



National Social Protection Implementation Plan

2015-2020



The Government of The Gambia



unicef 

1. Introduction

The Social Protection Implementation Plan 2015-2020 (IP) accompanies the National Social Protection Policy 2015-2025 (NSPP) in The Gambia. It is built on the strategic objectives of the NSPP and defines a set of activities to guide the implementation of the NSPP. Possible areas for immediate action covered by the IP include progressive expansion of coverage through new and existing schemes, strengthening leadership and coordination, monitoring and evaluation and financial arrangements. The plan is intended to facilitate discussions between key social protection stakeholders on how to prioritize, design, and fund next steps for effective implementation of the NSPP. It also ensures that support from development partners (DPs) and civil society organizations is aligned and harmonized with the government's policy.

The activities of the SPIP are defined across four implementation areas/goals:

- 1) Establish and strengthen the NSPP leadership, coordination and implementation mechanisms
- 2) Increase coverage of social protection policies and programs to meet the NSPP objectives
- 3) Strengthen social protection system for the effective planning, delivery and monitoring of social protection programs
- 4) Develop a sustainable financing strategy and mechanism to fund the implementation of the NSPP and specific programs

For each implementation area, the operational details are set out in a matrix, which describes specific activities for achieving each outcome, the responsible lead agency, the timeline for each activity and the indicative budget. The matrix is envisaged to be up-dated on an annual basis by the Social Protection Leadership and Coordination Group (SPLCG). Relevant line ministries should complement the IP by producing detailed annual action plans.

2. National Social Protection Policy Framework

The long-term vision of the NSPP is to: *“establish by 2035 an inclusive, integrated and comprehensive social protection system that will effectively protect, prevent, promote and transform the lives of all poor and vulnerable groups in The Gambia and contribute to broader human development, greater economic productivity and inclusive growth.”*

To move towards this long-term vision we will gradually modernize the social protection sector and take the steps to broaden the coverage of social protection to those in need of government support, ensuring that selection processes prioritise the inclusion of the poorest and most vulnerable individuals and households.

In the short and medium term, the goal for the NSPP is to: *“begin to reform the national social protection system by ensuring more efficient and effective use of resources, strengthened management and administrative systems, and progress towards a more inclusive form of social protection that makes basic income and social services available to the poorest and most vulnerable people of The Gambia”.*

To achieve this goal, over the next five years, the NSPP will focus on:

- *Addressing gaps in coverage and better aligning programmes* to meet the varied needs of the population;
- *Introducing new* cash transfer and livelihood promotion schemes and *scaling-up* ongoing proven interventions in urban and rural settings;
- Ensuring that programmes put in place: a) *provide long-term support* for the most vulnerable; b) *provide a safety net* for the poor, should they need it on a temporary basis; and c) *facilitate graduation* from social protection for those who are able;
- *Providing guidance to reduce system fragmentation* and increase coordination of interventions;
- *Identifying and creating fiscal space* for the sustainable (long-term and predictable) financing of social protection and allocate specific budget for social protection;

The Implementation Plan is meant to practically guide a shift in the design and practice of social protection from the fragmented, uncoordinated, under-financed system that currently exists in The Gambia to a more harmonized, integrated and sustainable approach.

3. Overview of the implementation plan

This section provides a brief overview of the four main implementation areas that the IP is focused on, followed by operational details described in a matrix (see section 4).

Implementation Area 1: Establish and strengthen the NSPP leadership, coordination and implementation mechanisms

Strong leadership and coordination are vital elements in spearheading social protection reforms in The Gambia. The NSPP defines leadership and coordination institutions, which will drive the implementation of the NSPP and sustain reforms in the social protection sector. At the national level the Social Protection Leadership and Coordination Unit (SPLCU) is comprised of the following institutions/mechanisms:

- **The Policy Analysis Unit (PAU)** within the Office of The President is mandated as a high-level agency meant to oversee the coordination of the development of a robust social protection system and lead implementation of the NSPP;
- **The National Social Protection Steering Committee (NSPSC)** will be responsible for matters of policy advocacy and resource mobilization, as well as oversight and accountability with regard to implementation of social protection programs in The Gambia;
- **The National Social Protection Secretariat (NSPS)** is mandated as an executive arm of the SPLCU and is responsible for coordinating and monitoring the implementation of the NSPP and IP;
- **Technical Work Teams (TWT)** will be established in line with the NSPP's key thematic and programme areas. TWTs will be responsible for providing technical guidance, support and implementation of specific policies and programs;

- **Support units (SU)** for effective development, implementation and monitoring of the NSPP will be established including MIS, M&E, Capacity Building and Finance and Administration.

The SPLCU will be responsible for coordination and delivery of the activities under this work plan. Thus, strengthening the institutional capacity of the SPLCU to undertake the coordination of the SPIP effectively is a priority in the short-term. This will ensure that the IP is well implemented with activities delivered on time and budget (see section 4.1 for details).

Implementation Area 2: Increase coverage of social protection policies and programs to meet the NSPP objectives

The NSPP sets out specific policy objectives and programmatic strategies for the next five years (2015-2020) as a means of achieving the NSPP vision (refer to Table 1). The first step to achieving concrete results in the objectives is to identify the key priority programs of the NSPP and the sustainability of funding. This process needs to be effectively linked to the official government–development partner dialogue through the NSPSC and technical working groups (TWGs). Once the priority interventions are identified, the next priority will be to undertake technical design and costing of new programmatic instruments/programs as well as explore feasible ways to scale-up existing ones. The NSPS will coordinate these activities with the involvement of line ministries and development partners.

The NSPP identifies several possible new interventions (cash transfers, public work schemes, health financing policy etc.) to achieve results in objectives 1-4. Additionally, scaling-up existing interventions in the health (fee waivers, nutritional supplements) and education sectors (e.g. school-feeding and scholarships) is also envisaged as next steps to achieve results in objectives 1-3. Elaboration of the technical design of new and scaled-up interventions will need to include detailed specification of the program’s objectives (SMART) and the approach to be taken to achieve the objectives. Technical program design will include definition of eligibility criteria, size of benefits, targeting, delivery mechanisms, implementation and M&E arrangements. Implementation of the specific social protection programs will be the responsibility of involved ministries and decentralized government institutions, while the NSPS will prepare operational guidelines for establishing common objectives, targeting, M&E and reporting systems (see section 4.2 for details).

NSPP Strategic Objectives	Medium-term Programmatic Options
<i>Objective 1: Support the extreme poor and other vulnerable groups in attaining an improved standard of living and enhanced human development by providing predictable, long-term income support and access to basic social services.</i>	<ul style="list-style-type: none"> ▪ Cash transfer scheme* ▪ School-feeding scheme ▪ Supplementary nutritional support ▪ Health fee waivers ▪ Education scholarships ▪ Social welfare services ▪ Anti-discrimination legislation ▪ Legal services ▪ Social development campaigns ▪ Public childcare arrangements
<i>Objective 2: Address seasonal un- and underemployment and provide livelihood opportunities and labour capacity for the poorest and most vulnerable groups to allow them to escape extreme poverty.</i>	<ul style="list-style-type: none"> ▪ Public Works Program* ▪ Complementary skills development program ▪ Complementary financial support ▪ Agricultural inputs and training support ▪ Basic life skills including financial literacy program ▪ Climate-smart enterprise development support*

<p><i>Objective 3: Support the poor and vulnerable during times of shock thorough the provision of safety nets and insurance mechanisms to</i></p>	<ul style="list-style-type: none"> ▪ Social security schemes for formal sector ▪ Social security schemes for informal sector* ▪ Adoption of a national minimum wage* ▪ Strengthened labour standards
<p><i>safeguard them against deprivation and vulnerability to poverty.</i></p>	<ul style="list-style-type: none"> ▪ Childcare services* ▪ Early warning system ▪ ‘Lean safety nets’* ▪ Grain reserve
<p><i>Objective 4: Strengthen synergies between the formal social protection system and informal social protection structures and mechanisms in order to ensure that traditional forms of support continue to play their vital social protection role at the community level.</i></p>	<ul style="list-style-type: none"> ▪ Institutionalize Zakat* ▪ Linking beneficiaries of social transfers with rotating savings schemes, such as Osusu ▪ Training in financial literacy and bookkeeping

* denotes new interventions

Implementation Area 3: Strengthen social protection system for the effective planning, delivery and monitoring of social protection programs

The urgent focus of the NSPP is to strengthen systems in order to make programs more efficient and effective. We will develop a robust administrative system to facilitate evidence-based policy decisions, coherent program design, management, and monitoring and evaluation arrangements. The first phase of the NSPP will focus on addressing system fragmentation. By addressing fragmentation and ensuring better coordination across actors and programs, we hope to achieve better leverage of resources, enhanced value for money, and stronger final outcomes in the delivery of social protection benefits.

Outcome 3.1: Integrated Management Information System (MIS) established with a functional single registry

As stated in the NSPP, it is vital to strengthen the management of information and knowledge on the social protection so that relevant and updated information can be shared among stakeholders. Over a period of two years, we hope to establish a common information-sharing platform among key agencies involved in the implementation of the NSPP. As a priority action, we will scope, design and build the MIS to ensure it is fully operational in two years. Electronic single registry system that records all households and individuals enrolled in social protection programs in The Gambia will also be established, as part of the MIS. These systems need to be comprehensive, yet simple, in order to ensure that information is shared effectively across different governmental levels. In order to ensure greater transparency and better targeting of social protection schemes, it will be also necessary to assess the scope for adopting a standardized and harmonized system to identify and target eligible individuals and households (see section 4.3 for details).

Outcome 3.2: Increased awareness across The Gambia of impacts and benefits from national social protection programs and lessons learnt

Effective communication is central to coordination and better knowledge management will improve linkages and information flows among stakeholders. In addition to collection and management of information, efforts will be placed on ensuring effective generation and

Dissemination of knowledge products and services to inform policy-making and implementation of the NSPP. It will be critical to undertake policy analysis on social protection and its various aspects. This would require strengthening the capacity of The Government to undertake its own analytical and policy work on social protection, while development partners can contribute to this agenda.

It is also important to ensure that knowledge and evidence generated through this analytical work and impact evaluations is regularly disseminated to stakeholders, including policy advocacy campaigns, to raise awareness and sustain the commitment to social protection reforms. Special support unit will be established within the SPLCU tasked to develop policy research strategy and various knowledge products and communication materials. The SPLCU will act as a social protection policy champion to raise the visibility of social protection in the government's work and broader society. A comprehensive communication strategy will be developed to sensitize and solicit the support of relevant stakeholders and the general public, for the implementation of the NSPP. To ensure effective dissemination of information and knowledge products, a web-based platform is urgently needed with regularly updated information that is easily accessible to both national and sub-national stakeholders (see section 4.3 for details).

[Outcome 3.3: An integrated monitoring and evaluation framework established and informing evidence-based policy and programming decisions, appropriate for The Gambia](#)

As a priority, we will develop a robust monitoring and evaluation system to undertake regular monitoring and rigorous evaluation of programs and to monitor progress towards the delivery of policy objectives. This would include development of an integrated and results-based M&E framework, procedures and tools (2015-2017). The M&E data and evidence will enhance coordination of social protection efforts across government, guide adjustments to current activities, inform the design of new programs and resource management, and inform broader policy decisions and strategic planning. Effective monitoring will rely greatly on the MIS, and these two components must be established and made operational simultaneously.

While the PAU and NSPS will be responsible for overall monitoring, the capacity of other stakeholders at all levels of government will be strengthened in order to undertake regular M&E. The NSPS will be responsible for establishing a detailed organizational and management structure for a national M&E framework with linkages to all social protection programs, while data collection tools and reporting formats will be harmonized into a common reporting format based on this framework. The multi-sectoral reporting framework adopted to monitor progress of the PAGE may inform the development of the NSPP M&E framework. Responsible agencies will provide regular six-monthly reports on progress with all programs set out in the Policy.

To ensure M&E generates a quality evidence base, it is vital to ensure that monitoring, evaluation and learning tools embed age- and gender-disaggregated indicators and outcomes. Food security and nutrition impact indicators, as well as climate-related risk information, should be included in social protection M&E frameworks from the outset, and to the extent possible, in order to understand the degree to which social protection measures are building beneficiaries' resilience to different kinds of risks. Once the CTS and PW programs are established from 2015, a comprehensive impact evaluation will be undertaken to assess their impact and performance, and results of the evaluation will feed back into government policy development and program adjustments. The evaluation will have both quantitative and qualitative components (see section 4.3 for details).

Outcome 3.4: Strengthened capacity of key stakeholders on designing, implementing and monitoring social protection policy and programs

In order to drive forward this important agenda, it will be essential to build our capacity and leadership at all levels of the Government. Once institutional arrangements for the implementation of the NSPP are confirmed we will undertake a capacity assessment of institutions and organizations involved in delivering policy and programs and develop a capacity-building strategy, as well as adequately staff the SPLCU before the activities are launched. Phase 1 will prioritize assistance for the National Social Protection Secretariat in supporting the PAU and National Social Protection Steering Committee with coordination and policy oversight. Then capacity development assessment will be undertaken to determine various technical, HR and financial needs at various levels. This will inform a detailed capacity development strategy (including a human resource development plan) and specific training curricula with detailed costings of activities required to strengthen capacity (see section 4.3 for details).

Implementation Area 4: Develop a sustainable financing strategy and mechanism to fund the implementation of the NSPP and specific programs

In order to ensure critical progress with regard to social protection policy implementation and advancing the reform agenda, we need to:

- Develop costing exercise on social protection interventions and enabling environment for NSPP implementation;
- Allocate a specific budget for social protection;
- Identify and create fiscal space for the sustainable (long-term and predictable) financing of social protection programs.

To achieve these objectives and mobilize funds from government, donor, civil society and private sources for social protection programs, we will develop a resource mobilization strategy (in the first part of 2015) under the leadership of the Ministry of Finance (MoF). This strategy will be based on concrete proposals for social protection interventions as defined in the NSPP, and will also include a strategy for the expansion of fiscal space for social protection programs, including the option to set up **pooled funding** for social protection activities. As a matter of priority, the MoF will organize consultations with key stakeholders to prepare a costing model and determine levels of financing to be committed to fund planned activities and interventions for the next five years (see section 4.4).

4. Operational details of the Implementation Plan

This section describes operational details of the Implementation Plan including specific activities for achieving each outcome, the responsible lead agency, the timeline for each activity and the indicative budget.

4.1 Implementation Area 1: Establish and strengthen the NSPP leadership, coordination and implementation mechanisms

Outcome 1: National and sub-national leadership, coordination and implementation structures established and their capacity strengthened

Activities	Responsibility	Timeline	Budget (USD)
Establish national leadership and co-ordination mechanisms	PAU		
Develop Terms of Reference (ToR) that define roles and responsibilities of the SPLCU members	NSPS, NSPSC	2015	
Set-up units in the following areas: policy analysis, MIS, M&E, capacity development, administration and finance. Define their ToRs, staffing and reporting requirements	NSPS, NSPSC	2015	
Establish Technical Work Teams in accordance with the NSPP Strategic Objectives Define their ToRs, staffing and reporting requirements	NSPS, NSPSC	2015	
Review membership of the NSPSC and hold dialogues with line ministries and development partners to decide whether to expand the membership structure in line with the NSPP objectives	NSPSC	2015	
Identify regular focal persons in line ministries to engage in SP reform agenda	NSPSC	2015	
Undertake a mapping of stakeholders that play a role in social protection; establish a membership list of institutions and persons. Update list regularly	NSPS	Ongoing	
Establish sub-national leadership and co-ordination mechanisms	PAU		
Set-up Social Protection Sub-committees. Define their ToRs, staffing and reporting requirements	NSPS, NSPSC, TAG	2015	
Establish regional secretariats. Define their ToRs, staffing and reporting requirements	NSPS, NSPSC, TAG	2015	
Strengthen capacity of the SPLCU and sub-national coordinating bodies	PAU		
Undertake capacity assessment	NSPS	2015	
Design and implement training course for the SPLCU team on the NSPP	NSPS	2015	
Design and implement training course for the senior staff in the key line ministries on social protection	NSPS	2015	
Design and organize induction training courses for key social protection staff at regional level	NSPS, TAG	2015	
Strengthen management and administration capacity			
Recruit junior technical assistance person to support daily management of the Secretariat	NSPS	2015	
Identify technical assistance and develop ToRs to recruit staff to manage supporting units.	NSPS, NSPSC	2015	

Estimate adequate office space, equipment, and office supply for the Secretariat to ensure smooth function of the SPLCU (e.g. computers, printers, photocopiers etc.)	NSPS, NSPSC	2015-2016	
Ensure SPLCU functions effectively	PAU		
Develop a detailed annual work plan	NSPS	2015	
SPLCU meets every 3 months to oversee the implementation of the NSPP	PAU	Ongoing	
NSPSC meets every month to support and facilitate coordination and delivery of the NSPP; Secretariat to report to the NSPSC on the progress.	NSPSC	Ongoing	
Each technical work team and support unit submits progress report to the NSPS at monthly basis.	TWT, SU	Ongoing	
The monthly, mid-year and annual reports of SPLCU	PAU, NSPS	Ongoing	

4.2. Implementation Area 2: Increase coverage of social protection policies and programs to meet the NSPP objectives

Outcome: Technical design and costing of new programmatic instruments undertaken and implementation and financing plans developed to scale-up the existing interventions

Activities	Responsibility	Timeline	Budget (USD)
Design and begin implementation of the Cash Transfer Scheme	PAU		
Undertake scoping study to design the Cash Transfer Scheme	NSPS, NSPSC	2015	
Develop implementation and financing plan	NSPS, NSPSC	2015	
Develop M&E plan	NSPS, NSPSC	2015	
Pilot the CTS		2015	
Undertake a review of the CTS after 1st year of implementation. Findings to inform a plan to scale-up the intervention with defined targets on an annual basis		2016	
Undertake impact evaluation		2018	
Establish CTS policy, procedures and systems to be able to respond effectively to emergency and shocks during crises		2015	
Design and begin implementation of the Public Work Program			
Undertake scoping study to design the seasonal public work program	NSPS, MoTIE, TAG	2015	
Develop a strategy for linking the public work scheme to complementary services	NSPS, MoTIE, MoA, MoE	2015	

Develop implementation and financing plan	NSPS, MoTIE, MoF	2015	
Develop M&E plan	NSPS, MoTIE	2015	
Pilot the PWP	NSPS, MoTIE, TAG	2015	
Undertake a review of the PWP after 1st year of implementation. Findings to inform a plan to scale-up the intervention with defined targets on an annual basis	NSPS, MoTIE	2016	
Undertake impact evaluation	NSPS, MoTIE	2018	
Implement a gradual scale-up of the program	NSPS, MoTIE	Ongoing	
Explore the feasibility of combining these several components into an integrated livelihood promotion scheme	NSPS, MoTIE, MoE, MoA		
Prepare operational guidelines – common objectives, targeting, M&E and reporting	NSPS, NSPSC	2016	
Establish “Graduation” policy guidelines			
Develop the graduation policy guidelines and have it approved	NSPS, NSPSC with line ministries	2015	
Undertake first round of graduation / exit assessment and report on findings	NSPS, NSPSC with line ministries	2016	
Undertake a study to assess the feasibility of introducing a child grant, old age social pension, and disability grant.	NSPS, NSPSC, MoF	2019	
Strengthen linkages and coordination for social transfers and complementary programs and services			
Conduct a mapping of sectoral priorities and develop the institutional framework to ensure that formal links are established with line ministries	NSPS, NSPSC, Line ministries	2015	
Establish referral services for households enrolled in the social transfer programs to access other government programmes	NSPS, NSPSC, Line ministries	2016	
Scale-up the existing proven interventions	PAU		
Undertake reviews of the ongoing interventions to assess their coverage and performance and gaps: <ul style="list-style-type: none"> ▪ School-feeding programmes ▪ Scholarship schemes ▪ Health fee waivers 	NSPS, NSPSC, Line ministries	2016	

<ul style="list-style-type: none"> ▪ Basic Health Package for pregnant women and children under five ▪ Social welfare services 			
Based on performance reviews develop financing and implementation plan for scaling up these interventions	NSPS, NSPSC, MoF	2017	
Expand the coverage and strengthen delivery of the social security system			
Undertake a review of social security schemes for formal sector employees to ensure sustainability and improve the effectiveness	NSPS, NSPSC, SSHFC	2016	
Undertake a scoping study to assess the potential for extending coverage of social security schemes to the informal sector	NSPS, NSPSC, SSHFC	2016	
Budgetary implications of extending SS to informal sector identified	NSPS, NSPSC, SSHFC, MoF	2016	
Legislation developed (if necessary) and implementation begins	NSPS, NSPSC, SSHFC	2017	
Sensitization campaign for extending SS to informal sector	SSHFC	Ongoing	
Establish national minimum wage			
Legislation approved	NSPS, MoTIE	2016	
Strengthened system of labour inspection	NSPS, MoTIE	2015-2020	
Undertake review after one year of impact of minimum wage legislation	NSPS, MoTIE	2017	
Ensure that programme design and implementation is sensitive to the needs of different target groups			
Prepare guidance note for child-sensitive social protection	NSPS, MoHSW	2016	
Develop operational plan for strengthening synergies between social protection and child protection	NSPS, MoHSW	2016	
Design guidance for gender-sensitive social protection	NSPS, Women Bureau	2016	
Design guidance for HIV-sensitive social protection	NSPS, AIDS Secretariat	2016	
Design guidance for ensuring social protection programming is sensitive to needs of people with disabilities	NSPS, MoHSW	2016	
Undertake research to assess the extent to which special vulnerable groups are benefiting from the programs and understand the reasons behind any challenges	NSPS, NSPSC, line ministries	2016	

Based on the research findings, adjust programs to improve inclusion of special vulnerable groups into SP programs	NSPS, NSPSC, line ministries	2017	
Strengthen social protection support during disaster emergencies and food price shocks			
Undertake a detailed urban vulnerability assessment to assess the type and level of exposure to food insecurity	NSPS, NSPSC	2015	
Set up early warning systems linked to short-term emergency cash and food transfers and nutrition support	NSPSC, DMA	2015-2016	
Develop a standardized minimum package of benefits and services for times of shock	NSPS, NSPSC, DMA	2015	
Undertake a feasibility study to look into establishing crop weather-indexed insurance for vulnerable farmers	NSPS, NSPSC, DMA, MoA	2016	
Strengthen 'health social protection'			
Adopt the Health Financing Policy	NSPS, NSPSC, MoHSW, MoF	2016	
Undertake a feasibility study to establish health insurance schemes	NSPS, NSPSC, MoHSW, SSHFC	2016	
Promote synergies between formal social protection and informal mechanisms			
Undertake scoping study to explore the possibility for institutionalizing faith-based social protection instruments e.g. Zakat	NSPS, NSPSC, Supreme Religious Council	2017	
Establish institutional arrangements	NSPS, NSPSC, Supreme Religious Council	2018	
Conduct a study tour for officials to learn about best practices in institutionalizing Zakat	NSPS	2017	
Undertake a scoping exercise to determine opportunities for promoting the introduction of Cash Transfer and PWP beneficiaries into community Osusu membership, as well as other local rotating savings schemes	NSPS, NSPSC, TAG	2017-2018	

4.3. Implementation Area 3: Strengthen social protection system for the effective planning, delivery and monitoring of social protection programs

Outcome 3.1: Integrated MIS established and made operational

Activities	Responsibility	Timeline	Budget (USD)
Develop Integrated MIS	PAU		
Mandate the institution that will host the MIS and single registry	NSPSC	2015	
Agree on the broad parameters of the MIS, in line with the functions it needs to perform; develop a concept paper for the development of the MIS	NSPS, NSPSC	2015	
Produce ToRs for consultants to undertake design of the MIS; contract out this work	NSPS, NSPSC	2015	
Pilot the MIS and undertake review of its performance	NSPS, NSPSC, TAG	2016	
Made the MIS fully operational	NSPS, NSPSC	2017	
Develop guidance on how to use the MIS	NSPS, NSPSC	2016	
All regional stakeholders regularly access this information	NSPS, NSPSC	Ongoing	
Develop effective and efficient targeting system			
Undertake review of targeting mechanism	NSPS, NSPSC, line ministries, TAG	2015	
Identify and design standardized targeting system	NSPS, NSPSC, line ministries, TAG	2016	
Pilot the new targeting system; assess and update targeting system	NSPS, NSPSC, line ministries, TAG	2017	
Effective appeals and complaints mechanisms introduced into key social protection programmes	NSPS, NSPSC, line ministries, TAG	2015-2016	

Outcome 3.2: Increased awareness across The Gambia of impacts and benefits from national social protection programs and lessons learnt

Activities	Responsibility	Timeline	Budget (USD)
Dissemination of the NSPP			
Editing NSPS and related documents (the background notes, concept notes and other existing papers) and publishing it	NSPS, NSPSC	2015	

Organizing 3rd National Social Protection Forum	NSPS, NSPSC	2015	
Organizing Sub-national Forums	NSPS, NSPSC	2015	
Develop knowledge management component of the NSPP	NSPS, NSPSC	Ongoing	
Develop knowledge management strategy	NSPS, NSPSC	2016	
Develop various knowledge products (e.g. brochures, newsletters, policy briefs, media etc.) on social protection	NSPS, NSPSC	Ongoing	
Design and launch a user-friendly website	NSPS, NSPSC	2015	
Undertake policy analysis on social protection that feeds into policy development			
Develop annual research plans	NSPS, NSPSC	Ongoing	
Undertake policy research	NSPS, NSPSC	Ongoing	
Prepare and publish reports; disseminate reports widely	NSPS, NSPSC	Ongoing	
Develop communication strategy			
Draft concept note and develop communication strategy	NSPS, NSPSC	2015	
Approve communication strategy	PAU	2015	
Communications strategy for social protection designed and implemented	NSPS, NSPSC, TAG	Ongoing	
Annual progress reports	NSPS	Ongoing	

Outcome 3.3: An integrated monitoring and evaluation framework established and informing evidence-based policy and programming decisions, appropriate for The Gambia

Activities	Responsibility	Timeline	Budget (USD)
Develop the “monitoring & evaluation framework for the NSPP	PAU		
Develop logframe for the NSPP	NSPS, NSPSC, line ministries, TAG	2015	
Develop M&E plan for NSPP including agreement on data collection, storing and analysis	NSPS, NSPSC, line ministries, TAG	2015	
Begin monitoring and adjust the framework accordingly	NSPS, NSPSC, line ministries, TAG	2016	

Prepare annual monitoring reports	NSPS, line ministries, TAG	Ongoing	
Undertake evaluation of progress on the NSPP	NSPS, NSPSC	2018	
Ensuring that MIS is regularly updated with M&E data	NSPS, NSPSC, line ministries, TAG	Ongoing	
Comprehensive evaluation undertaken of social protection programs			
Evaluation ToRs prepared and tendered out	NSPS, NSPSC	2018	
Baseline of evaluation undertaken	NSPS, NSPSC	2018	
Final reports produced of evaluation	NSPS, NSPSC	2018	

Outcome 3.4: Strengthened capacity of key stakeholders on designing, implementing and monitoring social protection policy and programs

Activities	Responsibility	Timeline	Budget (USD)
Undertake capacity needs assessment across all levels of government	NSPS, NSPSC	2015	
Develop a capacity building strategy	NSPS, NSPSC	2015	
Develop the training programme on social protection for high ranking/policy makers and officers	NSPS, NSPSC	2016	
Conduct induction training course for programme staff	NSPS, NSPSC	2015	
Develop advanced training modules on MIS	NSPS, NSPSC	2015	
Develop advanced training modules on identification and targeting of beneficiaries	NSPS, NSPSC	2015	
Develop advanced training modules on inclusive programme design and planning	NSPS, NSPSC	2015	
Develop training modules on M&E	NSPS, NSPSC	2015	
Develop training modules on financial management	NSPS, NSPSC	2015	
Provide training as required	NSPS, NSPSC	2016	
Conduct training course evaluation and provide recommendation for improvement	NSPS, NSPSC	2016	
Conduct the follow-up assessment on trainees at their respective institutions	NSPS, NSPSC	Ongoing	

Implementation Area 4: Develop sustainable financing strategy and mechanism to fund the implementation of the NSPP and specific programs

Activities	Responsibility	Timeline	Budget (USD)
Undertake review of financing implications of NSPP and potential sources of funding, and produce financing strategy and resource mobilization plan	NSPSC, MoF	2015	
Develop costing exercise on social protection interventions and enabling environment for NSPP implementation	NSPSC, MoF	2015	
Explore the option to set-up 'social protection pooled funding' mechanism	NSPSC, MoF, line ministries	2016	

