporting the national development priorities of the Government of Lesotho, the SDGs, AU Agenda 2063, relevant Southern African Development Community (SADC) instruments and others. The UNDAF framework seeks to 'support the Government of Lesotho and society at all levels to accelerate economic growth, environmental sustainability and good governance to make further progress towards achieving the Sustainable Development Goals within the timeframe of this framework'.⁵² The current and future iterations of this framework therefore provide an important reference point for the National Policy on Sport and Recreation, in particular in supporting partnership working between the sport and recreation fraternity and the UN system.

1.7 Policy consultation and development process

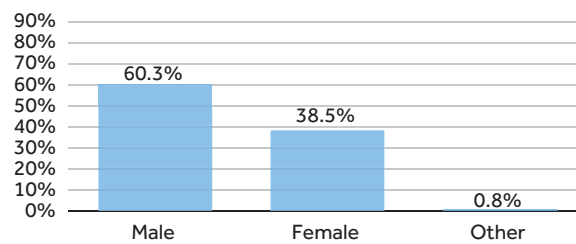
Extensive consultation and stakeholder engagement was undertaken to develop the National Policy on Sport and Recreation. This process included the sport and recreation fraternity, collaborating ministries and government departments, civil society and private sector partners as well as wider community stakeholders.

The policy consultation and development process was led by the National Sport and Recreation Policy Review Task Team which comprised representatives of the Lesotho National Olympic Committee, Lesotho

Sport and Recreation Commission and Department of Sport and Recreation. The Ministry of Gender, Youth, Sport and Recreation partnered with the Commonwealth Secretariat to advance the policy development and formulation process.⁵³

In total 153 organisations and over 350 individual leaders of sport and recreation and partner organisations provided input into the policy formulation process. Of the individuals consulted 38.5 per cent (38.5%) were female while 60.3 (60.3%) were male. 0.8 per cent (0.8%) of the individuals consulted identified with other gender classifications or preferred not to say (Figure A1.1). Representatives from all 10 districts of Lesotho were consulted as part of the policy development process.

Figure A1.1. Gender balance of individuals consulted in the policy development process



The objective of this process was to ensure a fit-for-purpose Policy that promotes stakeholder ownership and, ultimately, enhances the contribution of the sector to socio-economic development and a united Lesotho.

Annex B: Relevant National Legislation and Policies

Legislation relevant to the implementation of the National Policy on Sport and Recreation

Lesotho Sport and Recreation Act, 2002 and Lesotho Sport and Recreation Regulations, 2010

The 2002 Act on Sport and Recreation is the key legislation setting out the legal and regulatory environment for sport in the country. The Act repealed the Lesotho Sports Council Order 1970 and established the Lesotho Sport and Recreation Commission (LSRC).¹⁸ There are directives of this act yet to be implemented, namely financial incentives and tax rebates for investing in sport. The Act was followed by the Lesotho Sport and Recreation Regulations in 2010, which regulate the operation of the LSRC,²⁰ the registration process for sport and recreation associations in Lesotho, and fundraising for athletes, clubs and associations in Lesotho. The 2002 Act also calls for the MGYSR to establish a Sports Trust Fund in consultation with the Ministry of Finance.¹⁸ For this purpose, the Act confers the power to establish the Sports Trust Fund on the LSRC.¹⁸

Companies Act, 2011

The Companies Act 2011 is an Act to provide for standard and adaptable requirements for the incorporation, organisation, operation and liquidation of companies in Lesotho. It defines the relationship between companies and their shareholders, directors and creditors, and encourages efficient and responsible management of companies. It contains provisions to protect shareholders and creditors against abuse of management power, and allows for the registration of external companies in Lesotho. Crucially, it also sets out responsibilities of the Registrar of Companies.

Freedom of association

Article 16 under Chapter II of the Constitution of Lesotho guarantees the citizens' freedom to associate with other persons for ideological, religious, political, economic, labour, social, cultural, recreational and similar purposes.⁵⁴ The freedom of association has been globally recognised as a basic human right,⁵⁵ and has a significant implication on the ability of people to participate in community sports and constitute entities to organise and govern sport. Such freedom is not absolute, however, and is subject to restrictions within Lesotho's Constitution on grounds such as public order and protecting the rights of others.

Children's Protection and Welfare Act, 2011

In 2011, Lesotho enacted a comprehensive legal framework for the safeguarding and protection of children, delineating the rights of children, as well as the responsibilities of parents, guardians and the state. The framework encompasses principles enshrined in the United Nations Convention on the Rights of the Child, the 1990 African Charter on the Rights and Welfare of the Child and other international instruments, protocols, standards and rules on the protection and welfare of children. Among other specific subjects, the Act contains provisions regarding abuse, trafficking, child labour and health in the context of all persons under the age of 18 years in Lesotho. The Act means that sporting organisations have both an ethical and legal duty to protect and safeguard children participating in sport.

Gambling regulations

Gambling, both online and offline, is legal in Lesotho. While the Casino Order of 1989⁵⁶ sets down the regulatory framework for the licensing, registration and administration of physical casinos in Lesotho, no regulations exist for casinos and gambling platforms online. In 2010, the World Bank, in partnership with the Ministry of Health and Social Welfare, used the Lesotho lottery as a mode of promoting HIV/AIDS testing

in the country. Participants in the programme were tested every 4 months, and those who tested negative for two curable but sexually transmitted infections stood to win a cash award. Based on data collected, the number of new infections over the duration of the programme reduced by over 20 per cent.

Education Act, 2010; and the Education Sector Plan 2016-2026

The framework for education in Lesotho is governed by the Education Act of 2010. Further, the Education Sector Plan 2016-2026 as published by the Ministry of Education and Training lays down the sector context and aspirations. Crucially, the Plan provides a blueprint to guide the Ministry's activities and budget allocation during the specified period.⁵⁷ Based on the four pillars of access, quality, equity and relevance, the Plan bases itself on the Sustainable Development Goals, AU Agenda 2063, Southern African Development Community (SADC) Protocols on Education, as well as the erstwhile NSDP (2012/13–2016/17).⁵⁸ Crucially however, neither the Act nor the Sector plan make references to the links between Sport and Education, with an emphasis on Physical Education especially notable by its absence. On a positive note, the 2010 Act explicitly calls for the administrators of the education sector in Lesotho, including the Minister, Principal Secretary and Teaching Service Commission to ensure that opportunities and facilities are provided to enable the physical, mental and social development of learners in Lesotho.⁵⁹ Given the evidence base for the role of sport, and physical education in particular, in the holistic development of the child, this provision has relevance for the National Policy on Sport and Recreation.

Industrial Licensing Act, 2014

The Industrial Licensing Act, promulgated by the Ministry of Trade and Industry in 2014, lays down the framework for the registration and operation of micro, small and medium enterprises (MSMEs) in Lesotho.⁶⁰ MSME organisations form a crucial component of Lesotho's economy, as has been noted within the NSDP2, which pegs the contribution of the private sector to Lesotho's GDP at nearly 15 per cent. Crucially, the NSDP2 recognises that nearly 85 per cent of this sector, employing approximately 200,000 people including a significant number of women under the age of 35, is made up of MSME organisations¹⁶. The 2016 FinScope survey in Lesotho identifies access to capital, especially credit, as a major operational constraint for MSME organisations, with organisations choosing not to take a loan due to fears that they might not be able to repay.⁶¹ Such data points towards a need to increase the ease of doing business in Lesotho, especially for MSME organisations. To this end, during the consultations, numerous stakeholders highlighted the potential linkages between recurring sporting events and the possible economic opportunity for the communities involved in these events, especially from the perspective of promoting tourism and hospitality at the regional level.

Tourism Act, 2002

Throughout the Policy revision process and within the NSDP 2, the potential of the tourism sector to contribute to Lesotho's economy was repeatedly emphasised by stakeholders. In the same vein, the Government of Lesotho through the Tourism Act 2002 established the Lesotho Tourism Development Corporation (LTDC) to encourage tourism-related activities, safeguard employment, and attract investment to the sector. The NSDP 2 also recognises the hosting of regional and international events as important opportunities for the tourism sector, as well as the potential to capitalise on Lesotho's unique topography and weather by promoting high-altitude sports. However, the NSDP 2 acknowledges the need to develop well-functioning transport infrastructure, as well as sporting and hospitality facilities spread throughout Lesotho.

Environment Act, 2008 and the National Environmental Policy, 1998

The Environment Act was put in place in order to promote the protection and management of the environment in Lesotho, and specifically to safeguard the conservation and sustainable utilisation of natural resources in Lesotho. During the consultation process for this Policy, stakeholders were keen to ensure

that any economic benefit being pursued through the implementation of a National Policy on Sport and Recreation should not come at the cost of environmental sustainability. To this end, the Environment Act 2008 also calls for the promotion of environment-friendly tourism. The foundation for the 2008 Act was laid through, first, the National Environmental Action plan (NEAP) 1989, which was followed by the National Environmental Policy in 1998. Acknowledging the existence of a unique interrelationship between the environment and socio-economic development in Lesotho, the NEAP in 1989 acknowledged the need to incorporate environmental considerations into Lesotho's economic development. The 1998 policy, in addition to reiterating the concerns around sustainability as raised by the NEAP, called for legal reform including the promulgation of robust environmental law in order to enable the effective implementation of the Policy.

Sectoral policies and development plans relevant to sport and recreation

Lesotho National Youth Policy 2017–2030

The MGYSR published the current Lesotho National Youth Policy in 2017, in order to serve the Government of Lesotho's vision of overall social and economic empowerment of young people in Lesotho. In addition to the SDGs, AU Agenda 2063 and the SADC Protocols on Youth, the Policy also takes into account the African Youth Charter, the Commonwealth's Plan of Action for Youth Empowerment, and other key regional and international policy instruments which prioritise youth development.⁶² The Policy recognises Sport and recreation as an important facet of youth development, and has been thoroughly informed by the Lesotho Youth Empowerment Survey (LYES) undertaken in 2012.⁶³ The LYES reported that more than half (54.1%) of the youth population in Lesotho (aged 15–35 years) did not engage in any sport and recreation.⁶² A lack of sporting facilities and places to participate in sport and recreation, and an inadequate number of professional trainers were highlighted as factors contributing to the lack of youth participation in sport and recreation, while a need for increased sponsorship was also underlined.

The policy objectives to be achieved by 2030 include a specific section on sports, which identifies accessible infrastructure and the recognition of digital sports and games as important for the demographic. Crucially, the vision for 2030 includes a comprehensive programme to promote youth participation in sport and recreation as a culture, a source of livelihood, as well as an avenue to deal with other social issues.

Lesotho Gender and Development Policy, 2018

The Government of Lesotho recognises gender equality as a critical pillar of development. In 2003, the Government adopted its first Gender and Development (GAD) Policy with the overall vision to achieve gender equality across all sectors. The measures and reforms suggested by the 2003 Policy contributed to a number of changes to the legal framework of Lesotho, most notably the enactment as well as amendment of laws pertaining to gender-based violence, sexual offences, human trafficking, and child safeguarding. The 2018 Policy acknowledges the contribution of its predecessor, but seeks to further consolidate the relationship between the eradication of gender-based divides and sustainable development. In terms of implementation, the GAD Policy advocates for a multi-sectoral approach, and takes into account key national development priorities, regional policy context, and international policy instruments and conventions in addition to a focus on the SDGs. Accordingly, enhancing gender equality in and through sport becomes an important focus for the sector.

National Tourism Master Plan, 2019

As acknowledged by the Government of Lesotho, tourism has the potential to contribute to reviving a stagnant economy and unemployment. The National Tourism Master Plan has been developed on the basis that tourism can stimulate economic growth and create the jobs that are crucial to the economic and social welfare of Lesotho. It is also acknowledged that in order to realise the growth scenario envisioned by the Master Plan, a sea change will be required in approach, commitment and resourcing – matching stated priorities and commitments with fiscal appropriations in budgets. The Master Plan acknowledges the role of the Ministry of Gender and Youth, Sport and Recreation in the implementation of this Policy, especially

to capitalise on the unique topography of Lesotho conducive for a variety of adventure sports, not just as a tourist attraction, but to also grow into large-scale events to increase the influx of foreign exchange and to boost employment.⁶⁴

National Disability and Rehabilitation Policy, 2011

The Constitution of Lesotho, as part of fundamental rights and freedoms as well as principles of state policy, recognises the need to support people with disabilities with regard to effective rehabilitation and social inclusion.⁵⁴ In line with Article 33 of the Constitution, the Government of Lesotho in 2011 adopted the National Disability and Rehabilitation Policy⁶⁵ to pursue this objective. The key purpose of the Policy is to create an enabling environment for persons with disabilities to realise their full potential, with the provision of equal opportunities for participation in socio-economic activities highlighted as a key objective. Notably, the Policy highlights sports, recreation and entertainment as a priority Policy area,⁶⁵ with a specific focus on sensitisation and advocacy to increase participation and inclusion of persons with disabilities in sport and recreation based activities. Critically, the Policy highlights the relevance of this Policy area to all government ministries as well as private sector and civil society organisations.

Annex C: International Policies and Plans that Recognise Sport as a Contributor to Socio-economic Development

International and continental policies and action plans provided important reference points for this Policy and contribute to creating an enabling environment for implementation and impact. Ensuring the National Policy on Sport and Recreation is coherent with global, pan-African and Commonwealth policy and strategic frameworks assists Lesotho to fully contribute to global sport policy development while supporting the country to advance efforts to collaborate with international partners. The key international and continental policy and strategies that recognise and promote sport as a contributor to sustainable development include:

Recognition of sport as a contributor to the global Sustainable Development Goals

2030 Agenda for Sustainable Development

The 2030 Agenda for Sustainable Development, which includes the 17 SDGs, sets out 'the bold and transformative steps which are urgently needed to shift the world onto a sustainable and resilient path'.²³ The 2030 Agenda recognises the 'growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives'.

Additionally, 13 resolutions of the United Nations General Assembly have been passed on sport and development, most recently resolution A/73/L.36 which reiterated the importance of sport as 'an enabler of sustainable development'.

Kazan Action Plan

The Kazan Action Plan (KAP) on sport, physical education and physical activity, adopted by the Sixth International Conference of Ministers Responsible for Sport and Physical Education – MINEPS VI, is a commitment by governments to align and maximise the contribution of future sport policy to achieving the SDGs.²⁴ The plan identifies 10 specific SDGs and 36 corresponding targets to which sport can make vital contributions. The KAP provides a 'voluntary, overarching reference for fostering international convergence amongst policy-makers in the fields of physical education, physical activity and sport'.²⁴

This is primarily achieved through the provision of a Sport Policy Follow-up Framework to align and assess progress in the implementation of the following main policy areas:

- Main policy area 1: Develop a comprehensive vision of inclusive access for all to sport, physical education and physical activity
- Main policy area 2: Maximise the contributions of sport to sustainable development and peace
- Main policy area 3: Protect the integrity of sport

Each main policy area is supported by a range of sub-policy areas, each of which has provided a reference point for the development of this Policy.

Commonwealth commitment to maximise the contribution of sport to sustainable development

The valuable contribution sport can make to the 2030 Agenda and national development priorities was affirmed by the Commonwealth Heads of Government at the Commonwealth Heads of Government Meeting (CHOGM) on the Gold Coast in 2018. The Heads committed to work with Commonwealth sports bodies to maximise this positive impact and take collective action to promote good governance, address

corruption, protect the integrity of sport, and promote human rights through sport.²⁵ Policy commitments to actively enhance the role of sport in sustainable development were made by Commonwealth Sports Ministers Meetings in 2016 and 2018, and the wider international community at MINEPS VI in 2017. In 2016, Commonwealth ministers committed to align sports architecture, and sport-based policy and strategy, to the Sustainable Development Goal (SDG) framework and associated targets.

Recognition of sport as a tool for development in Africa

AU Agenda 2063

Agenda 2063, published by the African Union (AU), is the key policy framework for inclusive and sustainable development in Africa. The key aspirations identified by the Agenda are as follows (African Union, 2015):

1. A prosperous Africa based on inclusive growth and sustainable development;
2. An integrated continent, politically united based on the ideals of Pan-Africanism and the vision of Africa's Renaissance;
3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law;
4. A peaceful and secure Africa;
5. An Africa with a strong cultural identity, common heritage, values and ethics;
6. An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children;
7. Africa as a strong, united, resilient and influential global player and partner.

The above aspirations are further reflected throughout the Agenda, which calls for urgent action to catalyse the eradication of poverty, affordable housing, development of human resource, protection of natural resources, development of infrastructure, conflict resolution, youth leadership, institutional gender parity and domestic resource mobilisation (African Union, 2015). The Agenda also emphasises the need for effective implementation supported by robust monitoring and evaluation.

Policy Framework for the Sustainable Development of Sport in Africa

The revised Policy Framework for the Sustainable Development of Sport in Africa harmonises areas of intervention on sport and physical activity in Africa, defines the roles and responsibilities of stakeholders in the African Sport Movement and sets out the strategic approach for enhancing the role of sport in achieving Agenda 2063.

The revised Policy Framework contains five key overarching goals for the sustainable development of sport in Africa:

- An Active Africa
- A Winning Africa
- An Innovative Africa
- A United Africa
- A Sustainable Africa

Antananarivo Recommendations

The Antananarivo Recommendations, adopted by the First Regional Conference of African Ministers on the implementation of the Kazan Action Plan in Africa, emphasises the importance of 'fostering policy coherence in the context of Africa Union Agenda 2063, the SDGs, the Sport Policy Framework for Sustainable Development of Sport in Africa, and the Kazan Action Plan'.²⁶ The Recommendations specifically highlight sport, physical activity and physical education as human rights for all and call for enhanced policy and legislative frameworks to ensure accessibility, safeguard children who participate in sport and enhance accountability for the use of public resources invested in sport.

Strategic priorities of the African Union Sports Council Region 5 (AUSC Region 5)

The continental policy priorities outlined above, and in particular the Agenda 2063 and Policy Framework for the Sustainable Development of Sport in Africa, are reflected and operationalised through strategic priorities of the African Union Sports Council Region 5 (AUSC Region 5):

- To encourage Member States to develop national sport and recreation policies and to harmonise these on cross-cutting issues;
- To co-ordinate and monitor the development of human resource capacity in the Region;
- To encourage institutional capacity-building of sport organisations in the Region;
- To promote mutually beneficial partnerships that promote development of sport and recreation in the Region;
- To promote the policy development in member countries that is intended to increase equitable access to sport and recreation, especially by women and people with disabilities;
- To facilitate and promote the organisation and hosting of the Region 5 Games and other major events strategic to the Region;
- To encourage stakeholders to prevent and address HIV/AIDS, undesirable practices and any form of racial, religious, political or other discrimination in sport;
- To effectively use sport as a tool for promoting peace and development in the Region;
- To promote the Region's financial sustainability. To explore the full potential commercial value of the Region's assets;
- To enhance the Region's visibility and positive image;
- To promote quality and efficient service delivery at all times.

Obligations under International Human Rights Conventions

The National Policy on Sport and Recreation has been framed with reference to international human rights conventions and treaties that Lesotho is party to and their relevance to sport and recreation. These international covenants set out a commitment to equality and the protection and promotion of civil, political, economic, social and cultural rights, including the right to development, for all without discrimination.

The United Nations Guiding Principles on Business and Human Rights (UNGPR) provides valuable guidance on embedding a human rights approach into sport and recreation policy. This guidance underscores the obligations of states and sport organisations, as business enterprises, to protect and promote human rights and provide access to remedy for those whose rights have been affected in or through sport.

United Nations Development Assistance Framework (UNDAF) for Lesotho

The United Nations Development Assistance Framework (UNDAF) for Lesotho outlines strategic goals to support national development priorities of the Government of Lesotho, the SDGs, AU Agenda 2063, relevant Southern African Development Community (SADC) instruments and others. The UNDAF framework is aligned to the NSDP 2 and seeks to 'support the Government of Lesotho and society at all levels to accelerate economic growth, environmental sustainability and good governance to make further progress towards achieving the Sustainable Development Goals within the timeframe of this framework'. It is therefore an important reference point for the National Policy on Sport and Recreation, in particular in supporting partnership working between the sport fraternity and the UN system, and has guided specific strategic actions accordingly

Annex D: Stakeholder Mapping, Roles and Responsibilities

The following stakeholders have been identified as having important roles to play in the effective implementation of the National Policy on Sport and Recreation.

Sport stakeholders in Lesotho

Ministry of Gender and Youth, Sport and Recreation

The Ministry of Gender and Youth, Sport and Recreation (MGYSR) is the government ministry in Lesotho responsible for the achievement of gender equity and equality, enhancement of sporting excellence, and the integration of youth in the socio-economic and political development of the country. The ministry is divided further into three departments, concerning youth, gender, and sport and recreation.

The Department of Sport and Recreation is responsible for creating an enabling policy environment to facilitate the development of sport and recreation and maximise the contribution of the sector to the socio-economic development of Lesotho. The department is mandated to support the improvement of infrastructure, development of amateur and professional sport, and promotion of sport and recreation as a medium for sustainable development in Lesotho.

Lesotho Sport and Recreation Commission

On 21 February 2002 the Lesotho Sport and Recreation Act No. 3 of 2002 came into effect. The Act repealed the Lesotho Sports Council Order 1970 and established the Lesotho Sport and Recreation Commission (LSRC). As a result, all assets and liabilities of the erstwhile Lesotho Sports Council were transferred to the LSRC. Through this Act, members of the LSRC were appointed through a process of election. The LNOC and NAPCOL are represented in the LSRC; however, both organisations continue to function as they did before the establishment of the LSRC.

In addition to athletic development, the LSRC has as its vision the achievement of socio-economic development and national unity through sport and recreation in Lesotho. The LSRC relies on key principles of good governance, to put in place a sustainable resource base and accessible facilities in line with international standards.

Lesotho National Olympic Committee

Since its establishment in 1993, the administration of all competitive affairs related to Lesotho's participation and performance at the Olympic Games and the Commonwealth Games falls under the ambit of the Lesotho National Olympic Committee (LNOC). As part of its vision, the LNOC seeks to promote Olympism in Lesotho, and to establish an environment that is conducive to excellent podium performance. The Vision of LNOC is for Lesotho to be a top five African country in Olympic and Commonwealth Games competition. To achieve this vision the LNOC employs teamwork, exercises good governance, and promotes excellence in all our relationship with stakeholders.

National Paralympic Committee of Lesotho

The National Paralympic Committee of Lesotho (NAPCOL) was established in 1998. The organisation is responsible for the development of para sports in Lesotho and Lesotho's participation and performance at the Paralympic Games. Lesotho made its debut at the 2000 Paralympic Games.

National sport associations

National sports associations registered with the LSRC are responsible for the administration, governance, management and growth of sports and recreation in Lesotho, in line with the Lesotho Sport and Recreation Regulations 2010. Currently, the LSRC has 27 member associations.

Local Organising Committees for international, continental and regional sport and recreation events

The Local Organising Committees for international, continental and regional sport and recreation events are responsible for the planning, delivery and legacy of major sport and recreation events hosted in Lesotho. The make-up and governance of Local Organising Committees depends on the nature of the event, requirements of the rights holder and funding mechanisms. Lesotho hosts both annual, recurring events and major one-off events. Key recurring events include the High Altitude Summer Marathon and Roof of Africa Rally. Major one-off events that Lesotho will host over the course of this Policy include the African Union Sports Council Region 5 Youth Games and 2022 African Youth Games.

Sport for Development and Peace organisations

Sport for Development and Peace refers to the intentional use of sport, physical activity and play to attain specific development and peace objectives. There are a number of organisations in Lesotho whose sole focus is on delivering Sport for Development and Peace programmes and interventions. Leading Sport for Development organisations based in Lesotho include the internationally recognised social enterprise Kick4Life, a football club dedicated to transforming the lives of vulnerable young people in Lesotho, and in doing so promote long-term sustainable development in the Mountain Kingdom.

Key partners and development stakeholders

Government ministries and agencies

Ministry of Development Planning

The Ministry of Development Planning is responsible for achieving shared sustainable development and economic growth in Lesotho. Key functions of the ministry include formulating results-oriented national development plans, providing policy advice to the Government of Lesotho, and mobilising as well as co-ordinating the allocation and utilisation of resources. As the National Policy on Sport and Recreation aims to maximise the contribution of sport and recreation to national development priorities, using a result-based management approach, the Ministry of Development Planning is a key policy stakeholder.

Lesotho Bureau of Statistics

The Lesotho Bureau of Statistics is a government department under the Ministry of Development Planning mandated to set up a system for national official statistics on social and economic aspects of Lesotho. This includes data on human resources and the environment, especially in relation to the development priorities for Lesotho. The Bureau also collates official statistics for the purposes of economic and social planning, research, public information and international co-operation, among other related purposes. The strong focus on measuring the impact of the Policy, including through utilising official statistics, makes the Lesotho Bureau of Statistics a key partner in monitoring and evaluating the implementation of the Policy.

Ministry of Education and Training

The Ministry of Education and Training is tasked with the development and implementation of policies to ensure functional literacy among the people of Lesotho, with a view to develop a productive, quality human resource base through education and training. According to the ministry, functional literacy would include moral and ethical values and social knowledge, as well as scientific and technical knowhow. Strengthening the provision of Quality Physical Education and sport in schools is key across multiple strategic actions and enabling outcomes of the Policy, making the Ministry of Education and Training a critical stakeholder. There is also a strong international evidence base on the contribution QPE, sport and physical activity programmes in schools make in attracting and retaining learners and enhancing learning outcomes across subject areas. Therefore, engagement and support for the implementation of the strategic actions on QPE and sport in schools offers substantial benefits for the Ministry of Education and Training.

Ministry of Tourism, Environment and Culture

The Ministry of Tourism, Environment and Culture (MTEC) is the branch of the government with responsibility for promoting environmentally and culturally sustainable development, making Lesotho an attractive tourism

destination through the provision of high-quality service and creation of an enabling environment for the private sector driven and community-based tourism development. The Lesotho Tourism Development Corporation (LTDC) is the industry organisation supporting the development of a sustainable tourism industry through effective partnership with the private sector and the community in strategic marketing, research, product development, quality service delivery and human resource development, as well as marketing inward investment for tourism projects. The important focus in the Policy on delivering high-quality and sustainable sport events and promoting active tourism makes the tourism sector an important partner and beneficiary of the Policy.

Ministry of Local Government and Chieftainship Affairs

The Ministry of Local Government and Chieftainship Affairs has as its mission the promotion and consolidation of a sustainable and effective system of local governance for improved service delivery and enhanced quality of life in Lesotho. It supports the councils in the provision of quality services through well-defined policy frameworks, and through adherence to laws and regulations relating to local governance. Local government are an important partner in supporting more Basotho to enjoy the benefits of sport and recreation, and especially in peri-urban and rural areas.

Ministry of Health

The Ministry of Health is responsible for the provision and administration of an efficient and compassionate healthcare and social welfare system, with particular emphasis on the prevention and eradication of priority health and social welfare problems that are amenable to cost-effective interventions. The ministry focuses on delivering a targeted package of health and social welfare interventions and strategies in order to realise the vision of health for all. The significant preventative health and wellbeing benefits of physical activity and opportunity to use strategic actions focused on utilising sport and recreation events and activities as conduits for public health messaging means the successful implementation of the Policy will make valuable contributions to the mandate of the Ministry of Health. In the context of the response to and recovery from COVID-19 the ministry is also a key partner in supporting the safe operation of sport and recreation.

Ministry of Police and Public Safety

The Ministry of Police and Public Safety is responsible for the establishment of a safe and secure environment for all the people of Lesotho. It seeks to achieve this objective by working in partnership with other stakeholders using contemporary policing strategies that promote public trust and confidence. The overarching vision of the Policy is to position sport and recreation to contribute to creating a unified, cohesive, peaceful and safe country, thus aligning closely with the mandate of the Ministry of Police and Public Service. This includes strategic actions that have the potential to enhance the use of sport in crime prevention and to support 'community' style policing. Moreover, all services – including the police – have been identified as important partners in supporting the high performance and talent development system through supporting the employment of elite and emerging athletes.

Ministry of Justice and Correctional Services

The Ministry of Justice, Human Rights and Correctional Services is charged with the dispensation and administration of Justice, Protection and Promotion of Human Rights and the Rehabilitation of offenders. In fulfilling its mandate, the ministry encompasses efficient delivery of justice, and accessibility thereto, through the improved and effective use of correctional resources and provision of skills; ensuring a culture of zero tolerance to corruption. The ministry explicitly recognises the need to safeguard and consolidate human rights pertaining to children, people with disabilities, those infected and affected by HIV and AIDS and other vulnerable groups in order to empower all marginalised members of society in Lesotho. The protecting and promoting of human rights and justice for all are key cross-cutting focus areas for the Policy through its promotion of equality and inclusion, safeguarding, good governance and transparency. Equally, multiple strategic actions have the potential to enhance the use of sport in the rehabilitation and development of transferable skills in offenders.

Ministry of Social Development

The primary mandate of the Ministry of Social Development is to lead and facilitate the provision of sustainable social development services that are universally accessible to all groups in Lesotho in collaboration with other key stakeholders. The ministry envisions a nation where every poor and vulnerable person is empowered through the creation of a caring and integrated system of social development services that facilitate sustainable human development. The emphasis on equality and inclusion, using sport as a platform to challenge negative stereotypes and cultural attitudes and safeguarding participants in sport, especially children, positions the Policy as an contributor to the wider social development agenda.

Ministry of Foreign Affairs and International Relations

The Ministry of Foreign Affairs has the responsibility to establish, promote and maintain good relations between Lesotho and the international community for the advancement and enhancement of Lesotho's prosperity and for the protection of her sovereignty, independence and territorial integrity. The coherence between this Policy and international policy frameworks positions an important contributor to international co-operation on sport and recreation. Equally there is a substantial focus across strategic actions areas on enhancing the role of hosting major events and Lesotho national teams and athletes in delivering on foreign affairs objectives and using sport as a conduit for country-to-country exchange and diplomacy.

United Nations Agencies

The United Nations Development Assistance Framework (UNDAF) for Lesotho outlines strategic goals to support national development priorities of the Government of Lesotho, the SDGs, AU Agenda 2063, relevant Southern African Development Community (SADC) instruments and others. The UNDAF will contribute to the achievement of NSDP II through UN interventions in three key priority areas⁵⁵:

- Accountable governance, effective institutions, social cohesion and inclusion;
- Sustainable human capital development; and
- Sustainable and inclusive economic growth for poverty reduction.

The Lesotho National Commission for UNESCO was established in 1971, and comprises representatives from the ministries involved in UNESCO's fields of activity, civil society, national institutions and individuals.⁶⁶

The Government of Lesotho is also working with UNICEF to implement a Poverty Reduction Strategy. The Ministry of Home Affairs helped to establish a Child and Gender Protection Unit within the Police Department as a key partner in protecting the rights of women and children.⁶⁷ As part of the mandate of the unit, all police cadets will now receive training to improve their communication and counselling skills and an education in relevant human rights policies.

Private sector and the Lesotho Chamber of Commerce and Industry (LCCI)

Since 2007, Lesotho's economy has grown by an average annual rate of 4.2 per cent, which is much faster than the average growth rate in sub-Saharan Africa.⁶⁸ Despite continuous economic growth during the past decade, the rate of unemployment remains high in Lesotho, with a significant portion of the population also falling under the national poverty line.⁶⁸ Recent economic growth has been driven by apparel manufacturing, and the recovery of agriculture after challenges related to drought in 2015 and 2016.⁶⁸ In the past, growth has often been driven by construction and mining and quarrying. Lesotho's growth model is vulnerable because of reliance on public spending and its dependence on a few economic activities.

Employment in Lesotho is concentrated in a few economic activities, and most jobs are in Maseru and Leribe. Nearly all firms (97%) are 'micro' or 'small' (less than 20 employees). However, 'large' firms (more than 100 employees) account for more than half of the employment.⁶⁸ Nearly half the firms in Lesotho are less than five years old, which is indicative of the increasing ease of doing business in Lesotho.⁶⁸

Lesotho has made important progress in improving its Doing Business indicators,⁶⁹ especially in terms of streamlining business and property registration processes that hinder the growth of local businesses as well

as foreign direct investment (FDI). However, with an overall ranking of 122 (out of 190) and a score of 59.4 (out of 100) according to the World Bank,⁶⁹ more progress is needed to improve the business environment and achieve the country's development goals.

In this context the private sector is envisaged as being an important partner in the delivery of the National Policy on Sport and Recreation, both as a partner for sport and recreation activity as well as through the growth of sport and recreation related business, with the hosting of regional and continental events having a catalytic effect on business growth.

Civil society organisations co-ordinated by the Lesotho Council of Non-Governmental Organisations (LCN)

Lesotho's civil society is commonly referred to as the non-governmental organisations (NGOs). Civil society plays an essential role in providing social services, giving a voice to the people and monitoring the governance and performance of various sectors. The environment for civil society organisations (CSOs) in Lesotho is favourable, both in law and in practice. CSOs commonly register under the Society's Act of 1966. Furthermore the civil society sector is governed by several laws including the Societies Act 1966, the Co-operative Societies Act 2000, the Labour Code 1992, the Partnership Proclamation, and the Friendly Societies Act. There is a shared understanding that a single legislative framework for CSOs could be beneficial to the sector.

Lesotho's CSOs enjoy constitutional freedoms and in general are free from interference. Civil society has steadily gained recognition in various fields of expertise. Nevertheless, research regarding CSOs in Lesotho has previously concluded that there are no structural and institutional processes to facilitate co-operation between government and CSOs in development and to participate actively in policy dialogue.⁷⁰ This is attributable to the lack of a policy framework to guide the co-operation for development at the national level. As a result, civil society's involvement in Lesotho is unstructured and fragmented.

The LCN is an umbrella organization for NGOs in Lesotho.⁷¹ It was established in May 1990 with the objective of providing supportive services to the NGO community. The Council implements this through networking and leadership training and development, information dissemination, capacity-building, co-ordination, advocacy and representation when dealing with the government and the international community.

National University of Lesotho, Lesotho College of Education, academia and research partners

The Lesotho Interim National Assembly through Act No. 13 of 1975 established the National University of Lesotho in 1975.⁷² The mission of the university is to advance human development and to respond to national and regional needs through knowledge creation, dissemination and community engagement, employing technologically innovative strategies.⁷³

Lesotho College of Education (LCE) is a public higher education institution established under the Lesotho College of Education Act of 1997⁷⁴ and the Higher Education Act of 2004.⁷⁵ The main function of the college is to educate and train quality teachers for the education system of Lesotho and for active participation in national and global development.

In order to be effective, the Policy needs to be implemented in line with developments, best practices and changes in the methodology to use sport and recreation for social and economic development. This requires dedicated research and analysis of key trends and recommendations in this field. As such, it is important for any decision-making related to the implementation of this Policy to be informed by a robust evidence base, developed with the assistance of experts in the field of research and academia. Such expert consultation should not be limited solely to those within the sport sector, but should necessarily encompass experts operating in key subject areas such as project design, resource mobilisation, project management, data analysis, and monitoring and evaluation.

Equally, the national University of Lesotho and Lesotho College of Education will play an important role in supporting necessary degree and further education to support the development of professional capacity and the overall competency of the sport and recreation workforce.

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