



Kingdom of Lesotho

**National Multisectoral Child Protection Strategy
2014/5 – 2018/9**

Plan of Action 2014/5 – 2016/7

Maseru, Lesotho

May 2014

Contents

1. Introduction.....	1
2. Strategic framework for protection children	2
Vision	2
Goal.....	2
Strategic objectives	2
3. Operational plan.....	4
4. Management considerations.....	17
5. Budget	18

Acronyms

AIDS	Acquired Immuno-Deficiency Syndrome
CGP	Child Grants Programme
CGPU	Child and Gender Protection Unit
CPWA	Children’s Protection and Welfare Act
CSO	Civil Society Organisation
DCPT	District Child Protection Team
GoL	Government of Lesotho
HIV	Human Immunodeficiency Virus
IECCD	Integrated Early Childhood Care and Development
JTC	Juvenile Training Centre
M&E	Monitoring and Evaluation
MOET	Ministry of Education and Training
MOH	Ministry of Health
MOHA	Ministry of Home Affairs
MOHLRCA	Ministry of Law, Human Rights and Constitutional Affairs
MOJCS	Ministry of Justice and Correctional Service
MOLE	Ministry of Labour and Employment
MOLGC	Ministry of Local Government and Chieftainship
MOP	Ministry of Police
MOPS	Ministry of Public Service
MOSD	Ministry of Social Development
NGO	Non-Governmental Organisation
OVC	Orphans and Vulnerable Children
NOCC	National OVC Coordinating Committee
NPSD	National Policy on Social Development
NSPVC	National Strategic Plan on Vulnerable Children 2012-2017
OVC	Orphans and other Vulnerable Children
UNICEF	United Nations Children’s Fund

1. Introduction

This document accompanies the National Multisectoral Child Protection Strategy 2014/5 – 2018/9 and is a more detailed operational document, setting out a road map for actions from July 2014 through to March 2017.

Child protection is the protection of boys and girls from 0-17 years from abuse, violence, exploitation and neglect and abandonment. Abuse can be physical, sexual, emotional or related to stigma, including disability and HIV-related stigma.¹ Child protection violations can happen anywhere – home, community, institutions intended to protect children, such as schools, churches, police stations or care institutions, in the workplace or through the media. Therefore, protecting children requires working with those who are closest to children in all of these settings to maintain the strong caring and nurturing that most children do receive and to give people closest to children the skills to act when they suspect harm, and to act swiftly and fairly when harm occurs.

In order to do this, there must be a clear framework of action and a coherent system – a coherent legal and regulatory framework, adults within the family, community or state institutions with the skills, mandate and resources to prevent and respond to abuse when it occurs, a joined-up set of services so that all actors – social welfare, justice, education, health, labour, faith-based groups, chiefs and other leaders – work together efficiently and in the best interests of children, and mechanisms to ensure accountability.

The country's strong focus on social development, rather than welfare, and the emerging social protection strategy, reflect Lesotho's priorities for equitable economic and social development. Addressing child abuse, violence, exploitation and neglect, in all its forms, is essential to achieve these broader development goals.

Until now, there has not been one coherent strategic vision for how to address child protection in its entirety, although elements of child protection are addressed in a range of strategic plans. Whilst elements of a child protection system exist, recent assessments have identified significant gaps in evidence and coordinated response.

Therefore this three year costed plan of action focuses on building up the foundational elements of the system, generating evidence and ensuring delivery and results in core priority areas. The fourth and fifth years focus on consolidation and delivering quality services at scale.

¹ The Children's Protection and Welfare Act of 2011 defines child abuse as : Any form of harm or ill-treatment deliberately inflicted on a child, and includes, assaulting a child or inflicting any other form of deliberate injury or harm on a child; (b) sexually abusing a child; (c) committing an exploitative labour practice in relation to a child; (d) exposing or subjecting a child to behaviour that may socially, emotionally, physically or psychologically harm the child; (e) exposing a child to physical or mental neglect; (f) abandoning or leaving a child without visible means of support; and (g) subjecting a child to harmful substances such as alcohol and drugs.

2. Strategic framework for child protection

2.1 Vision

Children in Lesotho live in an environment free from abuse, violence, exploitation and neglect, within supportive family settings, so that they have their rights fulfilled and their full potential realised.

2.2 Goal

By 2019, provide a comprehensive coordinated system that prevents and responds to abuse, violence, exploitation and neglect of children and protects children in contact with the law.

3. Strategic objectives

Strategic objective 1:

By 2019, all social sector strategies developed by government and civil society will express clear, accountable and measurable commitments to protecting all children in Lesotho from abuse, violence, exploitation and neglect. The same commitments will be a central element of leadership demonstrations from traditional and faith-based representative bodies.

Intermediate objectives:

- 1.1. By 2019, leaders at national and community level, will demonstrate child protection commitments*
- 1.2. By 2015, there are established national mechanisms that provide oversight of government child protection actions that ensure accountability within key ministries.*

Strategic objective 2:

By 2019, effective mechanisms at community council, district and national level will deliver coordinated planning, delivery and monitoring of child protection actions in Lesotho.

Intermediate objectives:

- 2.1 By 2019, establish an effective coordination mechanism that operates at community council, district and national level and that has the mandate to convene all key child protection actors from government, and civil society.*
- 2.2 By 2019, establish a functional child protection Information Management System within the Ministry of Social Development with MOSD.*
- 2.3 By 2019, ensure that all key stakeholders involved in the child protection workforce have enhanced capacities, through establishment of core competencies and standard performance indicators.*
- 2.4 By 2019, promoted increased investment in child protection activities within government budget and ensure that child protection is reflected in the next National Social Development Plan 2017/8 – 2021/2.*

Strategic objective 3:

By 2019, there will be increased national coverage and quality of services that strengthen family and community capacity to protect children, prevent child abuse, exploitation and violence and neglect, and provide a timely and accountable response to child protection violations.

- 3.1 By 2019, strengthen family strengthening interventions for families where children are at risk of child protection violations in at least five districts by 2019.*
- 3.2 By 2019, implement the alternative care components of the CPWA of 2011 to scale up support for children without adequate parental care.*
- 3.3 By 2019, design, pilot and scale up a child protection reporting and case management process.*
- 3.4 By 2019, establish a national restorative justice process with community-based diversion and rehabilitation implemented in at least half of all community councils.*

4. Operational plan

The table below spells out the key actions. An accompanying budget provides breakdown of anticipated costs and resource availability.

Strategic objective 1	1. By 2019, national stakeholders representing government and civil society will express clear and accountable commitments to protecting all children in Lesotho from abuse, violence, exploitation and neglect. The same commitments will be a central element of leadership at different levels of the society.
Intermediate objectives	1.1 By 2019, leaders at national and community level, will demonstrate child protection commitments through increased resource allocation to and inclusion of child protection in policies & programmes.
	1.2 By 2015, there are established national mechanisms that provide oversight of government child protection actions that ensure accountability within key ministries.

Activity	Outcome result (to be quantified at start of activity)	Sub-activity	Objectively verifiable indicator	Implementation period			Lead agency	Collaborating agency
				2014/5	2015/6	2016/7		
IO 1.1 By 2019, leaders at national and community level, will demonstrate child protection commitments through increased resource allocation to and inclusion of child protection in policies & programmes.								
1.1.1 Develop & deliver a child-engaged advocacy programme to generate leadership action on child protection.	3 national strategies; 3 ministerial plans include child protection results, building on child-generated priorities. Number of pledges by national political figures & religious leaders; number of pledges by CC representatives and local leaders At least 50% of CCPTs and 100% of DCPTs developed	a. Conduct at least 1 children's child protection workshop to identify key messages on child protection & generate child-led multi-media messages. ² b. Conduct 1 round table forum with children and Directors / PSs to raise awareness & integrate messages into political commitments & ministerial strategies.	Workshop report reflecting children's messages in their own words and images. PS / Director action plan to demonstrate commitments available for NCPCC action and monitoring, leading to inclusion in national strategies.				MOSD	MGYSR, MOET, CSOs, MOJCS, MISA

² This activity aims to enable adults in leadership positions (in all areas of society) to see current child protection risks and solutions 'through children's eyes'. The mapping and assessment identified the need to promote children's participation. However, this is often difficult to do in a concrete and meaningful way. This proposed strategy looks at using children's voices to generate dialogue in communities, but also to feed into the media.

	commitment to respond to local children's concerns (target to be developed).	c. Conduct 1 roundtable forum with children & parliamentarians to raise awareness & integrate messages into political commitments.	Forum report reflects parliamentary commitments, available for NCPCC action and monitoring.					
		d. Conduct 1 roundtable forum with media representatives (including media figures) to raise awareness & integrate messages into a media campaign.	Roundtable report leads to action plan for integration of core messages into broadcasts, available for NCPCC action and monitoring.					
		e. Conduct district & community <i>pitso</i> s with children and DCPT/CCPTs to disseminate messages.	100% of DCPTs/ 50% of CCPTs have attended a <i>pitso</i> with children; action plan available for NCPCC action and monitoring					
		f. Disseminate workshop methodology for replication by CSOs working with children within existing programmes at district / community council level.	Existing child participation activities conducted by CSOs include child participation focus					
IO 1.2: By 2015, there are established national mechanisms that provide oversight of government child protection actions that ensure accountability within key ministries.								
1.2.1 Include multi-sectoral child protection accountabilities within the Parliamentary Social Cluster Portfolio Committee oversight function.	A national oversight and accountability mechanism is in place and actively ensuring compliance with child protection commitments	a. MOSD PS liaise with other key ministries to clarify & agree on process.	Parliamentary Social Cluster Portfolio Committee incorporates child protection responsibilities into function as multisectoral accountability				MOSD	MOJCS & other key ministries
		b. Approach Parliamentary Social Cluster Portfolio Committee for inclusion of proposed child protection oversight function.						
		c. Support key ministries to include child protection-specific observations in annual reports to PSCPC.						
1.2.2 Include core child protection responsibilities	Child protection accountabilities included in all	a. Include core child protection competencies into job	All MOSD job descriptions & performance agreements				MOSD	MOJCS, MOP, MOET, MOH,

within job descriptions at Director and at service provision levels in all key child protection sectors.	management & operational job descriptions and are being reviewed at least annually in performance management processes	descriptions and performance agreements, within MOSD's organisational development process.	specify child protection responsibilities.					MOLE, MOHA, MOLGC
	100% of CSOs and 50% ministries with child protection roles have child safeguarding policies & action plans in place	b. Deliver child safeguarding development workshop to national CP coordinating body members.	Participating members have developed a child safeguarding action plan				MOSD	CSOs working directly with children, MOP, MOET, MOJCS, MoLaw, MOH, MOLE
		c. Support roll-out of child safeguarding training in at least 50% of national CP coordinating body representative organisations.	Participating organisations have developed an institutional action plan					
		d. Introduce child safeguarding policies into participating organisations.	At least 50% of those participating have finalised a child safeguarding plan					

Strategic objective 2	2. By 2019, effective mechanisms at community council, district and national level will deliver coordinated planning, delivery and monitoring of child protection actions in Lesotho.
Intermediate objectives	2.1 By 2019, establish an effective coordination mechanism that operates at community council, district and national level and that has the mandate to convene all key child protection actors from government and civil society.
	2.2 By 2019, establish a functional child protection Information Management System within the Ministry of Social Development with MOSD.
	2.3 By 2019, ensure that all key stakeholders involved in the child protection workforce have enhanced capacities, through establishment of core competencies and standard performance indicators.
	2.4 By 2019, promote increased investment in child protection activities within government budget and ensure that child protection is reflected in the next National Social Development Plan 2017/8 – 2021/22

Activity	Outcome results (to be quantified at start of activity where currently not available)	Sub-activity	Objectively verifiable indicator	Implementation period			Lead agency	Collaborating agency
				2014/5	2015/6	2016/7		
IO 2.1 By 2019, effective mechanisms at community council, district and national level will deliver coordinated planning, delivery and monitoring of child protection actions in Lesotho.								
2.1.1 Establish a national coordinating mechanism that has		a. Hold NOCC TOR review meeting, including key	Child protection, Vulnerable Children				MOSD	

a statutory mandate, secretariat, terms of reference and accountability for coordinating child protection actions in Lesotho. ³	National multisectoral coordinating body meets regularly with quorum	children's stakeholders and MOSD policy representatives to agree on optimal modalities for coordinating vulnerable child response and child protection response, harmonised with social protection coordination mechanism.	coordination mechanisms approved				NOCC members ⁴
		b. Incorporate revised TOR & mandate into MOSD organogram.	MOSD organogram reflects vulnerable children / child protection / social protection coordination modalities				
		c. Submit regular reports on child protection to Parliamentary Social Cluster Portfolio Committee. ⁵					
2.1.2 Establish a civil society child protection coordinating mechanism that is accountable for coordination of CSO child protection actions and advocacy.	All civil society organisations working on child protection participate in a recognised CSO child protection coordinating body	a. Establish a civil society child protection coordinating mechanism that is accountable for coordination of CSO child protection actions and advocacy.	CSO child protection coordination mechanism established has TOR and meets regularly.			LCN & Sentebale	CSOs and FBOs
2.1.3 Support existing DCPTS and establish Community Council Child Protection Teams to implement	At least 50% of CCPTs produce & report on locally developed annual plans	a. Review & revise TOR for DCPTs and CCPTs linked to 2.1.1.a.	At least 50% of CCs have CCPT ⁶			MOSD	MOLGC, MSH, CSOs providing DCPT / CCPT

³ Referred to as 'National Child Protection Coordinating Committee' (NCPCC) in this strategy, pending agreement on name.

⁴ Requires review of membership; suggest that includes *at least* MOJCS/MOET/MOH/MOHA/MOP; lead CSO organisations & networks; development partners; 1 media representative & 1 private sector representative e.g., Lesotho Vodacom or equivalent.

⁵ Decision required whether recognition in Social Cluster sub-committee or act of parliament.

⁶ The actual name of this committee to be defined, depending on relationship with other CC-level coordination mechanisms; to be agreed between MOSD and MOLGC.

their coordinating and oversight roles.		b. Roll out TOR to all DCPTs, with bi-annual in-service training on child protection awareness & planning					support on child protection
		c. Conduct training workshops for Community Councils on CP role – (25% each year)					
		d. Conduct quarterly in-service information updates for CCPTs & DCPTs					
IO 2.2 By 2019, establish a functional child protection Information Management System within the Ministry of Social Development with MOSD and develop the capacity of MOSD to manage it							
2.2.1 Establish a National Child Protection Index of core indicators, agreed by all ministries with a core role in child protection; and, by 2019, ensure that the national, district and community council child protection teams/coordinating mechanisms are planning and reporting against this Index.	A national set of manageable and limited number of core child protection indicators are included in all relevant monitoring systems and baseline is available for at least 75% of these indicators.	a. Convene working group of all actors supporting MOSD M&E capacity building, to identify and integrate core child protection indicators into relevant TOR. ⁷	MOSD M&E Unit assessments & capacity building plans include child protection components				MOSD UNICEF, MSH, USAID, key CSOs involved in M&E, BOS
		b. Review child protection core indicators within Social Protection strategy proposed M&E system (NISSA) & agree on core indicators	NISSA includes small set of feasible child protection indicators				
		c. Develop monitoring tool for child-led community dialogues, to develop & then apply core child protection indicators (see activity 1.1.1)	All DCPTs and at least 50% of CCPTs using simple child protection monitoring tools				
		d. Train DCPTs & CCPTs (including ministry representatives) on gathering & reporting key data					
2.2.2 Conduct national study on violence and children to establish	Robust evidence on violence against children	a. Commission national study on violence against children.	Nationally representative				MOSD

⁷ This should be an integral part of current initiatives - UNICEF-funded diagnostic exercise of MOSD M&E functions; MSH-supported review of district reporting tools; SADC-supported OVCY M&E assessment.

baseline evidence of scale, scope and nature of children's experience of violence and existing or potential preventive mechanisms.	informing national & local strategies & plans.	b. Conduct national study, focusing on gathering primary data of sufficient scale to generate baseline for programming.	baseline data on violence against children 0-17 years available & informing national plans				UNICEF, USAID, CSOs, UNFPA, MOH, MGYSR, MOP
		c. Disseminate findings, with focus on integration into child protection, education, IECCD and HIV programmes.					
2.2.3 Conduct national study on children without adequate care to establish baseline evidence of scale, scope and nature of children's experience of being without adequate care and of alternative care, to inform future alternative care programming	Robust evidence on children in alternative care available and informing national & local strategies & plans.	a. Commission national research on situation of children without adequate care, with intention of designing appropriate kinship and foster care support (can be combined with 3.2.1).	Nationally representative baseline data on children without adequate care available & informing alternative care plans				MOSD UNICEF, CSOs, MPO, MOLCA
		b. Conduct national study, focusing on gathering primary data of sufficient scale to generate baseline for programming.					
		c. Disseminate findings, with focus on MOSD and CSO stakeholders working on family-based and alternative care (post 2017).					
IO 2.3 By 2019, ensure that all key stakeholders involved in the child protection workforce have enhanced capacities, through establishment of core competencies and standard performance indicators.							
2.3.1 Include pre-service and in-service training on CPWA and its application, especially referral mechanisms, for all key members of the social service workforce with a role in child protection.	At least 25% of statutory sector staff working with children on child protection issues have received in-service or pre-service training on child protection and are able to identify at least 75% of their core responsibilities post-training.	a. Commission consultant to design core child protection curriculum, identifying minimum key training components (and building on existing tools e.g., REPSSI SSDL, social work training).	Core child protection curriculum designed & piloted				MOSD MOPS, Council of Higher Education, CSOs, REPSSI, UoL
		b. Pilot child protection curriculum in one training					

		institute and one CSO training process.						
		c. Define and build core CP competencies into in-service CPWA training for MOSD, MOJCS and MOP.						
		d. Accredite child protection curriculum (post 2017).						
		e. Develop implementation plan for adoption of training programme by key training institutions – social work, police, judiciary, CSOs (post 2017).						
2.3.2 Include core child protection competencies in job descriptions of MOSD social and auxiliary social workers, probation officers, CGPU officers and CSO staff with dedicated child protection mandates and those with supervision and oversight responsibilities.		a. Review JHPIEGO-supported social service workforce analysis through child protection lens.	All ASW, SW and supervisor in MOSD and CSOs where employed have key CP responsibilities in job descriptions and performance agreements.				MOSD	MOSD HR department, MOJCS, and social services workforce training actors, REPSSI, CSO (coordinated through CSO coordinating mechanism)
	b. Define core child protection competencies and incorporate in ASW job descriptions.							
	c. Sensitise existing staff to revised job description.							
	d. Define and roll out core child protection competencies for CSOs and FBOs, aligning with MOSD social worker & ASW competencies.							
IO 2.4 By 2019, promoted increased investment in child protection activities within government budget and ensure that child protection is reflected in the next National Social Development Plan 2017/8 – 2021/22.								
2.4.1 Build an investment case for recognition of the social and economic impacts of child protection within the next National Social Development Plan 2017/8 – 2021/22 and implement an accompanying advocacy plan.	% increase in state budget allocated to child protection activities by 2019	a. Develop an evidence-based advocacy strategy to encourage government, donors and development partners to invest more in child protection through a child protection investment case working group	Advocacy strategy finalised & disseminated through national CP coordination mechanism.				MOSD	NOCC Investment case working group members, MOF, Parliamentary Social Cluster Portfolio Committee

		b. Advocate through Parliamentary Social Cluster Portfolio and with MOF for an increase in human resource capacity for core child protection responsibilities within MOSD, MOJCS and MOP.						
		c. Track children's budget on annual basis. (post 2017)	Annual children's budget breakdown available					

Strategic objective 3	3. By 2019, there will be increased national coverage and quality of services that strengthen family and community capacity to protect children and provide a timely and accountable response to child protection violations.
Intermediate objectives	3.1 By 2019, strengthen family strengthening interventions for families where children are at risk of child protection violations in at least five districts by 2019.
	3.2 By 2019, implement the alternative care components of the CPWA of 2011 to scale up support for children without adequate parental care.
	3.3 By 2019, design, pilot and scale up a child protection reporting and case management process.
	3.4 By 2019, establish a national restorative justice process with community-based diversion and rehabilitation implemented in at least half of all community councils.

Activity	Outcome results (to be quantified at start of activity where currently not available)	Sub-activity	Objectively verifiable indicator	Implementation period			Lead agency	Collaborating agency
				2014/5	2015/6	2016/7		
IO 3.1 Strengthen family strengthening interventions for families where children are at risk of child protection violations in at least five districts by 2019.								
3.1.1 Pilot and roll out three family-strengthening models ⁸ of care with the objective of reducing specific child protection violations and support families providing kinship or foster care.	At least 1,000 households in which children are at risk of child protection violations receiving family strengthening interventions that are monitoring impact of intervention on reduced risk.	a. Conduct a rapid inventory of NSPVC and social protection activities that, directly or indirectly, seek to reduce child protection violations (abuse, violence, exploitation, neglect); review intended outcomes and existing monitoring results	Baseline data available on child protection expected results in current family-strengthening activities.				MOSD	CSOs, MOP, MOET
		b. Based on inventory, develop criteria and monitoring indicators for family-strengthening activities that might reduce child protection violations.						
		c. Conduct dissemination and planning workshop to enable CSOs working on family-based care to adapt existing interventions to include and monitor improvements in child protection.	At least 3 family-strengthening interventions monitoring child protection impacts					

⁸ Referred to as early intervention programmes in costed CPWA implementation plan.

3.1.2 Pilot and roll out three interventions whose objective is to reduce violence against children. ⁹	Reduction in violence against children by x% (baseline to be determined; likely to be achieved post-2019)	a. Conduct a rapid inventory of existing school-based, CBO and FBO activities seeking to reduce violence against children e.g., through child-friendly schools, campaigns against early marriage, work with street-involved children, disability rights programmes; review intended outcomes and existing monitoring results.	At least 3 community interventions addressing violence against children and monitoring impact			MOSD	MOGYSR, UNICEF, UNFPA, MOH, CBOs, FBOs
		b. Based on findings from violence study (activity 2.2.2., b), design core criteria for violence prevention.					
		c. Disseminate key lessons for integration into existing programmes.					
		d. Seed fund 3 models of violence prevention fitting criteria (post 2017)					
IO 3.2 By 2019, implement the alternative care components of the CPWA of 2011 to scale up support for children without adequate parental care.							
3.2.1 Pilot and roll out a national formal foster care programme.	A national formal foster care programme is designed, with at least 30 children in formal foster care by 2019.	a. Commission a consultancy to assist in design of alternative care programming and provide technical guidance on piloting formal foster care (can be combined with 2.2.3)	Recommendations endorsed			MOSD	MOP, MOJCS, MOLCA, CSOs, UNICEF
		b. Train statutory child protection staff (social workers, assistant social workers, police, magistrates) in alternative care placements, including training on foster care.	At least 2 social workers, 2 police & 1 magistrate trained in each DCPT, with all partner CSOs active in district				
		c. Train CSOs that are currently, or intending to working on alternative care, on foster care promotion.					
		d. Pilot and evaluate foster care guidelines.		Foster care guidelines piloted in 1 district & adapted			

⁹ Referred to as early intervention programmes in costed CPWA implementation plan.

		e. Train at least 30 foster care families by 2016	30 foster care families trained					
		f. Design and deliver foster care sensitisation and recruitment campaign through CCPTs (post 2017)	At least 25% CCPTs reached with sensitization programme by 2019					
3.2.2 By 2019, develop alternative care framework for Lesotho, based on CPWA and UN Guidelines on Alternative Care (can be combined with 2.2.3).	All children entering alternative care have placement orders, case files and have a permanency plan within 6 months of entering alternative care.	a. Establish a referral network of emergency care placement availability, based on existing resource availability.	List of emergency care placements available, disseminated and regularly updated				MOSD	MOJCS, MOP, MOH, CSOs, MOSD Social Protection & Community Development Depts
		b. Disseminate emergency care referral network details to DCPTs, CCPTs and community development actors.						
		c. Review and update current foster care, adoption & residential care guidelines, where required (can be combined with 2.2.3) and disseminated.	Revised guidelines approved & disseminated					
		d. Conduct regular institutional care oversight inspections.	Residential care actions in CPWA implementation plan implemented					
		e. Establish Central Adoptions Authority, as per CPWA implementation plan conforming to Hague Convention, for independent review of international adoptions.	CAA established & meeting bi-annually.					
		f. Mobilise for domestic adoption through foster care sensitisation campaign (see Activity 3.2.2) (post 2017)						
IO 3.3 By 2019, design, pilot and scale up a child protection reporting and case management process.								
3.3.1 Develop a child protection referral and case management	75% of children who are reported to the authorities as in need of protection	a. Establish multisectoral working group, comprising all key actors in referral process including civil society.	Case management guidelines and tools				MOSD	MOP/CGPU, MOJCS, MOLCA, CSOs

mechanism, to be managed by MOSD Department of Child Protection Services.	and welfare have a case file that is being actively managed through a case management system.	b. Review current referral processes, identifying key bottlenecks; ¹⁰ review regional examples of child protection case management processes by working group members & supporting agencies.	developed through multi-sectoral consultation District SW managing case management process in all districts					
		c. Develop draft child protection case management guidelines.						
		d. Pilot guidelines in 3 sites.						
		e. Revise & finalise case management system guidelines.						
		f. Roll out child protection case management process, managed by district-level MOSD (post 2017)						
3.3.2 Ensure that Child Helpline is fully functional and operating nationally	Child Helpline operating with accessible hours, 7 days per week.	a. Assist in development of Child Helpline operational plan for 2014-17.	Child Helpline annual plan and budget reviewed by MOSD; 2 staff members employed by MOSD working on Child Helpline.				MOSD	Lesotho Save the Children
		b. Integrate core technical and/or financial support for Child Helpline into MOSD annual plan for 2015/6.						
3.3.3 Support CGPU capacity to play central role in case management functions.	Police officers at every police station trained in case management procedures; MOP strategy includes child protection components.	a. Commission functional capacity review for Ministry of Police in relation to child protection.	MOP functional capacity review on child protection completed; recommendations are translated into MOP child protection action plan.				MOP	MOSD, MOJCS, MOLCA
IO 3.4 By 2019, establish a national restorative justice process with community-based diversion and rehabilitation implemented in at least half of all community councils.								
3.4.1 Establish Village Child Justice Committees in 44 community councils	Reduction in referral to courts by 50% of juvenile cases	a. Roll out training of VCJCs to additional 14 community councils (in addition to 28 already established)	42 VCJCs trained in CPWA and restorative justice.				MOJCS	MOP, MOJCS, CSOs
		b. Facilitate annual review of all VCJCs, including peer exchange visits etc., linked to CCPT and DCPT review and support mechanisms.	Annual reports received by DCPTs from 42 VCJCs					

¹⁰ Note that, although a referral mechanism exists on paper, in practice it has been found to be insufficiently robust and reporting procedures are not applied.

3.4.2 Promote community-based diversion and rehabilitation programmes for children in conflict with the law and/or family reintegration from institutional care	At least (number to be defined from baseline) children receiving reintegration / family reunification support by 2019	a. Provide basic legal rights and training to CSOs who are already planning to provide community-based family strengthening activities.	At least 3 community interventions addressing violence against children and monitoring impact				MOJCS	MOSD, MOP, CBOs, MOGYSR
		b. Support pilot programmes in at least 3 districts to reintegrate / rehabilitate children, documenting and sharing lessons learned.						

5. Management considerations

The National Multisectoral Child Protection Strategy 2014/5 – 2018/9 includes an institutional framework. The following considerations are emphasised:

a. Coordination of MOSD strategies

The MOSD is a new ministry and is coordinating the development of its own social development strategy, as well as coordinating several exciting but challenging new strategies, most notably the implementation of the Children's Protection and Welfare Act of 2011 along with the Ministry of Justice and Correction Service and the development of the National Social Protection Strategy.

The actions proposed in the Strategy must complement and enhance other MOSD priorities, whilst ensuring that there is sufficient focus on child protection to generate the evidence and quality programming needed in this area. Therefore, it is recommended that the Departments of Planning, Child Protection, Social Protection and (when established) Community Development are in regular communication so that the strategies can align. In places, this Strategy notes that activities may be adapted once the National Social Protection Strategy is finalised. In other areas, and particularly with regard to activities at Community Council level, it is important to ensure a streamlined response.

b. Investment in multi-sectoral collaboration and coordination

This Strategy is multi-sectoral. Currently, the National Strategic Plan on Vulnerable Children is coordinated by the MOSD, with donor funding for two full-time posts to implement this coordination. Whilst the strategy recommends a revision to current national coordination mechanisms, it will be essential that there is a minimum of one full-time post to coordinate the additional child protection-related work. This multisectoral coordination should become integrated into the MOSD core budget. One post has been included in the core budget of this Strategy.

c. Monitoring and evaluation

This Strategy has been developed with very limited baseline data on children's experiences of child protection. Furthermore, there is currently a weak referral and reporting mechanism to monitor the support provided to children in need of protection and care or in contact with the law. It has therefore not been possible to develop a robust set of outcome indicators that demonstrate results for children.

The MOSD Monitoring and Evaluation Unit currently has very limited capacity for new work, with limited staff and an already heavy work load in relation to the development of NISSA, amongst the other tasks that a new Ministry faces. This Strategy has taken the decision to keep the focus on monitoring and evaluation of the Strategy as simple as possible, whilst baseline data is being gathered.

The three priority areas for monitoring are to:

- i. Gather primary data on the scale and scope of violence against children and children in need of alternative care, to be gathered through two proposed research activities;
- ii. Develop a few core child-generated child protection priority areas, through a child-led advocacy and sensitization campaign, for gradual inclusion in plans and programmes.
- iii. Develop a child protection case management system¹¹ that would ensure that every child in contact with the law or in need of protection and care can be supported through the social welfare, justice, health and other systems.

¹¹ A child protection case management system is not the same as the Child Grant Programme case management process, which does not include active tracking of the child's wellbeing. It is a specialist tool that builds on the planned community referral mechanism for identifying vulnerable children but actively tracks the individual child's progress through the child protection system.

6. Budget

The overall budget is presented below. A more detailed budget is available as a separate, accompanying document.

The budget outlines the costs required to *establish* a child protection system. It does not cover running costs for preventive or response services, with the exception of oversight of residential institutions and Child Helpline. These costs have been included because they are additional to the current planned services being provided by those working on child protection. The assumption is that current or planned running costs remain the same, but that interventions are done differently – in a more coordinated and systematic way.

This budget does not cover existing staff budget allocations, other than one full-time coordinator. The assumption is that services are implemented by existing staff. As the child protection system becomes more comprehensive, more services are required. However, this costing will need to be done in a more rigorous way once pilot initiatives and programmes are underway.

All costs are based on assumptions and figures used in the CPWA costed implementation plan, finalised in May 2014.¹²

Summary budget (Maloti)				
	2014/5	2015/6	2016/7	TOTAL
Strategic objective 1: Advocacy	352,397	125,606	238,300	716,303
<i>IO 1.1: Leadership commitments</i>	352,397	75,364	79,433	507,194
<i>IO 1.2: Established oversight mechanisms.</i>	-	50,242	158,867	209,109
Strategic Objective 2: Coordination, planning, delivery, monitoring	-	1,723,230	548,359	2,088,054
<i>IO 2.1 : Establish effective coordination mechanism at community, district, national level</i>	-	89,355	94,180	-
<i>IO 2.2: Functional CPMIS</i>	-	1,528,275	75,628	1,603,903
<i>IO 2.3 Enhanced workforce capacities, through establishment of core competencies and standard performance indicators</i>	-	105,600	378,551	484,151
<i>IO 2.4 Increased investment in child protection</i>	-	-	-	-
Strategic Objective 3: Enhancing quality and coverage of services	2,123,270	3,966,788	5,351,065	11,441,123
<i>IO 3.1: Strengthen family strengthening interventions</i>	-	190,109	-	190,109
<i>IO 3.2: Implement CPWA alternative care components</i>	92,500	643,162	2,316,789	3,052,451
<i>IO 3.3: Child protection reporting and case management</i>	2,030,770	2,883,693	2,666,733	7,581,197
<i>IO 3.4: Restorative justice</i>	-	249,823	367,543	617,366
Human resource costs	145,428	153,572	161,865	460,865
TOTAL	2,621,095	5,969,195	6,299,588	14,706,344

The budget in US dollars is as follows:

Summary budget (US\$)				
	2014/5	2015/6	2016/7	TOTAL
Strategic objective 1: Advocacy	33,562	11,962	22,695	68,219

¹² Cornerstone Economics Research (May 2014) *Costing the Children's Protection and Welfare Act, 2011 of Lesotho*.

Strategic Objective 2: Coordination, planning, delivery, monitoring	-	164,117	52,225	216,342
Strategic Objective 3: Enhancing quality and coverage of services	202,216	377,789	509,625	1,089,631
Human resource costs	13,850	14,626	15,416	43,892
TOTAL	249,628	568,495	599,961	1,418,084

The grand total – just under M15 million – is a relatively small amount of Lesotho’s current expenditure on children needing protection and care and children in contact with the law. The total is less than one third of 1% of government’s total budgeted expenditure.

Analysis for the Costed Implementation Plan of the CPWA (May 2014) estimates that the Government of Lesotho spent M28.4 million on services to children envisaged by the CPWA in 2012. To place this in perspective, this is about 0.32% of the Government of Lesotho’s total budgeted expenditure of M8 749 million.¹³ Within this amount, less was spent on protecting and assisting vulnerable children (M13.9 million) than on the very small number of children in conflict with the law (M14.5).¹⁴ The analysis in the CPWA costing highlights the current need for a significantly greater investment in prevention and protection.

This budget also highlights the relatively small amount of investment required to reduce the incalculable burden of violence and abuse, exploitation and neglect against children.

¹³ IMF, Kingdom of Lesotho Country Report No. 13/294, September 2013. accessed on <http://www.imf.org/external/pubs/ft/scr/2013/cr13294.pdf> 17 May 2014.

¹⁴ Based on the amounts for MOSD Children’s Services and amount for the Master of the High Court.



Ministry of Social Development

