



Government of the Kingdom of Lesotho

Lesotho National Social Protection Strategy II

Action Plan

2021-2031



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1.0 Introduction

This Social Protection Action Plan accompanies the National Social Protection Strategy (NSPS) II 2030-2021 in Lesotho. The action plan builds on the strategic objectives and priorities of the NSPS and defines a set of activities, along further information – such as responsible actors, the implementation timeline as well as required resources – to guide implementation of the NSPS II. Areas for immediate action covered by the action plan include the expansion of coverage – especially of vulnerable groups – through new and existing schemes and complementary services, as well as the strengthening of coordination and institutional structure. This plan is intended to provide a roadmap on the social protection strategy's implementation throughout the next

ten years, and to facilitate discussions between key social protection stakeholders on how to prioritize, design and fund next steps for programme implementation. Activities of the Social Protection Action Plan are structured by themes – these representing lifecycle stages – as well as by priorities/programmes, while some activities are cross-cutting and relevant at institutional and/or policy level.

For each priority, operational details – including specific activities, the timeline for each activity, the responsible lead agency, required resources and potential bottlenecks along with possible solutions – are described in the document.

2.0 NSPS II overview

The NSPS II envisions a decent and dignified life for all Basotho, which is free from poverty and hunger. Its objectives are to expand core protective social protection programmes, providing relief from deprivation for poor and vulnerable households across all life cycle stages; to strengthen preventive, promotive, transformative and shock-responsive capabilities of social protection by creating synergies between programmes through cross-sector coordination and last, to innovate and harmonise implementation systems for efficient, effective and accountable delivery of social protection programmes. By achieving these objectives, the NSPS II significantly contributes to the realisation of the Sustainable Development Goals (SDGs) in Lesotho.

In order to achieve its objectives and contribute to the SDGs, over the next ten years, the NSPS II will follow an implementation plan that is structured around the life cycle approach, subdivided into five life cycle stages (pregnancy and early childhood, school age children, youth, working age population, old age population) and two risk and vulnerability factors that can impact citizens at any life cycle stage (disability and shock). Under these stages, the plan comprises social protection programmes that are categorised into protective, promotive, transformative and shock-responsive measures to realise the comprehensive social protection plus approach.

3.0 Operational details of the action plan

3.1. Activities by life cycle stage

3.1.1. Pregnancy and early childhood

Expected outcomes and links to SDGs: Pregnant women and infants from poor households are faced with high maternal and infant mortality, malnutrition, and stunting, and oftentimes, pregnant women and mothers of infants from poor households cannot access the required health

and nutrition support to improve their health and nutrition outcomes. The activities presented in the following have the objectives to address these challenges and to enhance the health and nutritional outcomes of pregnant and lactating women and their infants, thereby contributing to improved nutrition (SDG 2) and healthy lives and promotion of well-being for all ages (SDG 3).

Expand Child Grant to pregnant women and mothers of infants from poor and ultra-poor households (priority 1, protective)

Programme description: Pregnant women and mothers of children under the age of 2 years from ultra-poor households (NISSA 1) and poor households (NISSA 2) should receive the Child Grant amounting to M150 per month. Next to social and behavioural change communication (SBCC) to educate recipients on the importance

of spending the grant on costs related to health-care and nutrition for the first 1,000 days of the infant's life, recipients should also be linked to relevant complementary activities, such as antenatal and postnatal healthcare services, facilitation of access to a birth facility or qualified birth attendant, regular growth monitoring, birth registration and vaccination (**see sub-section 3.2 Complementary programming**).

Table 1. Expand Child Grant to pregnant women and infants: activities, responsible actors, timeline

No.	Activities	Responsible actors	Timeline
IG01	Revise Child Grant policy document and standard operating procedures to include expansion	MoSD	2026
IG02	Review and revise the Child Grant implementation and financing plan, as necessary	MoSD, MoF	2026
IG03	Include relevant indicators in Child Grant M&E plan	MoSD	2026
IG04	Expand the Child Grant <i>Sub-activity 1:</i> Expand Child Grant to pregnant women and mothers of infants from ultra-poor households in year 1-5 <i>Sub-activity 2:</i> Expand Child Grant to pregnant women and mothers of infants from poor households beyond year 5 (aligned with activity CG03)	MoSD, FSP	2023 (sub-activity 1) 2028 (sub-activity 2)
IG05	Launch SBCC services for beneficiary households (aligned with activity CG04)	MoSD, local NGOs	2022
IG06	Undertake review of Child Grant expansion after first year of implementation. Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis, to gradually reach ultra-poor and poor households throughout the coming 5 years. (aligned with activity CG05)	MoSD	2024

Required resources: The required budget for the Child Grant is estimated to stand at M7 million in 2022 and is forecasted to gradually increase to M93.6 million by year 2031.

Table 2. Child Grant for pregnant women and infants budget allocation, 2023-2031

Programme	Benefit amount	Budget in million Maloti based on real GDP									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Child Grant (MoSD)	Child Grant of M150 p/m indexed to inflation (NISSA 1-2)	9	12.7	16.6	34.9	36.7	77	80.9	84.9	89.2	93.6
	Expanded capacity cost (additional staff & technical assistance)	0.415	0.034	0.034	0.055	0.062	0.041	0.02	0.02	0.02	0.02

Launch maternity benefit and strengthen informal social security mechanisms (priority 2, preventive)

Programme description: Provide a legally mandated and standardized maternity benefit to all pregnant women and mothers in formal

employment, with funding to be contributed by both employers and employees. To provide some type of support to mothers in informal employment, existing informal social security mechanisms – such as community lending and saving groups – should be strengthened.

Table 3. Maternity benefit and informal social security mechanisms: activities, responsible actors, timeline

Activities	Responsible Actors	Timeline
Enactment of relevant legislation and consultations between employers, employees, and government to ensure adherence to the new law.	MoLE, NSSO, employers' and employees' organisations	2023
Establish maternity benefit policy document and standard operating procedures as part of the larger social security benefit package (see section 3.1.4: Launch social security benefits and strengthen informal social security mechanisms).	MoLE, NSSO	2024
Develop implementation and financing plan as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO	2024
Develop M&E Plan as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO, MoF	2024
Pilot the maternity benefit as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO	2025
Undertake review of maternity benefit after first year of implementation as part of the larger social security benefit package (see section 3.1.4). Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis.	MoLE, NSSO, FSP	2026
Undertake an impact evaluation (after 3 years) as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO	2028
Develop a strategy on how to ensure accessibility of support to pregnant women and mothers who are informal workers, including clear steps and a timeframe of implementation as part of the larger effort to provide social security support to informal workers (see section 3.1.4).	MoLE, NSSO	2024
Strengthen existing informal social security mechanisms, including community lending and saving groups, through capacity building or provision of small financial incentives through the NSSF, to join such schemes. This effort shall be part of the larger effort to provide support to informal workers (see section 3.1.4).	MoLE, NSSO, local NGOs	2025

3.1.2. School age children

Expected outcomes and links to SDGs: While the MoSD has been implementing the Child Grant and the bursary for orphans and vulnerable children for several years already, the coverage and scope of these programmes has been insufficient to adequately support the most vulnerable children. To address persistent child poverty and deprivations, improve their nutrition and health, and promote their school enrolment and progression, a more comprehensive and child-sensitive approach to social protection is needed. The activities presented in the following aim to realise such an approach and thereby contribute

to reduce poverty of households with children (SDG 1), improve children's nutritional and health outcomes (SDG 2 & SDG 3), ensure inclusive and equitable education (SDG 4) and thereby contribute to a reduction in inequality (SDG 10), particularly between children in urban and rural areas, as well as boys and girls (SDG 5).

Expand coverage and benefit amount of Child Grant (priority 1, protective)

Programme description: Provide a Child Grant to all ultra-poor (NISSA 1) and poor (NISSA 2) households with children under 18 years to reduce child malnutrition, improve child health,

and increase school enrolment and completion. The benefit of M120 per month should be paid per child to better account for different household sizes and should be indexed to inflation. In addition, provide SBCC to educate recipients on the importance of spending the benefit on costs

related to the child’s nutrition, health, and schooling, and also link recipient households to relevant complementary programming and services in the areas of nutrition, education and livelihoods, as relevant (**see sub-section 3.2 Complementary programming**).

Table 4. Expand Child Grant: activities, responsible actors, timeline

No.	Activities	Responsible Actors	Timeline
CG01	Review Child Grant policy document and standard operating procedures	MoSD	2022
CG02	Review implementation and financing plan <i>Sub-activity 1:</i> After the Child Grant review (conducted after the first year of implementation), update implementation plan in terms of the Child Grant’s subsequent expansion to poor households.	MoSD, MoF	2022
CG03	Expand the Child Grant <i>Sub-activity 1:</i> Expand Child Grant to ultra-poor households in year 1-5 <i>Sub-activity 2:</i> Expand Child Grant to poor households beyond year 5	MoSD, FSP	2023 (sub-activity 1) 2028 (sub-activity 2)
CG04	Launch SBCC services for beneficiary households <i>Sub-activity 1:</i> Train social workers to communicate educational messages on benefit spending for child nutrition, health and schooling.	MoSD, local NGOs	2022
CG05	Undertake review of Child Grant after first year of implementation. Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis	MoSD	2024

Required resources: The required budget for the Child Grant is estimated to stand at M76 million in 2022 and is forecast to gradually increase to M746 million by 2031.

Table 5. Child Grant budget allocation, 2022-2031

Programme	Benefit amount	Budget in million Maloti based on real GDP									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Child Grant (MoSD)	Per Child Grant of M120 p/m indexed to inflation (NISSA 1-2)	76	106	139	292	307	645	677	711	746	784
	Expanded capacity cost (additional staff & technical assistance)	0.415	0.415	0.034	0.818	0.062	0.041	0.02	0.02	0.02	0.02

Expand OVC-Bursary and introduce Child Grant Top-up (priority 1, promotive)

Programme description: Provide all Child Grant beneficiary children enrolled in secondary school with OVC-Bursary, which covers all secondary school related costs, including school meals. Moreover, sensitise Child Grant beneficiary children in their final year of primary school on the OVC-Bursary and consider automatic enrolment

of these children into the bursary. This benefit aims at encouraging the transition from primary to secondary school for children from ultra-poor and poor households. In addition, provide Child Grant beneficiaries with a Child Grant top-up of M1,000 to cover costs of secondary school enrolment and other related costs – this is to be received before the OVC-Bursary to discourage drop-out.

Table 6. Expand OVC-Bursary and introduce Child Grant top-up: activities, responsible actors, timeline

No.	Activities	Responsible Actors	Timeline
CGT01	Integrate OVC-Bursary and Child Grant top-up into Child Grant policy document and standard operating procedures	MoSD	2022
CGT02	Integrate both components into the Child Grant implementation and financing plan	MoSD	2022
CGT03	Integrate both components into the Child Grant M&E plan	MoSD	2022
CGT04	Pilot OVC-Bursary (+ sensitisation activities) and Child Grant top-up	MoSD, MoET, local NGOs, FSP	2022
CGT05	Undertake review of the pilot of the OVC-Bursary and Child Grant top-up as part of the review on Child Grant implementation after first year of implementation. Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis	MoSD	2023

Required resources: The additional required budget for the Child Grant from the top-up in 2022 is estimated to stand at M4 million and is forecast to gradually increase to M24 million by 2031.

Table 7. Child Grant top-up budget allocation, 2021-2031

Programme	Benefit amount	Budget in million Maloti based on real GDP									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Child Grant top-up (MoSD / MoET)	Top-up of Child Grant indexed to inflation M1000	4	8	17	18	18	19	20	21	22	24
	Expanded capacity cost (additional staff & technical assistance)	0.034	0.415	0.034	0.055	0.825	0.041	0.02	0.02	0.02	0.02

Required resources for bursary: to be completed, pending data request

Strengthen child protection services and referral systems (priority 1, transformative)

Programme description: Provide access to comprehensive child protection systems to all vulnerable children and youth, especially orphans, victims of child labour, early and unintended marriage and early pregnancy and homeless children in rural and urban areas. This can be

achieved by proactively linking beneficiaries of the Child Grant to case management and child protection services. Furthermore, strengthen the child-sensitivity of case management, continue, and strengthen campaigns on ending child labour – such as the action programme for the elimination of child labour – and child marriage.

Table 8. Child protection services and referral systems: activities, responsible actors, timeline

Activities	Responsible Actors	Timeline
Review the implementation of the child-sensitive case management manual to strengthen coordination between ministries	MoSD, MoLE, MoSD, Ministry of Police and Public Safety (MoPPS) and Ministry of Law and Justice (MoLJ), MoH	2021
Review implementation and financing plan to reflect the child protection system's expansion	MoSD, MoF	2021
Assess progress of current child marriage campaigns and use findings to develop a child marriage strategy.	MoSD	2021

Activities	Responsible Actors	Timeline
<p>Review child-sensitive case management M&E plan</p> <p><i>Sub-activity 1:</i> Integrate child-sensitive indicators, especially for vulnerable groups such as orphans, victims of child labour, homeless children etc.</p> <p><i>Sub-activity 2:</i> Integrate indicators in the M&E plan for monitoring progress on the elimination of child labour.</p>	MoSD	2021
<p>Further roll-out child-sensitive case management that is informed by the Child Protection and Welfare Act (2011). As part of this:</p> <p>(1) set up strong referral and reporting mechanisms between ministries and</p> <p>(2) continue campaigns on ending child labour and child marriage based on the outcomes of the violence against children report.</p>	MoSD	2022
<p>Strengthen the action programme for the elimination of child labour by:</p> <p>(1) appointing more labour inspectors and</p> <p>(2) setting up strong reporting and referral mechanisms to ensure that victims of child labour can access child-sensitive case management and be compensated through social assistance, if eligible, and</p> <p>(3) strengthening schools to identify, prevent and respond to gender-based violence and violence against children.</p>	MoLE, MoSD, MoPPS, MoLJ	2022
<p>Undertake review of the implementation of the child-sensitive case management and action programme after five years of implementation. Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis</p>	MoSD	2026

Source all food for school feeding locally (priority 5, protective & promotive)

Programme description: Transform the school-feeding programme into a fully home-grown school-feeding programme in order to save import and transportation costs and to generate

livelihood opportunities for local farmers and rural communities. Currently, the programme sources locally from farmers' groups, but not from individual, smallholder farmers, yet.

Table 9. Source all food for school feeding locally: activities, responsible actors, timeline

Activities	Responsible Actors	Timeline
<p>Develop a strategy on the expansion of local sourcing to include small farmers and caterers into the school-feeding programme.</p> <p><i>Sub-activity 1:</i> Conduct a context analysis to establish objectives of locally sourced school feeding programme, and its targeting, food basket and nutrition issues, and identify how programme is sourced locally from smallholder farmers.</p> <p><i>Sub-activity 2:</i> Update the programme's operational strategy, through a participatory process, ensure not only its development but also its recurrent adaptation (based on monitoring and assessments). The strategy should include:</p> <p>(i) strategic goals and core objectives, (ii) policy coherence and alignment, (iii) operational targets and, if relevant, scale-up approach, (iv) guiding principles for programme design, implementation, monitoring and evaluation, (v) resource framework focusing on linking smallholder farmers to school feeding supply and consider nutrition-sensitive interventions, (vi) coordination and management and (vii) resources.¹</p>	MoET, MoDP, MoAFS, National Management Authority	2022
<p>Review implementation and financing plan to reflect the school-feeding programme's "locally sourced food" component</p>	MoET, MoDP, MoAFS, National Management Authority	2022

¹For a comprehensive guide on designing and launching a home-grown school feeding programme, please refer to FAO's and WFP's technical document Home-grown School Feeding Resource Framework (FAO & WFP, 2018)

Activities	Responsible Actors	Timeline
Integrate the new component into the school-feeding programme's M&E plan	MoET, MoDP, MoAFS, National Management Authority	2022
Launch transformed school-feeding programme	MoET, MoDP, MoAFS, National Management Authority	2022
Undertake review of the implementation of the homegrown school-feeding programme after first year of implementation. Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis	MoET, MoDP, MoAFS	2024

Required resources: to be completed, pending data request

3.1.3. Youth

Expected outcomes and links to SDGs: The MoDP, MoGYSR and various other ministries have been implementing a range of programmes focused on education and skills building of youths and adolescents, however, most of these programmes being merit-based and/or targeted mostly at high-skilled youths in urban areas. The following activities seek to address challenges faced by youths from poor and rural households, who struggle to progress to secondary and tertiary education and face high unemployment, particularly girls with low educational attainment. Thereby, these activities directly contribute to quality education and a promotion of lifelong learning opportunities for all (SDG 4) and gender equality and empowerment of women and girls

(SDG 5); over the longer term, the activities will contribute to productive employment and decent work for all (SDG 8), and ultimately a reduction in poverty and inequality (SDG 1 & SDG 10).

Strengthen pro-poor design of Tertiary Bursary (priority 1, promotive)

Programme description: Reform the Tertiary Bursary into a bursary programme that is based on the means of students to pay for tertiary education, with merit as a secondary targeting criterion. Thus, students with fewer resources receive more bursary support than those with more resources. The reform intends to encourage the transition from secondary school to tertiary education for children from ultra-poor and poor households.

Table 10. Strengthen pro-poor design of tertiary bursary: activities, responsible actors, timeline

Activities	Responsible Actors	Timeline
Review tertiary bursary policy document and standard operating procedures	MoDP	2022-23
Develop new means-targeting system, which uses variables from NISSA to identify students from ultra-poor, poor, better-off and well-off households (NISSA 1-4), complemented by additional variables.	MoDP	2022-23
Drafting legislation	MoDP	2023
Review implementation and financing plan	MoSD, MoF	2023
Review M&E plan	MoSD	2023
Launch reformed Tertiary Bursary	MoDP	2024
Undertake review of the implementation of the reformed Tertiary Bursary after first year of implementation. Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis	MoDP	2025

Required resources: to be completed, pending data request

Pilot pro-poor and gender-sensitive Seasonal Employment Guarantee Scheme (SEGS) for youth (priority 1, protective & promotive)

Programme description: Pilot a pro-poor and gender sensitive SEGS for youth. The programme should be based on several key principles, including the targeting of youth from ultra-poor households using the NISSA targeting method, prioritising young women from such households based on a minimum quota, including youth with disabilities, inclusion of specific public work sec-

tors and linking public work to skill-building and vocational training activities. To foster complementarity between programming, the SEGS for youth could be linked to the Child Grant, wherein older Child Grant beneficiaries are referred to the scheme in anticipation of exiting the Child Grant. The programme duration, i.e., work period, is hereby set to a minimum of three months at M700 per month, indexed to inflation, during the lean season between January and June.

Table 11. Pilot pro-poor and gender-sensitive Seasonal Employment Guarantee Scheme for youth: activities, responsible actors, timeline

No.	Activities	Responsible Actors	Timeline
SEGS01	<p>Establish SEGS policy document and standard operating procedures; as part of this, develop a strategy on how to link impactful public work sectors to the SEGS target population. Moreover, ensure sensitivity to specific groups in special design features of the programme, including women, persons with disabilities, pregnant women and nursing mothers.</p> <p><i>Sub-activity 1:</i> Create a strategy, which is to comprise three sub-strategies, speaking to (i) education and training for employment, including provision of professional guidance and help for early school leavers to return to education, (ii) employment intermediation services, e.g., job assistance and personalized follow-up of career plans and (iii) ALMPs affecting labour demand, such as hiring subsidies, public work programmes and start-up incentives.</p> <p><i>Sub-activity 2:</i> Establish clear eligibility criteria in order to identify specific sub-groups within the target group. This further enables the development of a package of measures in line with the specific needs of each group.</p> <p><i>Sub-activity 3:</i> Create appropriate institutional frameworks (ensure adequately staffed offices, engage in social dialogue and ensure participation of all social partners in the design and implementation of measures; especially, focus on creating cooperative agreements with employers' organisations, trade unions, schools and training centres and non-governmental organisations).</p> <p><i>Sub-activity 4:</i> Ensure the availability of sufficient resources for programme operations. This requires accurate projection of required funds and ensuring budget if flexible enough for programmes to respond to economic cycles.²</p>	MoET, Mo-FLR, MoSD, FNCO	2022
SEGS02	Develop implementation and financing plan; liaise with development partners for additional funding; create link with 1) social assistance, (2) with skill-building and vocational training activities and (3) with ECCD programme	MoET, Mo-FLR, MoSD, MoF	2022
SEGS03	Develop M&E Plan	MoET, Mo-FLR, MoSD, MoF	2022
SEGS04	Invest in accessibility and quality of work opportunities and training activities, ensure physical access for all youth workers, especially those living in remote areas, by arranging/reimbursing transportation.	MoET, Mo-FLR, MoSD, MoF	2022-23

²(Escudero & Mourelo, 2015)

No.	Activities	Responsible Actors	Timeline
SEGS05	Pilot the SEGS	MoET, Mo-FLR, MoSD, FNCO	2024
SEGS06	Undertake review of the SEGS after first year of implementation. Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis	MoET, Mo-FLR, MoSD,	2025

Required resources: The required budget for the Seasonal Employment Guarantee Scheme pilot in 2024 is estimated to stand at M26 million and is forecast to gradually increase to M347 million by 2030.

Table 12. Seasonal Employment Guarantee Scheme budget allocation, 2023-2030

Programme	Benefit amount	Year							
		2024	2025	2026	2027	2028	2029	2030	2031
Seasonal Employment Guarantee Scheme pilot (MoGYSR)	Cash-for-work of M700 p/m for 3 months indexed to inflation (NISSA 1)	26	27	57	75	157	330	347	364
	Expanded capacity cost (additional staff & technical assistance)	0.415	0.055	0.825	0.088	0.041	0.02	0.02	0.02

3.1.4. Working age

Expected outcomes and links to SDGs: A significant share of Lesotho’s population in working age faces unemployment and dependency on low-productivity and seasonal jobs in agriculture. These labour market challenges are complemented and oftentimes exacerbated by deprivations due to HIV/AIDS and gender-based or domestic violence. Community Development, which aims to link social assistance programmes to complementary activities to promote sustainable livelihoods, is still small, and existing programmes on public work, agricultural production and employment insufficiently benefit workers from poor households. Furthermore, transformative measures to promote socio-economic opportunities for women and prevent gender-based and domestic violence are currently lacking. The activities proposed in the following aim to address these challenges faced by the working age population and thereby contribute to a reduction in poverty and inequality (SGD 1 & 10), a promotion of employment and decent

work for all (SDG 8), to achieve gender equality (SDG 5) and to make communities more sustainable (SDG 11).

Strengthen inter-ministerial Community Development model (priority 1, promotive)

Programme description: The Community Development model aims at graduating social assistance recipient households into sustainable livelihoods. The model recognises that some livelihood and income-generating interventions explicitly target the ultra-poor and poor – building on existing social assistance programmes – while other interventions linked to the removal of supply-side barriers will benefit a wider group of beneficiaries. The Community Development model is thus not meant to start anew; the aim is rather to better coordinate existing livelihood, agricultural production and employment programmes, which are implemented by various ministries, as well as to ensure these programmes are adequately tailored to the local context and beneficiary needs.

Table 13. Community Development model: activities, responsible actors, timeline

Activities	Responsible Actors	Timeline
Introduce sensitivity to vulnerable groups into the Community Development model's design by establishing a minimum quota for women, people with disabilities and elderly between 60 and 70 years.	MoGYSR	2022
Strengthen coordination across ministries, NGOs and private sector actors, and between central, district, community and village levels in line with the new coordination structures proposed as part of the NSPS II. <i>Sub-activity 1:</i> Establish formal coordination structures and protocols – such as an MoU – between responsible institutions with assigned roles and responsibilities. <i>Sub-activity 2:</i> For enhanced coordination in the long-term throughout programme implementation, establish a joint working group and communication platform.	MoGYSR, the MoAFS, the Ministry of Small Business Development, Co-operative and Marketing (MoSBDCM) and the MoSD, NGOs and private sector actors.	2022
Develop a multi-stakeholder operational manual, including all ministries involved in livelihood programmes and supply-side interventions	MoGYSR, the MoAFS, MoSB-DCM, MoSD	2022
To launch the redesigned programme, identify one pilot location to test the comprehensive Community development model, including interventions aimed at the supply-side and enabling environment, building on and better coordinating existing programmes implemented by different ministries, NGOs and private sector actors.	MoGYSR, the MoAFS, MoSB-DCM, MoSD, NGOs and private sector actors.	2023
Conduct an impact assessment of the pilot, based on which the model can be expanded to other areas over time.	MoGYSR	2025

Launch social security benefits and strengthen informal social security mechanisms (priority 2, preventive)

Programme description: Provide access to social security benefits to all public and private sector workers, the expansion of social security benefits having been planned in the draft LNSSP, under the leadership of the MoLE. Benefits are to be administered by the NSSO and funded by the NSSF, a fund to which both employers and

employees contribute. Benefits shall include a maternity benefit, sickness benefit, employment injury benefit, survivor benefit and a retirement benefit. As the LNSSP does not outline the accessibility of such benefits to workers in the informal sector, a strategy is needed for providing social security to such workers, as well as the strengthening of community lending and saving groups.

Table 14. Social security benefits and informal social security mechanisms: activities, responsible actors, timeline

No.	Activities	Responsible Actors	Timeline
SS01	Develop implementation and financing plan for the package of social security benefits (if not yet in place)	MoLE, NSSO, MoF	2025
SS02	Develop M&E Plan	MoLE, NSSO	2025
SS03	Pilot the package of social security benefits	MoLE, NSSO, FSP	2026
SS04	Undertake review of the social security benefit package after first year of implementation. Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis	MoLE, NSSO	2027

No.	Activities	Responsible Actors	Timeline
SS05	Undertake an impact evaluation (after 3 years)	MoLE, NSSO	2029
SS06	Develop a strategy on how to ensure accessibility of support to informal workers, including clear steps and a timeframe of implementation.	MoLE, NSSO	2025
SS07	Strengthen existing informal social security mechanisms, including community lending and saving groups, through capacity building and provision of small financial incentives through the NSSF, to join such schemes.	MoLE, NSSO, local NGOs	2029

Required resources: The required budget for the package of social security benefits for the public sector is estimated to stand at M546 million each year between 2026 and 2031.

Table 15. Social security public sector budget allocation, 2026-2031

Programme	Benefit amount	Budget in million Maloti				
		2027	2028	2029	2030	2031
Social security public sector	Maternity, sickness, retirement, employment injury and survivor benefits to public sector workers.	546	546	546	546	546
	Expanded capacity cost (additional staff & technical assistance)	0.422	0.02	0.783	0.02	0.02

3.1.5. Old Age

Expected outcomes and links to SDGs: Most older persons in Lesotho have no reliable source of income until the age of 70, when they receive the Old Age Pension. Retirement schemes are unavailable for most elderly and elderly who are able to work are faced with exclusion from the labour market. In addition, many older persons, especially the poor, often have limited access to health facilities. The following activities seek to enhance income security in old age and to improve access to health facilities, thereby re-

ducing poverty in old-age (SDG 1) and ensuring that everyone can lead a healthy life (SDG 3).

Launch social security benefits and strengthen informal social security mechanisms (priority 2, preventive)

Programme description: Continuation of universal Old Age Pension of M800 per month for all elderly aged 70 years and older to ensure income security in old age. The pension is complemented by linking recipients to free health care access (**see sub-section 3.2 Complementary programming**).

Table 16. Old Age Pension: activities, responsible actors, timeline

No.	Activities	Responsible Actors	Timeline
OAP01	Continue the universal Old Age Pension of M800 per month at a fixed rate for all elderly aged 70 years and older.	MoSD	2021
OAP02	Finalise move from MoF to MoSD as the leading ministry	MoSD, MoF	2022

Required resources: The required budget for the Old Age Pension is estimated to stand at M672 million each year between 2021 and 2031.

Table 17. Old Age Pension budget allocation, 2021-2031

Programme	Benefit amount	Budget in million Maloti based on real GDP										
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Old Age Pension (MoSD)	Universal grant of M800 p/m at fixed rate	786	786	786	786	786	786	786	786	786	786	786

Programme	Benefit amount	Budget in million Maloti based on real GDP										
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Expanded capacity cost (additional staff & technical assistance)	0.021	0.034	0.034	0.034	0.055	0.062	0.041	0.02	0.02	0.02	0.02

Launch the retirement benefit and strengthen informal retirement mechanisms (priority 1, preventive)

Programme description: Provide access to a retirement benefit for all public and private sector workers, as part of a variety of social security benefits. The launch of this benefit is planned as part of the draft LNSSP and is to be administered by the NSSO and funded by the NSSF. Specifically, the retirement benefit is designed as a three-tier system with the aim to cater to different needs of protection for different categories

of people depending on their levels of income. The Old Age Pension represents the non-contributory first tier, fully financed by government, catering to those unable to purchase retirement benefits. The second-tier targets those able to contribute and is compulsory and supervised by government. Tier 3 is voluntary and targets those who can afford to supplement their tier 2 by purchasing commercial insurance benefits. Through the retirement benefit, support is offered to workers from the moment of retirement and thus, already before the age of 70.

Table 18. Retirement benefit and informal retirement mechanisms: activities, responsible actors, timeline

Activities	Responsible Actors	Timeline
Develop implementation and financing plan for the retirement benefit (if not yet in place) as part of the larger social security benefit package (see section 3.1.4: Launch social security benefits and strengthen informal social security mechanisms).	MoLE, NSSO, MoF	2024
Develop M&E Plan as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO	2024
Pilot the retirement benefit as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO, FSP	2025
Undertake review of the retirement benefit after first year of implementation as part of the larger social security benefit package (see section 3.1.4). Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis.	MoLE, NSSO	2026
Undertake an impact evaluation (after 3 years) as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO	2028
Develop a strategy on how to ensure accessibility of a retirement benefit to informal workers, including clear steps and a timeframe of implementation as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO	2025
Strengthen existing informal social security mechanisms, including community lending and saving groups, through capacity building and provision of small financial incentives through the NSSF, to join such schemes. This effort shall be part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO, local NGOs	2026

Ensure that Community Development benefits elderly (priority 1, promotive)

Programme description: Sensitise the Community Development model to benefit the elderly

between 60 and 70 years from ultra-poor (NISSA 1) and poor (NISSA 2) households, who are able to work.

Table 19. Ensure Community Development benefitting elderly: activities, responsible actors, timeline

Activities	Responsible Actors	Timeline
<p>Introduce sensitivity to the elderly (between 60 and 70 years) from ultra-poor and poor households who are able to work, into the Community Development model's design by including (1) a minimum quota for elderly to participate in the model; (2) inclusion of livelihood sectors that better match the needs of the elderly between 60 and 70 years.</p> <p><i>Sub-activity 1:</i> Engage in multi-stakeholder dialogue to identify livelihood sectors that match needs of the elderly</p> <p><i>Sub-activity 2:</i> Ensure inclusivity throughout the programme design, in terms of outreach, accessibility, type of work etc.</p> <p>This activity is part of the priority to strengthen and expand inter-ministerial Community Development model under section 3.1.4; the activity should thus be integrated within the larger effort to strengthen the Community Development model.</p>	MoGYSR, MoSD	2026

3.1.6. Disability

Expected outcomes and links to SDGs: Persons with disabilities, including mental health issues, continue to lack access to social assistance, adequate quality healthcare, inclusive education, relevant social services, employment opportunities. The proposed activities have the objectives to build a more inclusive society (SDG 16) with inclusive and equitable education opportunities for all (SDG 4) and inclusive economic growth (SDG 8). Furthermore, by providing access to social protection and healthcare, the activities contribute to a reduction in poverty of persons living with disability (SDG 1) and enhanced health (SDG 3).

Launch pro-poor Disability Grant (priority 1, protective)

Programme description: Provide a Disability Grant, as stipulated in the Disability Equity Act, to all Basotho citizens from ultra-poor (NISSA 1) and poor (NISSA 2) households above the age of 18 years. To receive the grant, a disability as identified by a social assessment and a medical assessment. Each eligible individual received a

benefit of M400 per month, with an additional monthly top-up of M150 provided to individuals in need of special care (as identified by the assessments) for one year. Over the long-term, the Disability Grant should be designed to move towards a social model of disability, which solely relies on a disability assessment methodology that identifies the functional and social needs and ability of persons, rather than the medical model which focuses on a medical assessment of the severity of disability. In line with this individual-centred and rights-based approach, the focus on abilities and needs also implies that the benefit amount is defined on the basis thereof.

To realise a social model, the Disability Grant must be complemented by various protective, preventive, and promotive activities (see sub-sections 3.2 Complementary programming and 3.3 Cross-cutting activities) that can reduce barriers to participation (for example in education and the work force) and foster social inclusion of persons with disabilities. A strong link to case management can further facilitate the referral of persons with disabilities to relevant services.

Table 20. Pro-poor Disability Grant: activities, responsible actors, timeline

No.	Activities	Responsible Actors	Timeline
DG01	Finalise the Disability Grant policy document and standard operating procedures; adopt a multi-sector approach and prioritise the implementation of the Disability Mainstreaming Plan.	MoSD, other ministries	2021-22
DG02	Develop implementation and financing plan	MoSD, MoF	2022
DG03	Develop M&E plan	MoSD	2021-22
DG04	Pilot the Disability Grant	MoSD, financial service providers (FSP)	2022

No.	Activities	Responsible Actors	Timeline
DG05	Undertake review of Disability Grant after first year of implementation. Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis	MoSD	2023

Required resources: The required budget for the Disability Grant in 2022 is estimated to stand at M26 million and is forecast to gradually increase to M164 million by 2031.

Table 21. Disability Grant budget allocation, 2022-2031

Programme	Benefit amount	Budget in million Maloti based on real GDP									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Disability Grant (MoSD)	Grant of M400 p/m indexed to inflation (NISSA 1-2)	26	55	116	122	128	135	141	148	156	164
	Expanded capacity cost (additional staff & technical assistance)	0.034	0.415	0.034	0.818	0.062	0.041	0.02	0.02	0.02	0.02

Launch social security benefits and strengthen informal social security mechanisms (priority 2, preventive)

Programme description: Provide access to an employment injury benefit for all public and private sector workers in the case of a work-related injury or sickness, as part of a variety of social security benefits. The launch of this benefit is

planned as part of the draft LNSSP and is to be administered by the NSSO and funded by the NSSF. As explained in section 3.1.4 (working age: launch social security benefits and strengthen informal social security mechanisms), develop a strategy to promote access to these benefits for informal workers, while informal social security mechanisms need to be strengthened.

Table 22. Launch social security benefits and strengthen mechanisms: activities, responsibilities, timeline

Activities	Responsible Actors	Timeline
Develop implementation and financing plan for the employment injury benefit (if not yet in place) as part of the larger social security benefit package (see section 3.1.4: Launch social security benefits and strengthen informal social security mechanisms).	MoLE, NSSO, MoF	2024
Develop M&E Plan as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO	2024
Pilot the work injury benefit as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO, FSP	2025
Undertake review of the work injury benefit after first year of implementation as part of the larger social security benefit package (see section 3.1.4). Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis	MoLE, NSSO	2026
Undertake an impact evaluation (after 3 years) as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO	2028
Develop a strategy on how to ensure accessibility of an employment injury benefit to informal workers, including clear steps and a timeframe of implementation as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO	2024

Activities	Responsible Actors	Timeline
Strengthen existing informal social security mechanisms, including community lending and saving groups, through capacity building and provision of small financial incentives through the NSSF, to join such schemes. This effort shall be part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO, local NGOs	2025

Protect the rights of people with disabilities (priority 1, transformative)

Programme description: Protect the rights of people with disabilities at all times in line with the Disability Equity Act and the Convention on the Rights of People with Disabilities. This should comprise their inclusion in politics, abil-

ity to access and use all public facilities and the promotion of their inclusion in wider social spheres of life. Further, with girls and women with disabilities being at an elevated risk to domestic and gender-based violence, special care is to be provided to protect their rights.

Table 23. Protect the rights of people with disabilities: activities, responsibilities, timeline

Activities	Responsible Actors	Timeline
Develop a strategy and implementation plan with clear steps and a timeframe on the inclusion approach, which is to be aligned with the Disability Equity Act and the Convention on the Rights of People with Disabilities. <i>Sub-activity 1:</i> Define areas of action for the disability mainstreaming plan (such as accessibility, participation, equality, employment, education, social protection and health) as well as key action lines for each area. <i>Sub-activity 2:</i> For effective planning and implementation, essential steps include data collection, establishment of an M&E framework, awareness raising, involving people with disabilities (by closely consulting with them in the strategy's development), inter-sectoral coordination and considering specific needs of different groups (e.g., groups facing specific barriers or two-fold discrimination, including women and girls with disabilities, children and young people with disabilities etc.) ³	MoSD	2022
Integrate the special protection of girls and women with disabilities into the strategy, with a focus on the prevention of domestic and gender-based violence against this vulnerable group. Adopt a cooperation framework with the MoPPs and MoLJ for this effort.	MoSD, MoPPS, MoLJ	2023

Install minimum quota for hiring people with disabilities (priority 1, transformative)

Programme description: Establish a baseline of current numbers on people living with disabilities and launch a quota for hiring people

with disabilities in the public and private sector to promote inclusion of people with disabilities at the work floor.

Table 24. Install minimum quota for hiring people with disabilities: activities, responsible actors, timeline

Activities	Responsible Actors	Timeline
Set up a policy document and engage in a multi-stakeholder dialogue for its drafting as well as implementation.	MoLE, MoSD, private sector actors	2022
Establish a baseline of persons living with disabilities and set a quota for hiring persons with disabilities in the public and private sector.	MoLE, MoSD, private sector actors	2022

³(European Network on Independent Living, 2013)

Activities	Responsible Actors	Timeline
Develop an M&E plan for the quota	MoLE	2022
Launch the quota	MoLE	2023
Undertake review of the quota for hiring people with disabilities after first year of implementation. Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis.	MoLE	2024

3.1.7. Shock

Expected outcomes and links to SDGs: Basotho are increasingly affected by shocks and emergency situations, typically as a result of droughts, heavy rains and floods; or most recently the COVID-19 pandemic. Shocks can affect individuals and households at any life cycle stage and can be idiosyncratic (at the household level) or covariate (at the community level). A range of activities are proposed to further enhance the ability of social protection programmes to build resilience to shocks (SDG 9 & SDG 13) and scale up support during and after a shock to address increased vulnerabilities to poverty and food insecurity (SDG 1 & SDG 2).

Scale existing social assistance programmes in response to shock (priority 2, protective)

Programme description: In line with the scalability framework – an integrated strategy for social protection and early warning and early action – and the strategy for strengthening integration and harmonization of social safety nets, work towards establishing a scalable social safety net system in Lesotho, which can be expanded temporarily in response to covariate shocks. This includes programmes such as the Public Assistance (see below), but also programmes such as the Old Age Pension or the Fato Fato national public works programme. Temporary scale ups of these programmes in line with the adopted social protection scalability framework can help to protect Basotho from the negative effects of environmental, economic and health shocks, preventing ultra-poor and poor households from further sliding into poverty.

Table 25. Scale existing social assistance programmes in response to shock: activities, responsible actors, timeline

Activities	Responsible Actors	Timeline
Implement the social protection scalability framework to establish a safety net that is responsive to covariate shocks, with the ability for vertical and horizontal expansion of social assistance programmes. For that (1) select programmes to be piloted for scale up during emergencies; (2) define national thresholds for response and select the body that is responsible for monitoring thresholds and triggering response; (3) develop SOPs for the scale up of selected programme(s), in line with the scalability framework.	DMA, MoSD	2022
On the basis of the SOPs, conduct activities for preparedness planning: feasibility assessment (e.g., costing different benefit amounts with the help of the costing tool from the feasibility assessment), develop SBCC material, deliver ex-ante capacity building, etc.	DMA, MoSD	2022-23
Pilot the scale up of selected social protection programme(s) in line with the scalability framework	DMA, MoSD	2023
Undertake review of the piloted shock responsive social protection programme(s) after first year of implementation and use findings to further enhance shock responsiveness of programme(s) and scale up the expansions during future shocks	DMA, MoSD	2024

Scale up Public Assistance into a shock-responsive social assistance programme (priority 3, protective)

Programme description: In line with the realization of the scalability framework for social protection, scale up the Public Assistance temporarily to ultra-poor (NISSA 1) and poor (NISSA 2) households experiencing a severe covariate shock, and to households who have fallen into poverty (NISSA 1 and 2) as a result of a covariate shock. Priority should hereby be given to ultra-poor households. The temporary expansion of the Public Assistance shall be vertically (i.e.,

temporary increase of benefit levels for current beneficiaries) and/or horizontally (i.e., inclusion of households that are usually not covered by the programmes), depending on the type of shock it must respond to. Likewise, the benefit amount and duration of the scaled up Public Assistance should vary depending on the context. In addition to the temporary expansion of the cash benefit, SBCC should be implemented to educate recipients on the importance of spending the temporary grant on costs related to rehabilitation, healthcare, and nutrition.

Table 26. Reform Public Assistance into a shock-responsive social assistance programme: activities, responsible actors, timeline

No.	Activities	Responsible Actors	Timeline
PA01	Develop a revised Public Assistance policy document and standard operating procedures in line with the existing scalability framework document and SOPs to render the assistance responsive to shocks. The revised documents should clearly outline the mechanisms for vertical/horizontal expansion of the Public Assistance depending on the shock and a methodology for benefit calculation (both to be defined in line with the scalability framework).	MoSD	2021-22
PA02	On the basis of the revised policy/SOPs, conduct activities for preparedness planning: feasibility assessment (e.g., costing different benefit amounts with the help of the costing tool from the feasibility assessment), develop SBCC material, deliver ex-ante capacity building, etc.	MoSD, DMA, NGOs	2022
PA03	Invest sufficiently in form of staff time, technical expertise and financial resources	MoSD, DMA	2022
PA04	Develop implementation and financing plan for scaled up Public Assistance	MoSD	2022
PA05	Revise M&E plan for scaled up Public Assistance	MoSD	2022
PA06	Pilot the shock responsive Public Assistance programme	MoSD	2023
PA07	Launch SBCC to educate recipients on the importance of spending the temporary grant on costs related to rehabilitation, healthcare and nutrition.	MoSD	2023
PA08	Undertake review of the piloted shock responsive Public Assistance after first year of implementation and use findings to further enhance shock responsiveness of programme and scale up the expansions during future shocks	MoSD	2024

Required resources: The required budget for the shock responsive Public Assistance in 2023 is estimated to stand at M109 million and is forecast to gradually increase to M162 million by 2031.⁴

Table 27. Shock-responsive Public Assistance budget allocation, 2021-2031

Programme	Benefit amount									
		2023	2024	2025	2026	2027	2028	2029	2030	2031
Shock-responsive Public Assistance (MoSD)	Grant of maximum M250 p/m indexed to inflation (NISSA 1-2)	109	115	121	127	133	140	147	154	162
	Expanded capacity cost (additional staff & technical assistance)	0.034	0.034	0.055	0.062	0.042	0.02	0.073	0.02	0.02

⁴While the benefit amount and duration of payment shall be decided on the basis of the context, for the purpose of costing, a benefit amount of M250 per month, indexed to inflation, paid for a six-month period, was assumed.

Launch social security for survivor households (priority 1, preventive)

Programme description: Provide access to a survivor benefit for all public and private sector workers paid out to their household in the case of a fatal accident during work, as part of a variety of social security benefits. The launch of this benefit is planned as part of the draft LNSSP and is to

be administered by the NSSO and funded by the NSSF. As explained in section 3.1.4 (working age: launch social security benefits and strengthen informal social security mechanisms), develop a strategy to promote access to these benefits for informal workers, while informal social security mechanisms need to be strengthened.

Table 28. Launch social security for survivor households: activities, responsible actors, timeline

Activities	Responsible Actors	Timeline
Develop implementation and financing plan for the survivor benefit (if not yet in place) as part of the larger social security benefit package (see section 3.1.4: Launch social security benefits and strengthen informal social security mechanisms).	MoLE, NSSO, DMA, MoSD	2024
Develop M&E Plan as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO	2024
Pilot the survivor benefit as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO, FSP	2025
Undertake review of the survivor benefit after first year of implementation as part of the larger social security benefit package (see section 3.1.4). Findings shall be used to inform a plan to scale up the intervention with defined targets on an annual basis.	MoLE, NSSO	2026
Undertake an impact evaluation (after 3 years) as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO	2029
Develop a strategy on how to ensure accessibility of a survivor benefit to informal workers, including clear steps and a timeframe of implementation as part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO	2023
Strengthen existing informal social security mechanisms, including community lending and saving groups, through capacity building and provision of small financial incentives through the NSSF, to join such schemes. This effort shall be part of the larger social security benefit package (see section 3.1.4).	MoLE, NSSO, local NGOs	2024

3.1.8. Gender

Expected outcomes and links to SDGs: Social protection programming should be gender-sensitive and gender-related challenges should be mainstreamed across the design and implementation of programmes to foster gender equality (SDG 5).

Ensure gender-responsive social protection programming)

Programme description: Ensure gender equality in the design and implementation of the core social protection programmes listed in the NSPS II by conducting an audit and mainstream gender across core social protection programmes through capacity strengthening and the implementation of gender-responsive programming.

Table 29. Ensure gender-responsive programming in social protection programmes: activities, responsible actors, timeline

Activities	Responsible Actors	Timeline
Conduct a gender equality audit for core social protection programmes to mainstream gender across these programmes.	MoGYSR	2023
Based on the audit outcomes, (1) develop a gender-responsive action plan, (2) strengthen capacity of staff to implement gender-responsive programming and (3) report on gender outcomes. <i>Sub-activity 1:</i> Identify demand-side constraints and conditioning or nudging behaviours to bridge the gender gap in the uptake of development opportunities <i>Sub-activity 2:</i> Adopt a holistic approach for tackling constraints preventing women and girls from realising their full potential at different lifecycle stages. Ensure programmes are gender-transformative, i.e., consider gender-specific characteristics and differences in needs, risks and vulnerabilities and adapt approaches accordingly. ⁵	MoGYSR, involved ministries of respective programmes	2024

3.2. Complementary programming

Expected outcomes and links to SDGs: To enhance the ability of social protection to achieve outcomes across a range of sectors and support recipients more holistically, linkages to existing, complementary programming activities are proposed. These complementary programming activities will help to further enhance the well-being and health of recipients (SDG 3), support nutrition outcomes (SDG 2), help to ensure inclusive education at an early age (SDG 4), build sustainable communities (SDG 11) and support action to combat impacts of disasters and shocks (SDG 13).

Support recipients of social protection programmes with complementary programming in the areas of health, nutrition, agriculture, finance, and disaster management (priority 1, protective & promotive)

Programme description: Support recipients of different social protection programmes with

complementary support and provide adequate access to services in the areas of health, nutrition, agriculture, finance, and disaster management to further strengthen the protective and promotive elements of social protection. To achieve more complementarity between social protection programmes and other, sectoral support services, with the overall objective of providing more comprehensive support to recipients and further enhancing their well-being and livelihoods, the implementing agency of the respective social protection programme must work together closely with ministries involved in the sectoral support services – for example, MoH, FNCO, MoAFS, and DMA. While the design of each complementary activity will differ, the required preparatory activities for operationalisation of each are cross-cutting. Likewise, the timelines are indicative and might differ according to the concrete complementary programme. Overall, for the design and implementation of complementary programmes, coordination of efforts across different sectors and actors therein should be ensured.

Table 30. Complementary programmes for social protection recipients: activities, responsible actors, timeline

Activities	Responsible Actors	Timeline
Develop implementation and financing plan of complementary activities in the sectors of health, nutrition, agriculture, financial support, and disaster management	MoSD, MoH, FNCO, MoAFS, DMA, MoF, other ministries	2022-2023
Develop a strategy for linking the recipients of social protection services to complementary services <i>Sub-activity 1:</i> Assess, which specific services recipients can be linked to in each sector; based on mapping, develop linkages between programme and services		

⁵(UNICEF-IRC, 2020)

Activities	Responsible Actors	Timeline
<p>(1) Health: e.g., linking of Child Grant recipients to antenatal and postnatal healthcare services, facilitation of access to a birth facility or qualified birth attendant, regular growth monitoring, birth registration and vaccination; linking Disability Grant recipients to adequate healthcare services and free access to special care services; providing access to free primary healthcare to all older persons, esp. from poor and ultra-poor households</p> <p>(2) Nutrition: e.g., access to good quality and nutrition sensitive ECCD programmes for Child Grant beneficiary children of pre-school age</p> <p>(3) Agriculture and finance: e.g., support Child Grant recipients through home-stead gardening programmes, community lending and saving groups, and other relevant initiatives</p> <p>(4) Disaster management: e.g., universal access to disaster management, free primary healthcare, and emergency food support to social assistance recipients in communities affected by covariate shock</p> <p><i>Sub-activity 2:</i> Put in place service formal agreements between institutions responsible for providing complementary services and institution responsible for social protection programme (spell out roles and responsibilities, e.g., through an MoU or SOPs on standardized referral pathways)</p> <p><i>Sub-activity 3:</i> Build broad-based consensus between actors involved in social protection and complementary service delivery (e.g., through joint meetings), in terms of eligibility criteria for social protection programme and complimentary services.</p>	<p>MoSD, together with</p> <p>(1) MoH (2) FNCO (3) MoAFS, FNCO (4) DMA, MoH</p> <p>plus other ministries/agencies, as required</p>	<p>2022-2023</p>
<p>Invest in accessibility and quality of complementary services through (1) NISSA targeting; (2) expansion of existing support programmes across the identified sectors to social protection recipients in all districts; (3) expansion of outreach services to rural areas; (4) provision of transport for recipients living in remote areas to access support services; (5) increasing the capacity of support service facilities and personnel, especially in rural areas; (6) for healthcare services: invest in the accessibility and quality of adequate healthcare services, expansion of healthcare outreach services to rural areas, provision of transport (where possible) to persons with disabilities and older persons living in remote areas to access health facilities, and provision of assistive services, invest in expansion of old age care facilities across the country; (7) for disaster management support: train communities and disaster management teams and key decision makers on disaster preparedness and response, ensure operational and self-reliant local disaster management councils and offices, ensure sufficient availability of healthcare and other essential services and their scalability in response to shock, strengthen enabling factors (including equipment, financing, staff, operational protocols), conduct ex-ante contingency planning for the emergency context.</p>	<p>MoSD, MoH, FNCO, MoAFS, DMA, MoF, other ministries, local NGOs</p>	<p>2023-2024</p>
<p>Undertake review of the implementation of complementary services for social protection recipients after first year of implementation. Findings shall be used to inform a plan to scale up the intervention(s) with defined targets on an annual basis</p>	<p>MoSD, MoH, FNCO, MoAFS, DMA, other</p>	<p>2025</p>

Required resources: As social protection beneficiaries will be linked to existing complementary programmes; no additional resources are required for the design and implementation of these programmes. However, to create the linkages and referrals, additional resources are required. These resource requirements are included in the cross-cutting activities, specifically as part of the institutional framework and coordination and operational processes (see next section).

3.3. Cross-cutting activities

Table 31. Cross-cutting activities for NSPS II implementation: activities, responsible actors, timeline

Description	Activities	Responsible Actors	Timeline
Legislative framework (LF)			
Ground social protection approach in a national legislative framework, as proposed by the NSPS I. A legal framework promotes government accountability towards the Basotho population in the provision of social protection services and responsibilities of beneficiaries.	Develop a National Social Protection Act that specifies the vision and objectives of social protection and design features of the main social protection programmes, including eligibility criteria and benefit levels. This gives legislative effect to the programme guarantees.	MoSD	2022-23
Institutional framework and coordination (IFC)			
With the MoSD and MoLE having distinct mandates for social assistance and social security respectively, it is important for both ministries to coordinate activities on a regular basis, for them to be capacitated to fulfil their mandates and to adopt a strong cross-sectoral approach that involves a wide variety of ministries.	Install a joint Social Protection Coordination Secretariat within the Departments of Planning of the MoSD and MoLE, which is to spearhead the social protection coordination committees and working groups at national and district level.	MoSD	2021
	<p>Coordination at national level: The inter-ministerial National Social Protection Coordination Committees at Cabinet, Secretary and Director level are to convene regularly, guided by the Social Protection Coordination Secretariat.</p> <p>(1) Cabinet and Secretary Committees shall convene every six months, with ad hoc on demand meetings.</p> <p>(2) The Director Committee convenes at least quarterly.</p> <p>(3) Three working groups are to be established under the committees, which meet monthly or when required, structured around key protective, preventive and promotive social protection programmes. There should be a Social Assistance Working Group, a Social Security Working Group and a Livelihoods Working Group.</p>	<p>Committees include the MoSD, MoLE, MoH, DMA, MoF, MoDP, MoFLR, MoAFS, MoET, MoGYSR, MoLGC, the soon to be established NSSO, and one development partner on a rotating basis.</p> <p>Director committee includes Directors of Planning of identified ministries and Director of Social Assistance of the MoSD.</p> <p>Social Assistance Working Group: led by MoSD</p> <p>Social Security Working Group: led by MoLE, joined by Social Security Task Team</p>	2021

Description	Activities	Responsible Actors	Timeline
	<p>Coordination at subnational level:</p> <p>At district level, a District Social Protection Committee per district is to discuss all social protection programmes within its district, guided by the Social Protection Coordination Secretariat. The committee consists of district managers and district officers and convenes bi-weekly or when required.</p> <p>At community level, a Community Council Social Protection Committee per community council is to convene on a weekly basis or when required. It shall consist of the community council director, social workers, auxiliary social workers and extension workers from other ministries. This committee is to be guided by and reports to the District Social Protection Working Group.</p>	<p>District Social Protection Committee: district managers and district officers</p> <p>Community Council Social Protection Committee: community council director</p>	2021
	<p>Resource allocation and capacity building:</p> <p>(1) Each ministry is to appoint specific focal points to join the working groups, with one focal point per ministry and two focal points per leading ministry.</p> <p>(2) To ensure adequate staff training for all ministries involved and at all levels of government, update existing training documents based on the implementation plan in the NSPS II and prioritise delivery to all relevant stakeholders.</p>	Respective ministry and working group	2021
Digital Social Protection Systems: NISSA (DSP-NISSA)			
<p>Adapt NISSA and develop it into a central planning and targeting tool for all social protection programmes, promoting poverty-based targeting, coupled with lower administrative costs and increased linkages between social protection programmes. This expansion of NISSA can significantly increase automation of the social protection system.</p>	<p>(1) Strengthen the NISSA team and fully capacitate it in line with the integration strategy for social safety nets in Lesotho. Expand NISSA to not only cover rural households but also those residing in urban areas. Complete this expansion by 2021.</p> <p>(2) Update the NISSA system to account for changing household demographics and poverty status of households; implement the existing updating strategy and manual and hereby, invest in financial and human resources, especially, ensure an appropriately staffed, longer-term technical unit to lead the maintenance and updating of the NISSA system.</p> <p>(3) Complement routine updating by other updating mechanisms, which is especially important for disaster response. For regular updating, set up robust data sharing protocols that adhere to data protection and privacy standards. As part of this, complete data sharing protocols that are still outstanding.</p>	<p>1) MoSD</p> <p>(2) MoSD</p> <p>(3) Technical staff from the MoSD, Ministry of Home Affairs, MoET, MoLE and MoH</p>	2022

Description	Activities	Responsible Actors	Timeline
	<p>(4) Ensure that updates reported through programme case management are automatically updated in the NISSA.</p> <p>(5) Further, set up systematic feedback loops to address concerns by users on the completeness and accuracy of the NISSA data in a timely and transparent manner.</p> <p>(6) Allocate resources to advocacy, communication and training to ensure that all potential users of NISSA understand its potential and can use it adequately.</p>		
Digital Social Protection Systems: Management information systems (DSP-MIS)			
Ensure that all social assistance programmes and complementary social protection programmes feed into the management information system for social assistance (MISSA).	<p>(1) Integrate all social assistance programmes under the MISSA and develop digital applications for all operational processes:</p> <p>(a) Allocate financial and human resources to the development of these systems and applications;</p> <p>(b) Provide training and tools to all users at central and decentral level;</p> <p>(c) To facilitate information exchange and referral between social assistance and complementary social protection programmes, technical staff from relevant ministries shall explore, how to link digital management information systems (MIS) of complementary social protection</p>	Technical staff from relevant ministries, technical unit of MISSA	2022
Operational processes (OP)			
Integrate and harmonise social assistance programmes to improve efficiency and effectiveness of programme delivery.	<p>Integration and harmonisation of social assistance programmes:</p> <p>Implement the existing strategy for integration and harmonisation of social assistance programmes within the MoSD, using the operational manual for the implementation process.</p>	MoSD	2023
Sensitise households on the objectives and eligibility of social protection and its core and complementary programmes.	<p>Sensitisation:</p> <p>(1) Develop sensitisation messages in line with the NSPS II, using a variety of sensitisation channels, to inform Basotho citizens on their rights and responsibilities in receiving social protection. Hereby, build on existing sensitisation and communication strategies in place.</p> <p>(2) To strengthen the sensitisation messages, prioritise development and use the National Social Protection Act; utilise the decentralisation agenda to simplify the sensitisation process.</p>	MoSD	2023

Description	Activities	Responsible Actors	Timeline
To improve poverty-targeting of core and complementary social protection programmes and to promote easy referral between programmes, ensure adoption of the same targeting approach and system across all programmes.	<p>Targeting:</p> <p>As specified above in Table 44, (1) ensure that NISSA is adopted as the integrated targeting tool for social protection programmes;</p> <p>(2) complement NISSA by other targeting modalities, such as through LVAC annual assessments and explore other shock-responsive targeting modalities to complement NISSA.</p>	MoSD, DMA	2023
Enhance transparency and accountability and promote financial inclusion of the poor, by accelerating the transition to digital payment delivery for social assistance programmes in areas where such payment is available.	<p>Payment modalities:</p> <p>(1) Map with digital providers, which areas are suitable for digital payment delivery of social assistance programmes; in those identified areas, develop partnerships with digital payment providers based on clear codes of conduct.</p> <p>(2) Have payment providers educate users on their digital payment services to ensure that households understand the value of digital payment and transition to this new payment method.</p> <p>(3) Map potential areas for digital payment together with payment providers, who can then expand their services to these areas.</p>	MoSD	2023
Improve case management and grievance response systems, wherein programme beneficiaries can report cases and grievances on the delivery of social protection programmes.	<p>Case management and grievance response:</p> <p>(1) Introduce strong grievance response mechanisms, combined with comprehensive learning, monitoring and evaluation systems.</p> <p>(2) Launch the decentral case management and grievance response mechanism through auxiliary social workers and social workers, national grievance response hotline for social assistance programmes (as proposed in the strategy for the integration and harmonisation of social assistance programmes).</p> <p>(3) Use these grievance response mechanisms for expansion/duplication to other social protection programmes.</p>	MoSD	2023
Monitoring and evaluation system (ME)			
Establish a strong monitoring and evaluation system to continuously learn and improve programming.	(1) Upon approval of the NSPS II, develop an action plan and monitoring and evaluation framework with clear process, output and outcome indicators. Complement the framework with a monitoring system and monitoring tools to measure progress on these indicators.	(1)-(3) MoSD, respective ministry (4) MoSD (5) MoET (6) MoH, MoF	(1)-(3) 2023 (4) 2025-26 (5) 2022-23 (6) 2026

Description	Activities	Responsible Actors	Timeline
	<p>(2) Through automation of operational processes through digital systems, NISSA and MISSA can provide tools for monitoring and evaluation: MISSA can facilitate consistency checks on data, reporting and follow-up, while the NISSA database can provide a powerful platform for monitoring indicators at outcome level, especially when linking NISSA to other databases and registries.</p> <p>(3) Conduct additional independent outcome and impact evaluations. Prior to launching each social protection programme, conduct a baseline study and after 3 years conduct a follow-up study to understand the outcomes and impacts of each. Moreover, evaluate the social protection plus approach, the proposed implementation framework, NISSA's targeting effectiveness and the strategy as a whole.</p> <p>(4) Strengthen research and sensitisation on the protection of older persons. The research should identify the issues and challenges faced by older persons and help to design corresponding policy measures and sensitization campaigns.</p> <p>(5) Monitor the realisation of the Lesotho Inclusive Education Policy as part of a wider research agenda on challenges faced by persons living with disabilities.</p> <p>(6) Conduct feasibility study into the National Health Insurance Scheme to work towards access of all Basotho citizens to the scheme. A feasibility study will deepen the understanding of how to best develop the scheme and learn from innovative national health insurance models in other countries, including Ghana and the Philippines.</p>		
Financing (F)			
<p>Improve social protection spending in terms of cost-efficiency, child-sensitivity and focus on programmes with proven impact on poverty and inequality reduction. Further, ensure flexibility in programme financing for better shock responsiveness.</p>	<p>In the coming five years, improve social protection spending in the following forms:</p> <p>(1) make it more cost-efficient based on the implementation framework defined in this strategy;</p> <p>(2) make it more child-sensitive, as children in Lesotho are most at risk to poverty and;</p> <p>(3) make it more gender sensitive to ensure all minority groups are reached</p> <p>(4) direct it increasingly towards programmes with a proven impact on reduction of poverty and inequality through a solid monitoring and evaluation framework.</p> <p>To achieve these objectives, follow the proposed government budget allocation of the NSPS II.</p>	<p>MoSD, Finance Department of MoSD</p>	<p>2021</p>

Description	Activities	Responsible Actors	Timeline
	<p>Flexible and shock-responsive financing:</p> <p>(1) Explore the feasibility of launching a Social Assistance Fund, with budget allocations per programme, but with the possibility to move funds quickly and easily between social assistance programmes based on changing needs and vulnerabilities.</p> <p>(a) Define the exact criteria and procedures for moving funds.</p> <p>(2) To respond to shocks better and more easily, the government should adopt a more diversified funding model that includes the following instruments:</p> <p>(a) Budgetary allocation: allocation within the MoSD Social Assistance Fund to expand social assistance horizontally and/or vertically during shock; create a stronger and better managed DMA Disaster Management Fund</p> <p>(b) Market-based financing: introduce agricultural insurance by joining the African Risk Capacity</p> <p>(c) Contingency credit: utilise disaster financing options offered by the World Bank</p> <p>(d) Donor financing: develop clear codes of conduct for donor financing during shock</p>	<p>(1) MoSD (a) Finance Department of MoSD</p> <p>(2) (a) MoSD, DMA (b) MoSD (c) MoSD, World Bank (d) MoSD</p>	2021
Communication and advocacy for shock responsive social protection (CASRSP)			
<p>The communication and advocacy strategy is an overall framework for a cohesive advocacy and communication campaign around shock responsive social protection (SRSP), with the ultimate purpose being the development of a narrative to guide communication and advocacy efforts at various levels and ensure a consistent message in support of the social protection agenda in the country in normal and emergency situations.</p>	<p>(i) Government communication strategy</p> <ol style="list-style-type: none"> 1. Increase awareness of existing social protection programmes 2. Increase awareness of the concept of SRSP and its applicability in the country 3. Increase awareness of NISSA and its potential uses in SRSP 4. Create visibility into MoSD strategy for social protection programmes integration and expansion of coverage <p>(ii) Government advocacy strategy</p> <ol style="list-style-type: none"> 1. Expand use for NISSA during shocks and emergencies 2. Increase political support and financial commitments for NISSA 3. Increase political support and financial commitments for integration of social assistance programmes and expansion of coverage 4. Create understanding of SRSP as a joint effort of the MoSD and DMA to increase the country's resilience <p>(iii) Public communication strategy</p> <ol style="list-style-type: none"> 1. Increase knowledge and understanding of existing social protection programmes among Basotho, both rural and urban. 2. Increase knowledge of eligibility for programmes, clear up misunderstandings 3. Increase community engagement in information dissemination of SRSP through local councillors/village chiefs. 4. Make public aware of diversified, positive coping mechanisms to build resilience and support coping with shocks. 	MoSD, DMA	<p>i) 2021-22</p> <p>(ii) 2023-24</p> <p>(iii) 2021-25</p>

⁶Activities under this section have been identified in the previously developed Shock responsive social protection communications and advocacy strategy (UNICEF, GoL & DMA, 2020) and are added for reference.

Table 32. Expanded capacity costs of cross-cutting activities, 2021-2025

Programme	2021	2022	2023	2024	2025
Cross-cutting activities	720	932	551	169	169

3.4. Required resources and cost implications

This action plan includes the costing of core social assistance and social insurance programmes. These costs include both benefit-related costs as well as costs related to expanded staff capacity and technical assistance required for the launch and administration of programmes. Such costs were also estimated for cross-cutting activities, relating to the strengthening of Lesotho’s social protection system and processes. Importantly, it should be noted that no full capacity needs assessment was conducted for this costing, as needs could not be fully assessed due to a lack of information on capacities in place. It should further be noted that any programme costs listed in this plan are indicative: benefit levels as well as the number of beneficiaries may differ upon implementation. Ultimately, this action plan does not speak to programme design and serves the purpose of roughly determining resources required for implementing the NSPS II.

As mentioned above, staffing (at national and district level) and technical assistance costs have been estimated. These constitute costs from hiring additional staff at the Ministry to, for instance, develop/revise policy documents, SOPs, implementation plans, financing and M&E plans as well as ensuring accessibility and quality of work opportunities and training activities. Further, technical assistance was identified to be required to undertake reviews after the first year of programme implementation, conducting impact evaluations, supporting in the design of selected programmes, conducting feasibility assessments and capacity building, among other tasks. Regarding cross-cutting activities, technical experts are assumed to be hired for tasks such as the capacitation of the NISSA team, updating of the NISSA system and integration of pro-

grammes under MISSA. Additional ministry staff is hired for tasks including the development of a legislative framework, installing social protection secretariat and various committees, as well as the improvement of financing mechanisms for social protection, such as the introduction of a Social Assistance Fund.

Several assumptions have been made with regards to cost estimation. First, it is assumed that in the years in which expanded staff capacity is required, two additional staff members are taken on board in the Ministry (MoSD, MoLE and MoLGC), while two experts for each assignment requiring technical assistance are hired. Second, the assumption is made that, whereas staff is hired for a period of several years, technical experts are hired based on assignments with more flexibility, with an estimated period of three months per assignment. A third assumption relates to remuneration: It was assumed that each additional ministry staff member receives a gross salary of M84,684 (USD 5,800) per year, while technical experts are assumed to receive M763,000 (USD 50,000) per impact evaluation jointly, while receiving M381,500 (USD 25,000) per smaller projects. In addition, it was assumed that staff capacity at the district level would be in need of expansion by at least one person per district (with a gross salary of M56,456 (USD 3,866) per year), as well as an additional social worker per district (with a gross salary of M44,040 (USD 2,972) per year). Importantly, these estimations still ignore administrative costs to be borne by the Government for programme implementation.

Below, *Table 33 and Table 34* list the types of activities per programme as well as cross-cutting activities, which require expanded capacity in terms of either ministerial staff or technical assistance.

Table 33. Programme activities and type of additional capacities required

Additional required capacity	Activities	Timeline
Additional staff at MoSD (national level)	IG01-04, CG01-03, CGT01-04, SEGS02-05, OAP01-02, DG01-04, PA01, PA05-07	2021-27
Additional staff at MoLE (national level)	SS01-03, SS06-07	2025-26
Additional staff at MoSD (district level)	IG04, CG03, CGT04, SEGS04, SEGS05, DG04, PA07	2022-31
Additional staff at MoLE (district level)	SS03	2026-31
Additional social worker	IG04, CG03, CGT04, SEGS05, DG04, PA07, SS03	2022-31
Technical assistance	IG06-07, CG04-06, CGT05-06, SEGS01, SEGS06-07, DG05-06, PA02-04, PA08-10, SS04-05	2022-29

Table 34. Cross-cutting activities and type of additional capacities required

Additional required capacity	Activities	Timeline
Additional staff at MoSD	LF, IFC, DSP-NISSA, OP, ME, F, CASRSP	2021-25
Additional staff at MoLE	IFC	2021
Additional MISSA staff	DSP-MIS	2022
Technical assistance	DSP-NISSA, DSP-MIS, OP, F	2021-23

Finally, the total cost of implementing the NSPS II between 2021 and 2030 – in terms of costed programmes – are illustrated below. These include all programmatic cost as well as capac-

ity-related cost – both programme-specific and cross-cutting. Costs are shown both in LSL (in million) and as a share of real GDP.

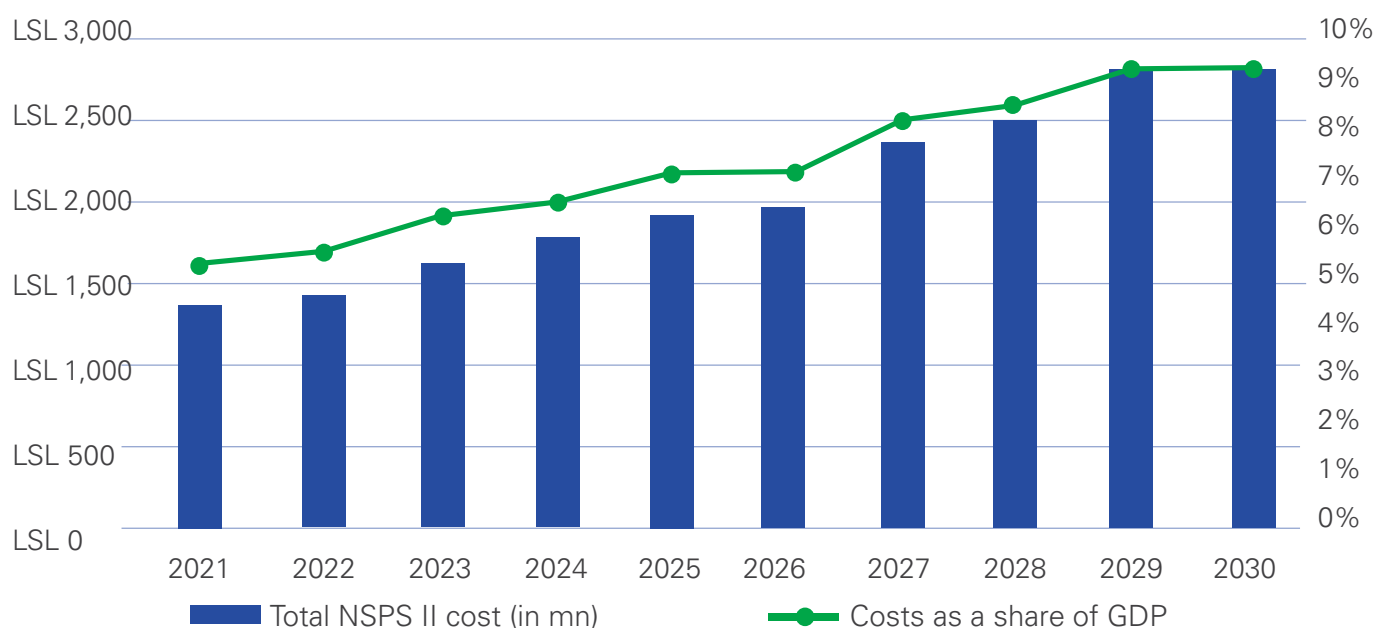


Figure 1 (above) and table 35. Total NSPS II cost in LSL (costed social assistance & social insurance programmes)

Cost	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Total programme cost (in mn LSL)	1,314	1,427	1,603	1,740	1,922	1,981	2,382	2,514	2,740	2,811	2,905
Total cost from expanded capacity (in mn LSL)	0.89	3.11	2.35	1.20	2.13	2.78	0.71	0.54	0.92	0.16	0.16
Grand total (in mn LSL)	1,315	1,430	1,605	1,742	1,924	1,984	2,383	2,515	2,740	2,811	2,905
Grand total (% of GDP)	5.57%	5.81%	6.27%	6.68%	7.25%	7.25%	8.45%	8.68%	9.23%	9.23%	9.27%

3.5. Timeline for NSPS II action plan

Table 36. Timeline of social protection programme roll-out, 2021-2031

Lifecycle	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Pregnancy and early childhood			Expand Child Grant			Pilot maternity benefit and strengthen informal social security mechanisms					
School age children		Pilot expansion of OVC-Bursary and introduce Child Grant top-up Strengthen child protection services and referral systems	Expand Child Grant Expand local sourcing of school feeding programme to small farmers								
Youth				Strengthen pro-poor design of Tertiary Bursary Pilot pro-poor and gender sensitive SEGS							
Working Age			Strengthen and expand inter-ministerial Community Development model			Pilot social security benefits and strengthen informal social security mechanisms					
Old Age	Continue Old Age Pension				Pilot the retirement benefit and strengthen informal retirement mechanisms	Ensure that Community Development benefits elderly					
Disability		Pilot pro-poor Disability Grant Protect the rights of people with disabilities	Establish baseline of persons living with disabilities and set quota for hiring people with disabilities		Pilot social security for survivor households						

Lifecycle	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Shock			Scale existing social assistance programmes in response to shock, among others Public Assistance			Pilot social security for survivor households					
Gender				Ensure gender equality in design and implementation of core social protection programmes							
Completion. programming		Support Child Grant recipients through nutrition, agricultural programmes and financial programmes Support social assistance recipients through disaster management support	Improve accessibility of health services for Disability Grant recipients	Improve access to nutrition sensitive ECCD for Child Grant recipients Improve accessibility of health services for poor elderly							

Table 37: Leostho NSPS II Action Plan: Timeline of programme-specific activities

Pregnancy & early childhood

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
1.0	Infant Grant															
1.1	Review and revise the Child Grant implementation and financing plan, as necessary	<p>“Outcome 1: By 2031, core protective social protection programmes that provide relief from deprivation for poor and vulnerable households across all life cycles, are expanded.”</p>	<p>“Output 1.1: By 2031, an increased proportion of pregnant mothers and mothers of infants from poor households have access to the Child Grant and complementary health and nutrition support to improve malnutrition and stunting.”</p>	2022	MoSD, MoF											
1.2	Include relevant indicators in Child Grant M&E plan			2022	MoSD											
1.3	Launch SBCC services for beneficiary households			2022	MoSD, local NGOs											
1.4	Expand Child Grant to pregnant women and mothers of infants from ultra-poor households in year 1-5			2023	MoSD, financial service providers (FSP)											
1.5	Undertake review after first year of implementation (aligned with activity 3.5)			2024	MoSD											
1.7	Revise Child Grant policy document and standard operating procedures to include expansion to poor households			2026	MoSD											
1.8	Expand Child Grant to pregnant women and mothers of infants from poor households beyond year 5			2028	MoSD, financial service providers (FSP)											

Pregnancy & early childhood

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
2.0	Launch maternity benefit (as part of whole social security package)														
2.1	Enactment of relevant legislation and consultations between employers, employees, and government to ensure adherence to the new law	"Outcome 2: By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination."	"Output 2.1: By 2031, social security benefits are launched in line with the LNSSP, ensuring access to workers in the informal sector; social security mechanisms are strengthened and a national health insurance scheme is piloted."	2023	MoLE, NSSO										
2.2	Establish maternity benefit policy document and standard operating procedures as part of the larger social security benefit package			2024	MoLE, NSSO, MoF										
2.3	Develop implementation and financing plan as part of the larger social security benefit package			2024	MoLE, NSSO										
2.4	Develop M&E Plan as part of the larger social security benefit package			2024	MoLE, NSSO										
2.5	Develop a strategy on how to ensure accessibility of support to pregnant women and mothers who are informal workers, including clear steps and a timeframe of implementation as part of the larger effort to provide social security support to informal workers			2024	MoLE, NSSO										
2.6	Pilot maternity benefit			2025	MoLE, NSSO										
2.7	Strengthen informal social security mechanisms			2025	MoLE, NSSO										
2.8	Undertake review after first year of implementation			2026	MoLE, NSSO										
2.9	Undertake impact evaluation after 3 years			2028	MoLE, NSSO, local NGOs										

School age children

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
3.0	Expand Child Grant															
3.1	Review policy document and standard operating procedures	<p>“Outcome 1 By 2031, core protective social protection programmes that provide relief from deprivation for poor and vulnerable households across all life cycles, are expanded.</p>	<p>“Output 1.2: By 2031, an increased proportion of ultra-poor and poor households with children have access to the Child Grant with an expanded benefit amount and have access to complementary nutrition and school feeding support to improve nutrition and school enrolment.</p>	2022	MoSD											
3.2	“Review implementation and financing plan Sub-activity 1: After Child Grant review, update implementation plan regarding subsequent expansion to NISSA 2 households.”			2022	MoSD, MoF											
3.3	“Launch SBCC services for beneficiary households Sub-activity 1: Train social workers to communicate educational messages on benefit spending for child nutrition, health and schooling”			2022	MoSD, local NGOs											
3.4	Expand Child Grant to ultra-poor households			2023	MoSD, local NGOs											
3.5	Undertake review after first year of implementation			2024	MoSD											
3.6	Expand Child Grant to poor households			2028	MoSD, FSP											

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
4.0	Expand OVC-Bursary & introduce Child Grant top-up																
4.1	Integrate OVC-Bursary and Child Grant top-up into Child Grant policy document and standard operating procedures	<p>"Outcome 2: By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination.</p>	<p>"Outcome 2.3: By 2031, school enrolment and progression for children from poor households through community ECCD centers is strengthened, a Child Grant top-up to support secondary school enrolment is launched, the OVC-Bursary for secondary education is strengthened and a redesigned pro-poor Tertiary Bursary for tertiary education is launched</p>	2022	MoSD												
4.2	Integrate both components into Child Grant implementation and financing plan			2022	MoSD												
4.3	Integrate both components into Child Grant M&E plan			2022	MoSD												
4.4	Pilot OVC-Bursary (+ sensitisation activities) and Child Grant top-up			2022	MoSD, MoET, local NGOs, FSP												
4.5	Undertake review after first year of implementation			2023	MoSD												

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
5.0	Strengthen child protection services & referral systems															
5.1	Review case management manual to strengthen inter-ministerial coordination	<p>“Outcome 2:</p> <p>By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination.</p>	<p>“Outcome 2.7:</p> <p>By 2031, child protection services and referral systems are strengthened to better support vulnerable children; activities are introduced to prevent and respond to domestic and gender-based violence and research and sensitisation regarding the protection of older persons are strengthened.</p>	2021	MoSD, MoLE, MoSD, Ministry of Police and Public Safety (MoPPS) and Ministry of Law and Justice (MoLJ), MoH											
5.2	Review implementation and financing plan			2021	MoSD											
5.3	<p>“Review M&E plan</p> <p>Sub-activity 1: Integrate child-sensitive indicators, especially for vulnerable groups (orphans, victims of child labour, homeless children)</p> <p>Sub-activity 2: Integrate indicators into M&E plan for monitoring progress on child labour elimination”</p>			2021	MoSD, MoF											
5.4	<p>“Further roll out child sensitive case management that is informed by the Child Protection and Welfare Act (2011).</p> <p>As part of this (1) set up strong referral and reporting mechanisms between ministries and (2) continue campaigns on ending child labour and child marriage based on outcomes of violence against children study”</p>			2022	MoSD											
5.5	Strengthen action programme for the elimination of child labour by (1) appointing more labour inspectors and (2) setting up strong reporting and referral mechanisms to ensure that victims of child labour can access child-sensitive case management and be compensated through social assistance, if eligible, and (3) strengthening schools to identify, prevent and respond to gender-based violence and violence against children.			2022	MoLE, MoSD, MoPPS, MoLJ											
5.6	Undertake review after five years of implementation			2026	MoSD											

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
6.0	Source food for school feeding locally														
6.1	<p>"Develop strategy on including small farmers and caterers into school feeding programme</p> <p>Sub-activity 1: Conduct context analysis to establish objectives of locally sourced school feeding programme; identify how programme is sourced locally from smallholder farmers</p> <p>Sub-activity 2: Update programme operational strategy through participative process, ensure it development and recurrent adaptation."</p>	<p>"Outcome 2:</p> <p>By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination.</p>	<p>"Outcome 2.4:</p> <p>By 2031, homegrown school feeding is promoted by sourcing food from local communities.</p>	2022	MoET, MoDP, MoAFS, National Management Authority										
6.2	Review implementation and financing plan			2022	MoET, MoDP, MoAFS, National Management Authority										
6.3	Integrate local sourcing into M&E plan			2022	MoET, MoDP, MoAFS, National Management Authority										
6.4	Launch transformed school feeding programme			2023	MoET, MoDP, MoAFS, National Management Authority										
6.5	Undertake review after first year of implementation			2024	MoET, MoDP, MoAFS										

Youth

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
7.0	Strengthen pro-poor design of Tertiary Bursary															
7.1	Review policy document and standard operating procedures	<p>"Outcome 1 By 2031, core protective social protection programmes that provide relief from deprivation for poor and vulnerable households across all life cycles, are expanded.</p>	<p>"Output 1.2: By 2031, school enrolment and progression for children from poor households through community ECCD centers is strengthened, a Child Grant top-up to support secondary school enrolment is launched, the OVC-Bursary for secondary education is strengthened and a redesigned pro-poor Tertiary Bursary for tertiary education is launched</p>	2022-23	MoDP											
7.2	Develop new means-testing system			2022-23	MoDP											
7.3	Draft required legislation			2023	MoDP, FSP											
7.4	Review implementation and financing plan			2023	MoSD, MoF											
7.5	Review M&E plan			2023	MoSD											
7.6	Launch reformed Tertiary Bursary			2024	MoDP, FSP											
7.7	Undertake review after first year of implementation			2025	MoDP, FSP											

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
8.0	Pilot SEGS for youth														
8.1	<p>“Establish policy document and standard operating procedures As part of this, develop a strategy on how to link impactful public work sectors to the SEGS target population. Ensure sensitivity to specific groups in special design features of the programme (incl. Women, persons with disabilities, pregnant women, nursing mothers). Sub-activity 1: Create strategy comprising three sub-strategies, speaking to (i) education and training for employment, (ii) employment intermediation services, (iii) ALMPs. Sub-activity 2: Establish clear eligibility criteria to identify sub-groups within the target group. Sub-activity 3: Create appropriate institutional frameworks (ensure adequately staffed offices, engage in social dialogue and ensure participation of all social partners). Sub-activity 4: Ensure availability of sufficient resources for programme operations.”</p>	<p>“Outcome 1: By 2031, core protective social protection programmes that provide relief from deprivation for poor and vulnerable households across all life cycles, are expanded.</p>	<p>“Outcome 1.3: By 2031, a pro-poor and gender-sensitive Seasonal Employment Guarantee Scheme with a focus on rural unemployed youth and young women from ultra-poor households is piloted, as well as a minimum quota for youth with disabilities, building community assets, including community ECCD centers.</p>	2022	MoET, MoFLR, MoSD, FNCO										
8.2	Develop implementation and financing plan; ; liaise with development partners for additional funding; create link with (1) social assistance, (2) with skill-building and vocational training activities and (3) with ECCD programme			2022	MoET, MoFLR, MoSD, MoF										
8.3	Develop M&E plan			2022	MoET, MoFLR, MoSD										
8.4	Invest in accessibility & quality of work opportunities and training activities			2022-23	MoET, MoFLR, MoSD										
8.5	Pilot SEGS			2024	MoET, MoFLR, MoSD, FNCO										
8.6	Undertake review after first year of implementation			2025	MoET, MoFLR, MoSD										

Working Age

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
9.0	Strengthen & expand inter-ministerial Community Development model															
9.1	Introduce sensitivity to vulnerable groups into the Community Development model's design by establishing a minimum quota for women, people with disabilities and elderly between 60 and 70 years.	Outcome 2 By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination	Output 2.6: By 2031, the inter-ministerial Community Development model aimed at graduating social assistance households into sustainable livelihoods is strengthened and expanded, improving accessibility to markets and developing markets.	2022	MoGYSR											
9.2	<p>"Strengthen coordination between ministries, NGOs & other actors and between central, district, community and village levels in line with new coordination structures proposed in NSPS II.</p> <p>Sub-activity 1: Establish formal coordination structures and protocols between responsible institutions with assigned roles and responsibilities.</p> <p>Sub-activity 2: For enhanced coordination in the long-term throughout programme implementation, establish a joint working group and communication platform."</p>			2022	MoGYSR, MoGYSR, the MoAFS, the Ministry of Small Business Development, Co-operative and Marketing (MoSBDCM) and the MoSD, NGOs and private sector actors.											
9.3	Develop multi-stakeholder operational manual			2022	MoGYSR, the MoAFS, MoSBDCM, MoSD											
9.4	Identify pilot location to test model & implement pilot			2023	MoGYSR, the MoAFS, MoSBDCM, MoSD, NGOs and private sector actors											
9.5	Conduct impact assessment of pilot			2025	MoGYSR											

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
10	Launch social security benefits & strengthen informal social security mechanisms														
10.1	Develop implementation and financing plan	Outcome 2: By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination.	Outcome 2.1: By 2031, social security benefits are launched in line with the LNSSP, ensuring access to workers in the informal sector; informal social security mechanisms are strengthened and a national health insurance scheme is piloted.	2025	MoLE, NSSO, MoF										
10.2	Develop M&E plan			2025	MoLE, NSSO										
10.3	Develop strategy for accessibility to informal workers			2025	MoLE, NSSO, FSP										
10.4	Pilot package of social security benefits			2026	MoLE, NSSO										
10.5	Strengthen informal social security mechanisms			2026	MoLE, NSSO										
10.6	Undertake review after first year of implementation			2027	MoLE, NSSO										
10.7	Undertake impact evaluation after 3 years			2029	MoLE, NSSO, local NGOs										

Old Age

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
11	Continue Old Age Pension														
11.1	Continue universal Old Age Pension	Outcome 1 By 2031, core protective social protection programmes that provide relief from deprivation for poor and vulnerable households across all life cycles, are expanded.	Output 1.4: By 2031, the Old Age Pension for elderly above 70 years is maintained and accessibility of health services for poor elderly is improved.	2021	MoSD										
11.2	Finalise move from MoF to MoSD as lead ministry			2022	MoSD, MoF										
12	Launch retirement benefit (as part of whole social security package)														
12.1	Develop implementation and financing plan	Outcome 2: By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination.	Outcome 2.1: By 2031, social security benefits are launched in line with the LNSSP, ensuring access to workers in the informal sector; informal social security mechanisms are strengthened and a national health insurance scheme is piloted.	2024	MoLE, NSSO, MoF										
12.2	Develop M&E plan			2024	MoLE, NSSO										
12.3	Pilot retirement benefit			2025	MoLE, NSSO, FSP										
12.4	Develop strategy to ensure accessibility to informal workers			2025	MoLE, NSSO										
12.5	Undertake review after first year of implementation			2026	MoLE, NSSO										
12.6	Strengthen existing informal social security mechanisms			2026	MoLE, NSSO										
12.7	Undertake impact evaluation after 3 years			2028	MoLE, NSSO, local NGOs										

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
12	Launch retirement benefit (as part of whole social security package)														
12.1	Develop implementation and financing plan	Outcome 2: By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination.	Outcome 2.1: By 2031, social security benefits are launched in line with the LNSSP, ensuring access to workers in the informal sector; informal social security mechanisms are strengthened and a national health insurance scheme is piloted.	2024	MoLE, NSSO, MoF										
12.2	Develop M&E plan			2024	MoLE, NSSO										
12.3	Pilot retirement benefit			2025	MoLE, NSSO, FSP										
12.4	Develop strategy to ensure accessibility to informal workers			2025	MoLE, NSSO										
12.5	Undertake review after first year of implementation			2026	MoLE, NSSO										
12.6	Strengthen existing informal social security mechanisms			2026	MoLE, NSSO										
12.7	Undertake impact evaluation after 3 years			2028	MoLE, NSSO, local NGOs										
13	Ensure that Community Development benefits elderly														
13.1	“Introduce sensitivity to elderly from ultra-poor and poor households who are able to work, into the Community Development model’s design by including (1) a minimum quota for elderly to participate in the model; (2) inclusion of livelihood sectors that better match the needs of the elderly between 60 and 70 years. Sub-activity 1: Engage in multi-stakeholder dialogue to identify livelihood sectors that match needs of the elderly Sub-activity 2: Ensure inclusivity throughout the programme design, in terms of outreach, accessibility, type of work etc.”	Outcome 2 By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination.	Output 2.6: By 2031, the inter-ministerial Community Development model aimed at graduating social assistance households into sustainable livelihoods is strengthened and expanded, improving accessibility to markets and developing markets	2026	MoGYSR, MoSD										

Disability

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
14	Launch pro-poor Disability Grant														
14.1	Finalise the Disability Grant policy document and standard operating procedures and prioritise the implementation of the Disability Mainstreaming Plan	Outcome 1: By 2031, core protective social protection programmes that provide relief from deprivation for poor and vulnerable households across all life cycles, are expanded.	Outcome 1.5: By 2031, a Disability Grant for people with disabilities from ultra-poor and poor households is launched, while their accessibility to health services is improved.	2021-22	MoSD, other ministries										
14.2	Develop implementation and financing plan			2022	MoSD, MoF										
14.3	Develop M&E plan			2022	MoSD										
14.4	Pilot Disability Grant			2022	MoSD, financial service providers (FSP)										
14.5	Undertake review after first year of implementation			2023	MoSD										
15	Launch employment injury benefit (as part of whole social security package)														
15.1	Develop implementation and financing plan	Outcome 2 By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination	Output 2.6: By 2031, social security benefits are launched in line with the LNSSP, ensuring access to workers in the informal sector; informal social security mechanisms are strengthened and a national health insurance scheme is piloted.	2024	MoLE, NSSO, MoF										
15.2	Develop M&E plan			2024	MoLE, NSSO										
15.3	Develop strategy to ensure accessibility to informal workers			2024	MoLE, NSSO, FSP										
15.4	Pilot work injury benefit			2025	MoLE, NSSO										
15.5	Strengthen informal social security mechanisms			2025	MoLE, NSSO										
15.6	Undertake review after first year of implementation			2026	MoLE, NSSO										
15.7	Undertake impact evaluation after 3 years			2028	MoLE, NSSO, local NGOs										

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
16	Protect rights of people with disabilities														
16.1	<p>“Develop strategy & implementation plan Sub-activity 1: Define areas of action for the disability strategy and key action lines for each area. Sub-activity 2: For effective planning and implementation, essential steps include data collection, establishment of an M&E framework, awareness raising, involving people with disabilities, inter-sectoral coordination and considering needs of different groups.”</p> <p>Integrate special protection of girls and women with disabilities into strategy, with a focus on the prevention of domestic and gender-based violence against this vulnerable group. Adopt a cooperation framework with the MoPPs and MoLJ for this effort.</p>	<p>Outcome 2: By 2031, the preventive, promotive, and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination</p>	<p>Outcome 2.8: By 2031, the Disability Mainstreaming Plan is implemented to better protect the rights of people with disabilities, inclusive education for children is expanded and monitored, and more equity at the work floor is ensured.</p>	2022	MoSD										
16.2				2023	MoSD, MoPPS, MoLJ										
17	Install minimum quota for hiring people with disabilities														
17.1	Set up policy document and engage in multi-stakeholder dialogue	<p>Outcome 2: By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination</p>	<p>Outcome 2.8: By 2031, the Disability Mainstreaming Plan is implemented to better protect the rights of people with disabilities, inclusive education for children is expanded and monitored, and more equity at the work floor is ensured.</p>	2022	MoLE, MoSD, private sector actors										
17.2	Establish a baseline of persons living with disabilities and set a quota for hiring persons with disabilities in the public and private sector			2022	MoLE										
17.3	Develop M&E plan			2022	MoLE										
17.4	Launch the quota			2023	MoLE										
17.5	Undertake review after first year of implementation			2024	MoLE, MoSD, private sec										

Shock

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
18	Scale existing social assistance programmes in response to shocks														
18.1	Implement the social protection scalability framework to establish a safety net that is responsive to covariate shocks, with the ability for vertical and horizontal expansion of social assistance programmes. For that (1) select programmes to be piloted for scale up during emergencies; (2) define national thresholds for response and select the body that is responsible for monitoring thresholds and triggering response; (3) develop SOPs for the scale up of selected programme(s), in line with the scalability framework	<p>Outcome 1:</p> <p>By 2031, core protective social protection programmes that provide relief from deprivation for poor and vulnerable households across all life cycles, are expanded</p>	<p>Outcome 1.6:</p> <p>By 2031, Public Assistance is reformed into a shock-responsive programme for ultra-poor and poor households experiencing covariate or severe idiosyncratic shock, complemented by rehabilitation-oriented public work programmes and disaster management support.</p>	2022	MoSD, DMA										
18.2	Conduct activities for preparedness planning: feasibility assessment (e.g., costing different benefit amounts with the help of the costing tool from the feasibility assessment), develop SBCC material, deliver ex-ante capacity building, etc			2023	MoSD, DMA										
18.3	Pilot the scale up of selected social protection programme(s) in line with the scalability framework				MoSD, DMA										
18.4	Undertake review after first year of implementation				MoSD, DMA										

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
19	Scale up Public Assistance into a shock-responsive social assistance programme														
19.1	Develop a revised Public Assistance policy document and standard operating procedures in line with the existing scalability framework document and SOPs	Outcome 2: By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination	Outcome 2.8: By 2031, disaster risk reduction is linked to social protection to improve resilience to shock and food insecurity.	2022	MoSD										
19.2	Conduct activities for preparedness planning: feasibility assessment (e.g., costing different benefit amounts with the help of the costing tool from the feasibility assessment), develop SBCC material, deliver ex-ante capacity building, etc			2022	MoSD, DMA, NGOs										
19.3	Invest sufficiently in form of staff time, technical expertise and financial resources			2022	MoSD, DMA										
19.4	Develop implementation and financing plan for scaled up Public Assistance			2022	MoSD										
19.5	Revise M&E plan for scaled up Public Assistance			2022	MoSD										
19.6	Pilot the shock responsive Public Assistance programme			2023	MoSD										
19.7	Launch SBCC to educate recipients on the importance of spending the temporary grant on costs related to rehabilitation, healthcare and nutrition.			2023	MoSD										
19.8	Undertake review after first year of implementation			2024	MoSD										

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
20	Launch social security for survivor households (as part of whole social security package)														
20.1	Develop strategy to ensure accessibility to informal workers	Outcome 2: By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination	Outcome 2.1: By 2031, social security benefits are launched in line with the LNSSP, ensuring access to workers in the informal sector; informal social security mechanisms are strengthened	2023	MoLE, NSSO, FSP										
20.2	Develop strategy to ensure accessibility to informal workers Develop implementation & financing plan			2024	MoLE, NSSO, DMA, MoSD										
20.3	Develop M&E plan			2024	MoLE, NSSO										
20.4	Strengthen informal social security mechanisms			2024	MoLE, NSSO										
20.5	Pilot programme			2025	MoLE, NSSO										
20.6	Undertake review after first year of implementation			2026	MoLE, NSSO										
20.7	Undertake impact evaluation after 3 years			2029	MoLE, NSSO, local NGOs										

Gender

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
21	Ensure gender equality in social protection programmes														
21.1	Conduct gender equality audit for core social protection programmes	Outcome 2: By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination	Outcome 2.11: By 2031, gender equality in the design and implementation of the core social protection programmes listed in the NSPS II is ensured	2023	MoGYSR										
21.2	“Based on audit outcomes, develop gender-responsive action plan, strengthen capacity and report on gender outcomes. Sub-activity 1: Identify demand-side constraints and conditioning or nudging behaviours to bridge the gender gap in the uptake of development opportunities Sub-activity 2: Adopt a holistic approach for tackling constraints preventing women and girls from realising their full potential at different lifecycle stages. Ensure programmes are gender-transformative, i.e., consider gender-specific characteristics and differences in needs, risks and vulnerabilities and adapt approaches accordingly.”			2024	MoGYSR, involved ministries of respective programmes										

Complementary programming

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
22	Support recipients of social protection programmes with existing, complementary programming in the areas of health, nutrition, agriculture, finance, and disaster management														
22.1	Develop implementation and financing plan for the existing complementary activities in the sectors of health, nutrition, agriculture, financial support, and disaster management	Outcome 2: By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination	Outcome 2.2-2.5: By 2031, the beneficiaries of different social protection programmes are linked to relevant, existing complementary services in health, nutrition, agriculture, finance and disaster management.	2022-23	MoSD, MoH, FNCO, MoAFS, DMA, MoF, other ministries										
22.2	“Develop strategy to link programme to services Sub-activity 1: Assess which services the programme shall be linked to; based on mapping, develop linkages between programme & services Sub-activity 2: Establish formal service agreements between institutions responsible for providing complementary services and institution responsible for cash transfer, detailing roles & responsibilities Sub-activity 3: Build broad-based consensus between MoH and MoSD in terms of eligibility criteria.”			2022-24	MoSD, MoH, FNCO, MoAFS, DMA, MoF, other ministries										
22.3	Invest in accessibility and quality of services			2022-24	MoSD, MoH, FNCO, MoAFS, DMA, MoF, other ministries, local NGOs										
22.4	Undertake review after first year of implementation			2025	MoSD, MoH, FNCO, MoAFS, DMA, MoF, other ministries										

Table 37: Leostho NSPS II Action Plan: Timeline of cross-cutting activities

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1	Legislative framework														
1.1	Develop National Social Protection Act			2021	MoSD										
2	Institutional framework & coordination														
2.1	Install joint Social Protection Coordination Secretariat	Outcome 2: By 2031, the preventive, promotive, transformative and shock-responsive capabilities of social protection are strengthened by creating synergies between programmes through strong cross-sector coordination	Outcome 2.10: By 2031, the proposed inter-ministerial coordination mechanism at the national and subnational level is implemented and capacitated, supported by a Social Protection Coordination Secretariat housed within the MoSD and the MoLE, further supported by the standing decentralisation agenda.	2021	MoSD										
2.2	Install inter-ministerial National Social Protection Coordination Committees at Cabinet, Secretary and Director level and three working groups			2021	Respective ministry										
2.3	Each ministry is to appoint specific focal points to join the working groups with one focal point per ministry and two focal points per leading ministry			2022	Respective ministry										
2.4	Install District Social Protection Committee in each district			2022	District managers & officers										
	Install Community Council Social Protection Committee in each community			2022	Community council director										
2.5	To ensure adequate staff training for all ministries involved and at all levels of government, update existing training documents based on the implementation plan in the NSPS II and prioritise delivery to all relevant stakeholders.			2022	Respective ministry/working group										

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
3	Digital Social Protection Systems: NISSA														
3.1	Strengthen NISSA team, capacitate in line with integration strategy for social safety nets	Outcome 3: By 2031, implementation systems are innovated and harmonised for efficient, effective and accountable delivery of social protection programmes.	Outcome 3.1: By 2031, NISSA as a central planning and targeting tool for social protection programmes is strengthened by capacitating the NISSA team, expanding NISSA to all households in Lesotho, improving routine and regular updating and training all stakeholders on its use	2022	MoSD										
3.2	Expand NISSA to urban areas			2022	MoSD										
3.3	"Update NISSA system to account for changing poverty status of households; implement the existing updating strategy and manual and hereby, invest in financial and human resources, especially, ensure an appropriately staffed, longer-term technical unit to lead the maintenance and updating of the NISSA system. Complement routine updating by other mechanisms. For regular updating, set up robust data sharing protocols that adhere to data protection and privacy standards. As part of this, complete data sharing protocols that are still outstanding."			2022	MoS, Ministry of Home Affairs, MoET, MoLE and MoH										
3.4	"Ensure that updates reported through programme case management are automatically updated in the NISSA. Set up systematic feedback loops for NISSA"			2022	MoSD										
3.5	Allocate resources to advocacy, communication and training for NISSA use			2022	MoSD										

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
5	Operational processes														
5.1	Implement existing strategy for integration and harmonisation of social assistance programmes	Outcome 3: By 2031, implementation systems are innovated and harmonised for efficient, effective and accountable delivery of social protection programmes.	Outcome 3.3: By 2031, the integration strategy and operational manual for social assistance programmes in Lesotho are implemented.	2023	MoSD										
5.2	Develop sensitisation messages in line with NSPS II; strengthen these by prioritising the development and use of the National Social Protection Act			2023	MoSD										
5.3	"Targeting Ensure NISSA is adopted as integrated targeting tool for social protection programmes"			2023	MoSD, DMA										
5.4	"Payment modalities Map with digital providers, which areas are suitable for digital payment delivery"		Outcome 3.4: By 2031, the transition to digital payment delivery of social assistance programmes is accelerated.	2023	MoSD										
5.5	"Payment modalities Payment providers to educate users on their digital payment services"			2023	MoSD										
5.6	"Case management and grievance response Introduce strong grievance response mechanisms, launch decentral case management and grievance response mechanism; use these mechanisms for expansion/duplication to other social protection programmes"		Outcome 3.5: By 2031, grievance response mechanisms are strengthened through decentral grievance response and a national grievance response hotline.	2023	MoSD										

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
6	Monitoring and evaluation system														
6.1	Develop action plan and M&E framework with monitoring system and tools	Outcome 3: By 2031, implementation systems are innovated and harmonised for efficient, effective and accountable delivery of social protection programmes.	Outcome 3.6: By 2031, monitoring and evaluation of the NSPS II and the social protection programmes proposed in the implementation plan are strengthened through a monitoring and evaluation framework with clear process, output and outcome indicators, supported by various monitoring tools and complemented by independent impact assessments	2021-22	MoSD, respective ministry										
6.2	Utilise NISSA and MISSA as tools for M&E through consistency checks on data, reporting and follow-up (MISSA) and monitor indicators at outcome level (NISSA)			2023	MoSD, respective ministry										
6.3	Conduct additional independent outcome and impact evaluations. Prior to launching each social protection programme, conduct a baseline study and after 3 years conduct a follow-up study to understand the outcomes and impacts of each.			2023-28	MoSD, respective ministry										
6.4	Monitor the realisation of the Lesotho Inclusive Education Policy as part of a wider research agenda on challenges faced by persons living with disabilities.			2022-23	MoET										
6.5	Strengthen research and sensitisation on the protection of older persons			2025-26	MoSD										
6.6	Conduct feasibility study into the National Health Insurance Scheme to work towards access of all Basotho citizens to the scheme			2026	MoH, MoF										

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7	Financing														
7.1	<p>“Follow proposed government budget allocation of NSPS II. Specifically, (1) make social protection spending more cost-efficient based on the implementation framework defined in this strategy; (2) make social protection spending more child-sensitive, as children in Le-sotho are most at risk to poverty; (3) make it more gender sensitive; and (4) direct social protection spending increasingly towards programmes with a proven impact on reduction of poverty and inequality through a solid monitoring and evaluation framework.”</p>	<p>Outcome 3:</p> <p>By 2031, implementation systems are innovated and harmonised for efficient, effective and accountable delivery of social protection programmes.</p>	<p>Outcome 3.7:</p> <p>By 2031, more flexible and shock-responsive financing mechanisms are introduced.</p>	2021-22	MoSD, Finance Department of MoSD										
7.2	Explore feasibility of launching a Social Assistance Fund			2021-22	Finance Department of MoSD										
7.3	Adopt a more diversified funding model including these instruments: (1) Budgetary allocation through Social Assistance fund & strengthen DMA Disaster Management Fund, (2) market-based financing, (3) contingency credit and (4) donor financing			2021-24	MoSD, DMA, World Bank										

Activity ID	Programme, activity, sub-activity	Outcome	Output	Starting year	Responsible Actor(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
8	Communication and advocacy for shock responsive social protection														
8.1	<p>Implement Government communication strategy of the Shock responsive social protection communications and advocacy strategy (UNICEF, GoL & DMA, 2020)</p> <ol style="list-style-type: none"> 1. Increase awareness of existing social protection programmes 2. Increase awareness of the concept of SRSP and its applicability in the country 3. Increase awareness of NISSA and its potential uses in SRSP 4. Create visibility into MoSD strategy for social protection programmes integration and expansion of coverage" 			2021	MoSD, DMA										
8.2	<p>Implement Public communication strategy of the Shock responsive social protection communications and advocacy strategy (UNICEF, GoL & DMA, 2020)</p> <ol style="list-style-type: none"> 1. Increase knowledge and understanding of existing social protection programmes among Basotho, both rural and urban. 2. Increase knowledge of eligibility for programmes, clear up misunderstandings 3. Increase community engagement in information dissemination of SRSP through local councillors/village chiefs. 4. Make public aware of diversified, positive coping mechanisms to build resilience and support coping with shocks." 			2023	MoSD, DMA										
8.3	<p>Implement Government advocacy strategy of the Shock responsive social protection communications and advocacy strategy (UNICEF, GoL & DMA, 2020)</p> <ol style="list-style-type: none"> 1. Expand use for NISSA during shocks and emergencies 2. Increase political support and financial commitments for NISSA 3. Increase political support and financial commitments for integration of social assistance programmes and expansion of coverage 4. Create understanding of SRSP as a joint effort of the MoSD and DMA to increase the country's resilience" 			2021	MoSD, DMA										

