	interventions	
NSAs' capacity to design & utilise M&E tools at project level & appreciate their value (for ongoing management & informing future actions & policy dialogue)	Rising quality of final reports submitted by NEF beneficiaries (based on scoring established at baseline) Evidence of internalisation of M&E lessons learnt & their incorporation in the formulation of subsequent projects – assessed & documented via learning events & discussions	2013 (baseline) plus yearly internal reviews until 2016 (Final Project Review)

OUTPUT 2:

Empowerment and specific needs of excluded groups (especially women) adequately addressed through services delivered by public agencies and Non-State Actors

Activity Result 2.1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID Gender mainstreaming	Start Date: 2012 End Date: 2016
Purpose	*What is the purpose of the activity?* To strengthen the gender policy framework in Mauritius by providing support to the gender cells established within each Ministry, and enhancing the capacity of staff within the Ministry of Gender Equality to provide ongoing assistance. Emphasis will be placed on gender mainstreaming.	
Description	*Planned actions to produce the activity result.* • Clarification of the role of Gender Cells in each ministry (eg. ToR) • Training of staff in Gender Cells on gender awareness, M&E, gender mainstreaming, policy formation, gender budgeting (under Pillar 1 activities) • Strengthening the capacity of staff of Ministry of Gender (ToT) to support other ministries on gender mainstreaming (& to reduce dependency on external assistance) • Roll out of training across Ministries	

Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Gender mainstreaming widely understood and practiced in Mauritius	Records showing that all Gender Cells in Ministries have been trained on their roles – training reports; attendance; participant evaluations	2013
	All Gender Cells active & following action plans formulated during training – progress reports	2014
	No. of other Ministries supported by Ministry of Gender Equality on gender mainstreaming – training records; attendance; participant evaluations	2014 2015

Activity Result 2.2 (Atlas Activity ID)	Short title to be used for Atlas Activity ID Gender policy for Rodrigues	Start Date: 2013 End Date:2016

Purpose	What is the purpose of the activity?
	To assess the current status of women & men in Rodrigues & support the formulation of a Gender policy that meets the specificities of the island. The RRA and other local stakeholders will also be trained to ensure that they have the capacity to implement the policy.
Description	Planned actions to produce the activity result. • Participatory study & mapping of status of women & men in Rodrigues (UN WOMEN TA / RRA) • Drafting of policy & strategy with participation of all stakeholders (public/private/NSA) • Elaboration of a Plan of Action • Training Needs Analysis of all stakeholders to determine capacity requirements to deliver the strategy • Roll out of training

Quality Criteria	Quality Method	Date of Assessment
How/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
Gender strategy formulated for Rodigues & under full implementation Awareness of gender policy	Gender Strategy & Action Plans for Rodrigues formulated & approved by RRA – RRA minutes; press coverage; attendance at fora & workshops to raise awareness; changing perceptions	2013
	No. of RRA & NSA reps trained on roll out of strategy – training records; participant evaluations; no. of roll-out training sessions	2014
	No. of RRA staff & NSAs trained by Commission for Women on the gender policy – training records; participant evaluations	2016

Activity Result 2.3 (Atlas Activity ID)	Short title to be used for Atlas Activity ID GBV in Rodrigues	Start Date: 2013 End Date:2016
Purpose	*What is the purpose of the activity?* To strengthen & improve upon current measures to combat Gender-based Violence in Rodrigues, including the development of a strategy to meet the specificities of the island & building the capacity of stakeholders, leading to improved service delivers.	
Description	*Planned actions to produce the activity result.* - Participatory study & assessment of GBV incidences in Rodrigues - Exchange visit to Mauritius to share experiences - Drafting of strategy with participation of all stakeholders (including participatory workshop) - Elaboration of a Plan of Action - TNA of all stakeholders (including Commission for Women, Police Family Unit & NSAs) to determine capacity requirements to deliver the strategy - ToT - Roll out of training - Establishment of improved services	

Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
GBV strategies developed for Rodrigues & under full implementation	Approval of Strategy to combat GBV in Rodrigues - RRA minutes	2013
	No. of trainers trained on strategy – training reports; participant evaluations	2014
	No. of males & females trained on strategy issues - training reports; participant evaluations	2015
	No. of existing domestic violence services re-designed & new GBV services launched in Rodrigues	2016

Activity Result 2.4 (Atlas Activity ID)	Short title to be used for Atlas Activity ID Political empowerment of women	Start Date: 2013 End Date:2014
Purpose	*What is the purpose of the activity?* To further strengthen the political empowerment of women. This activity will encourage women in Mauritius & Rodrigues to become more active the local & national political spheres	
Description	*Planned actions to produce the activity result.* • Further training of 10 current trainers • Organisation of training workshops in Mauritius & Rodrigues concerning women in politics (with support of UNDP gender-mainstreaming focal point)	

Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
No. & quality of training workshops	10 Trainers trained & roll-out workshops (Mauritius & Rodrigues) – training reports; participant evaluations; action plans emerging from training; follow-up	2013 & 2014
Increase in female MPS & Commissioners	Election results	TBC

Activity Result 2.5 (Atlas Activity ID)	Short title to be used for Atlas Activity ID Training materials for Women in Rodrigues	Start Date: 2013 End Date:2014
Purpose	*What is the purpose of the activity?* To develop contemporary training materials that meet the current needs of women in Rodrigues, and to train trainers on their use to assist the empowerment of women on the island	
Description	*Planned actions to produce the activity result.* • Technical support from Gender Focal Point to HRC & MITD to develop specialised training programmes to empower women • Review & updating of courses currently delivered at women's centres, including life skills (UNWOMEN / RRA) • ToT • Raise awareness of gender issues amongst men & women in Rodrigues	

Quality Criteria	Quality Method	Date of Assessment
How/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
No. & quality of training packages developed	Feedback on training materials - participant evaluations; training records; no. of requests to participate Evidence of use made of training by women – follow-up	2013 2014

Activity Result 2.6 (Atlas Activity ID)	*Short title to be used for Atlas Activity ID* Improve cooperation between RRA & Ministry of Gender Equality	Start Date: 2013 End Date:2016
Purpose	*What is the purpose of the activity?* To develop closer working relationships between the Ministry of Gender and Equality & the RRA's Commisson for Women, in order to improve co-operation & exchange experiences	
Description	*Planned actions to produce the activity result.* • Technical support to facilitate process from UNDP (gender focal point)	
Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
No. of exchange visits (in person days) No. of joint activities	Records & minutes of exchange visits Reports on follow-up actions agrees	2013 - 2016

OUTPUT 3:
New models of service delivery by NSA's successfully tested (e.g. women's empowerment, placement and training and community development)

Activity Result 3.1 (Atlas Activity ID)	*Short title to be used for Atlas Activity ID* Establish Programme Management Unit	Start Date: 2013 End Date: 2016
Purpose	*What is the purpose of the activity?* To establish a Programme Management Unit by recruiting a Project Manager (in Mauritius) & Programme Coordinator (in Rodriues)	
Description	*Planned actions to produce the activity result.* • Recruitment of Project Manager, based within MSIEE in Mauritius • Recruitment of Programme Coordinator, based within EPMU in Rodrigues	
Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Performance of PCU Annual Work Plan targets met	Progress Reports Internal staff appraisals Internal reviews of Annual Work Plans	2013 - 2016

Activity Result 3.2 (Atlas Activity ID)	*Short title to be used for Atlas Activity ID* Pilot projects	Start Date: 2013 End Date: 2016
Purpose	*What is the purpose of the activity?* To identify 2 pilot areas and train multi-disciplinary / multi-agency facilitation teams to support the formulation of participatory *Local Integrated Development Plans.* The process & the plans that emerge will test new ways of delivering services to the poor, & will generate lessons that will inform wider policy issues. A third pilot may be added, should sufficient funds become available.	
Description	*Planned actions to produce the activity result.* • Identification of pilot areas (1 in Mauritius & 1 in Rodrigues) • Identification of stakeholders & partners • Establishment of multi-disciplinary facilitation teams • Assess capacity of public / private / NGO partners to plan & design interventions that address inequality & social exclusion	

- Ongoing on-the-job capacity-building
- Participatory needs appraisal
- Establishment of programme governance structures (including community participation)
- Undertake baseline surveys
- Development & approval of *Local Integrated Development Plans* for 3 pilot areas (with OVIs)
- Design of knowledge management tools (Theory of Change approach) - NEF M&E unit
- Development & implementation of Resource Mobilisation Strategy (incl. Round Table donors' workshops)
- Implementation of pilots (1st Mauritius, 2nd. Rodrigues)
- On-going M&E (coordinated by NEF M&E & EPMU in RRA)

Quality Criteria	Quality Method	Date of Assessment
How/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
Performance of Local Integrated Development Plans	Funding required for LIDPs raised & annual targets met – annual participatory reviews Pilot LIDPs realise their objectives – M&E system	2014 to 2016

Activity Result 3.3 (Atlas Activity ID)	*Short title to be used for Atlas Activity ID* Support to NSA Unit	Start Date: 2013 End Date: 2016
Purpose	*What is the purpose of the activity?* To reinforce the NSA Unit within MSS through the deployment of staff & operational support in order to promote the national volunteer scheme & enhance the capacity of NSAs to provide better services & projects to the poor.	

Description	*Planned actions to produce the activity result.*
	• Reinforcement of NSA Unit through
	   • Continued deployment of Project Officer
	   • Continued deployment of Asst. PO
	   • Appointment / recruitment of local executive counterpart
	
	• Promote national volunteer scheme (in Mauritius & Rodrigues) – including development of focal point in Rodrigues and a Rodrigues specific scheme
	• Provide capacity building support to NSA's (under the current institutional training platform), including extension of services to Rodrigues (eg. intensifying support to Commission of Social Security on management of NGOs; establishing a Rodrigues NGO Forum to increase partnerships, participation, better coordination and more structured dialogue with RRA)	

	• Promote a culture of M&E amongst NSA's (in collaboration with DCP & NEF M&E unit) • Promote new approaches for community development

Quality Criteria	Quality Method	Date of Assessment
How/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
Performance of NSA Unit	Quarterly & Annual Progress Reports of NSA Unit Opinions of users on value of services provided – feedback surveys at EoP	2013 to 2016
No. of volunteers trained in community-centred development	Training reports – attendance; participant evaluations	
Increase in no. of active registered volunteers in Mauritius & Rodrigues	National Register of Volunteers	
No. of NSAs trained in M&E	Training reports – attendance; participant evaluations	
Increasing quality of monitoring reports received from NEF beneficiaries	Review of reports received M&E Unit meta-evaluations of NEF funded projects	

Activity Result 3.4 (Atlas Activity ID)	*Short title to be used for Atlas Activity ID* New models of service delivery	Start Date: 2014 End Date:2016
Purpose	*What is the purpose of the activity?* To develop new models of service delivery to better serve the poor and excluded, & to generate lessons learnt to feed into policy dialogue	
Description	*Planned actions to produce the activity result.* • Analysis of projects' / programmes' performance within Integrated	

	Development Plans • Generation of lessons learnt • Dissemination of best practices through workshops / seminars / networks • Development of models of improved service delivery & project designs • Advocacy & policy dialogue around issues highlighted • Development of multi-media IEC materials	
Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
No. of NSAs applying new models of service delivery No. of new models of service delivery or project design developed according to targets – No. of key policy issues addressed thru advocacy & policy dialogue initiatives & documented each year	Annual progress reports, surveys undertaken through NSA patform, EoP review Workshop /seminar reports; review of IEC materials developed Workshop / seminar reports & network proceedings Papers prepared for Cabinet	2014 - 2016

Activity Result 3.5 **(Atlas Activity ID)**	*Short title to be used for Atlas Activity ID* Citizen participation in public services	Start Date: 2013 End Date:2016
Purpose	*What is the purpose of the activity?* To raise awareness amongst vulnerable sections of the community of their rights to quality services & to facilitate their feedback on & active participation in the design of their delivery	
Description	*Planned actions to produce the activity result.* ***Pilots*** • Raise awareness on rights issues with the community (especially vulnerable groups)	

	• Design feedback systems & channels of communication to allow citizens to inform service delivery improvements (e.g. scoring cards) • Establish a small, stable, representative panel of final beneficiaries in each of the pilot areas to interview & provide feedback on progress, outcomes & impact **Beyond pilot areas** • Identify 2 to 3 key service areas & design systems to facilitate citizen participation in decision making, leading to greater transparency & feedback •

Quality Criteria	Quality Method	Date of Assessment
How/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
Active participation of final beneficiaries in service delivery	No. of participating beneficiaries submitting service scoring cards according to schedule – analysis of cards	2013 - 2016
All planned community-based planning & management meetings within the pilot areas take place & are well-attended	Minutes of meetings; attendance registers	
Reported improvement in voice & accountability related indicators	Representative panel of beneficiaries – annual review	

Activity Result 3.6 (Atlas Activity ID)	*Short title to be used for Atlas Activity ID* IT literacy amongst vulnerable sections of society	Start Date: 2013 End Date: 2016
Purpose	*What is the purpose of the activity?* To promote literacy in Information Technology among vulnerable sections of society, in particular women, in both Mauritius & Rodrigues through existing community infrastructure & services. Ultimately, interventions will enhance the employability & entrepreneurship skills of the targeted groups	
Description	*Planned actions to produce the activity result.* • Cooperation with NCB in targeting their existing ICT literacy programmes within pilot projects to meet the needs of women & other vulnerable groups • Strengthen penetration of ICT throughout Rodrigues via Women's Centres & Community Centres / Volunteers / HRC / CSR /NCB training • Liaison with CSR to meet any funding gaps	

Quality Criteria	Quality Method	Date of Assessment
How/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
Increase in ICT penetration	National surveys / statistics	2013 - 2016
	Baseline surveys conducted by volunteers / EoP surveys	
No. of volunteers for ICT accompaniment trained by NCB	Training records & participant evaluations	
	NCB figures	
60,000 citizens trained through the Universal ICT Education Programme by 2016		
	Baseline survey & EoP survey	
Increase in ICT literacy in pilot areas		
Increase employment rate (disaggregated by gender & other characteristics) in pilot areas	National statistics	
	Beneficiary panel interviews in pilot areas	

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Mauritius and UNDP, signed on 29th August 1974. Consistent with Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:
a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

A) Risk Analysis

B) Terms of Reference

- i.   Project Manager
- ii.   Programme Coordinator (Rodrigues)
- iii.   M&E Officer
- iv.   NSA Unit Project Officer
- v.   NSA Unit Assistant Project Officer
- vi.   Gender Focal Point
- vii.   Project Board
- viii.   National Project Directors (MSIEE and MSS)

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
4	Budget allocation / management. Failure to appoint local executive counterparts to NSA Unit & NEF M&E Unit	Aug 2012	Financial / Organisat-ional	Absence of local executive counterparts will impede skills transfer & threaten the sustainability of processes commenced under the project I = 3 P = 3	Further discussions with MoFED MSS & MSIEE consider redeploying existing staff	MSS / NSA Unit MSIEE / NEF			No change
5	Implementation arrangements are complex, with multiple stakeholders & funding sources, & multiple sectors. Innovative approach	Aug 2012	Organisat-ional / Operation-al	Difficulties in co-ordinating inputs from multiple partners I = 3 P = 3	Sound Project Management & co-ordination structures. Regular & effective Project Board Meetings. Dedicated Programme Manager & Programme Coordinator (Rodrigues)	UNDP / MSIEE / PMU			No change

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
6	Organisational Culture. The public, private & civil society sectors work to different rules & procedures & have different value systems.	Aug 2012	Organisat-ional	Partnerships between the various sectors are constrained $I = 3$ $P = 2$	Develop experimental, new ways of working across traditional boundaries. Highlight he flexibility in approach required in MoUs & Partnership Agreements	UNDP / MSIEE / PMU & all implem-enting partners			No change
7	Government & other stakeholders are not fully committed to exploring new ways of delivering pro-poor interventions	Aug 2012	Political	Stakeholders are overly cautious about trying new ways of working together & redefining relationships. The status quo prevails & new approaches are resisted. $I = 4$ $P = 3$	Involve all stakeholders from the conception stage. Ensure representation of all stakeholders in Project Board & Management Structures	UNDP / MSIEE / PMU			No change

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
8	Partnerships fail to deliver. Project relies mainly on UNDP resources. Stakeholders prefer to 'go it alone'	Aug 2012	Strategic	Incomplete intervention with limited impact I = 4 P = 3	Participatory approach & strong communications & networking strategy throughout	UNDP / MSIEE / PMU & all implementing partners			No change
9	Competition. Agencies continue to act in isolation & interventions are implemented as 'silos'	Aug 2012	Strategic	Holistic approach is not developed. Piecemeal approach continues, with lack of synergy I = 4 P = 3	Signing of MoUs & Partnership Agreements. Involving all stakeholders in the participatory planning exercises within the pilot areas. Demonstrating the benefits of a more holistic approach where they are used & have worked thru the M&E & Knowledge Management systems	UNDP / MSIEE / PMU & all implementing partners			No change
10	Social / cultural. Most needy are not interested in participating & contributing. Culture of passive subject of assistance	Aug 2012	Environmental	Project interventions do not address the needs of the ultra poor. Limited reach. I = 4 P = 3	Participatory approach throughout. Capacity & confidence building activities. Ensuring representation of the final beneficiaries in the governance structures of the project at field management level	UNDP / MSIEE / PMU, all partners & final beneficiaries			No change

SOCIAL INCLUSION AND EMPOWERMENT PROJECT

Terms of Reference

(1) Project Manager

Background

The 'Social Inclusion and Empowerment' project is designed to support the Government of Mauritius and Non-State Actors in exploring more effective ways of addressing poverty and the exclusion of vulnerable groups from the socio-economic benefits that the majority of the population has enjoyed over the past few decades. It will facilitate capacity development processes to enhance the effectiveness of public and private sector institutions, NGOs and CSOs in working together under interventions intended to directly combat poverty and exclusion. In so doing, efforts will contribute towards the empowerment of citizens, improved public participation and transparency in the delivery of services (MDG1); an increased share of women working in the mainstream economy and the political empowerment of women (MDG3); and the promotion of IT literacy amongst vulnerable sections of society.

The project takes a holistic, multi-sectoral, multi-agency, integrated approach. Emphasis is placed on learning from evidence-based best practices, the principles of which will then be replicated, scaled-up and used to inform policy level dialogue on issues relating to the delivery of projects and services intended to address poverty and exclusion.

The overall Social Inclusion and Empowerment project will be provided with a Project Manager (based in Mauritius within the offices of MSIEE), funded under UNDP resources.

Duration:	48 months
Duty Station:	Port Louis with frequent travel to Rodrigues
Remuneration:	US $ 2,500/month
Reporting to:	Permanent Secretary, MSIEE & to UNDP Senior Programme Manager

Overall Responsibilities

The Project Manager has overall responsibility for the management and implementation of the projects' activities throughout Mauritius and Rodrigues. His/her prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Specific Responsibilities

> ➤ Accountability for the overall programme to the Project Board in implementing its decisions;
> ➤ Liaise with the Project Directors / Focal Points to ensure the overall direction and integrity of the project;
> ➤ Identify and obtain any support and advice required for the management, planning and control of the project;
> ➤ Ensure overall project coordination and administration;
> ➤ Manage the realisation of project outputs through activities;
> ➤ Provide direct guidance on, and oversee the facilitation of, participatory Local Integrated Development Plans in the pilot areas;
> ➤ Facilitate and supervise activities in both Mauritius and Rodrigues, and provide guidance to the Programme Coordinator (Rodrigues);
> ➤ Liaise with the NSA Unit in ensuring that members of the Multi-disciplinary Facilitation Teams in the pilot areas are adequately trained to perform their roles
> ➤ Accompany the community facilitators in implementing project activities;

- Liaise with Ministries / Government Departments, national institutions, NGOs, CSOs, district council/village councils, community leaders and private stakeholders, to ensure their active participation in project activities;
- Play a lead role in organising resource mobilisation efforts in order to secure funding for *Local Integrated Development Plans* in the pilot areas;
- Liaise with the M&E Unit in developing tools to generate lessons learnt and identify best practices;
- Liaise with the M&E Unit in the production of IEC materials;
- Organise learning platforms & policy dialogue activities;
- Take the lead on communication initiatives, and create opportunities for media coverage of project events;
- Fulfil any other duties as decided by the Project Board in the implementation of the project activities

Qualifications and experience

- A masters degree in social science, project management, international development, or a related discipline
- Previous experience as a senior programme officer
- Sound management capabilities, and capacity of synthesis to produce good quality documents for official purposes and for media dissemination;
- Former experience in civil society processes and community development programmes
- Experience in poverty alleviation with NGOs or State programmes
- Excellent facilitation skills and demonstrable experience in the use of participatory planning techniques
- Good ITC skills
- Good command of English is essential, French desirable. Good communication skills in Creole would be advantageous.

Personal Skills

- Very good communication and inter-personal skills
- Committed and result-oriented
- Respectful of, and interested in, different cultures
- Positive approach and attention to details

Social Inclusion and EMPOWERMENT PROJECT

Terms of Reference

(2) Programme Coordinator cum Community Organiser for Rodrigues

Background

The 'Social Inclusion and Empowerment' project is designed to support the Government of Mauritius and Non-State Actors in exploring more effective ways of addressing poverty and the exclusion of vulnerable groups from the socio-economic benefits that the majority of the population has enjoyed over the past few decades. It will facilitate capacity development processes to enhance the effectiveness of public and private sector institutions, NGOs and CSOs in working together under interventions intended to directly combat poverty and exclusion. In so doing, efforts will contribute towards the empowerment of citizens, improved public participation and transparency in the delivery of services (MDG1); an increased share of women working in the mainstream economy and the political empowerment of women (MDG3); and the promotion of IT literacy amongst vulnerable sections of society.

The project takes a holistic, multi-sectoral, multi-agency, integrated approach. Emphasis is placed on learning from evidence-based best practices, the principles of which will then be replicated, scaled-up and used to inform policy level dialogue on issues relating to the delivery of projects and services intended to address poverty and exclusion.

The overall Social Inclusion and Empowerment project will be provided with a Programme Coordinator *cum* Community Organiser (based in Rodrigues within the Economic Planning and Monitoring Unit of the Chief Commissioner's Office), jointly funded by UNDP and RRA.

Duration: 36 months over 3 years

Duty Station: Rodrigues, with travel to Mauritius as and when necessary

Remuneration: $ 1,500 / month

Reporting: To the Head of EPMU, Rodrigues, and through the Project Manager in Mauritius to UNDP's Senior Programme Manager

Overall responsibilities

The Programme Coordinator *cum* Community Organiser has the authority to assist the Project Manager in the overall project coordination in Rodrigues. He/She will be based in Rodrigues and will be responsible for day-to-day management and implementation of the projects' activities. His/her prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities:

➢ Assist the Project Manager in the overall project coordination;
➢ Manage the realisation of project outputs through activities;
➢ Accompany the community facilitators in implementing project activities;
➢ Liaise with the RRA, national institutions, NGOs, CSOs, village committees, community leaders and private stakeholders, based in Rodrigues, to ensure their active participation in project activities;

- Ensure coordination at field level with other UN system programmes;
- Accompany and support volunteers in their involvement in the pilot areas and receive feedback from them on field work in progress for relevant corrective measures;
- In liaison with the Project Manager in Mauritius, assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Take responsibility for project administration in Rodrigues;
- Liaise with local stakeholders;
- Facilitate and supervise activities in Rodrigues, especially concerning the participatory formulation and implementation of the *Local Integrated Development Plan* in the island's pilot area;
- Fulfil any other duties as decided by the Project Manager in the implementation of the project.

Qualifications and Experiences

- At least a Bachelors degree in sociology, social science, public administration or similar field;
- At least five years of professional experience in coordination, project formulation and implementation with public administrations and civil society organisations;
- Experience in volunteerism and NGO work, preferably also in poverty alleviation activities and in community mobilisation;
- Strong facilitation and participatory planning skills;
- Sound management capabilities, and capacity of synthesis to produce good quality documents for official purposes and for media dissemination;
- Good IT skills (word processing, presentation, spread sheets, internet, email)
- Fluency in English, French and good communication skills in the Creole language.

Personal Skills

- Very good communication and inter-personal skills
- Committed and result- oriented
- Respectful of other's cultures
- Positive approach and attention to details.

SOCIAL INCLUSION AND EMPOWERMENT PROJECT

Terms of Reference

(3) Monitoring and Evaluation Officer to the MSIEE/NEF

Background

The 'Social Inclusion and Empowerment' project is designed to support the Government of Mauritius and Non-State Actors in exploring more effective ways of addressing poverty and the exclusion of vulnerable groups from the socio-economic benefits that the majority of the population has enjoyed over the past few decades. It will facilitate capacity development processes to enhance the effectiveness of public and private sector institutions, NGOs and CSOs in working together under interventions intended to directly combat poverty and exclusion. The project takes a holistic, multi-sectoral, multi-agency, integrated approach. Emphasis is placed on learning from evidence-based best practices, the principles of which will then be replicated, scaled-up and used to inform policy level dialogue on issues relating to the delivery of projects and services intended to address poverty and exclusion.

In January 2010, the National Empowerment Foundation (NEF), which presently falls under the purview of the Ministry of Social Integration and Economic Empowerment, was set up to implement projects with a view to contribute to the eradication of absolute poverty in Mauritius and empower vulnerable families to bring them into the mainstream of society. In order to achieve better coordination and ensure synergy in its actions, NEF requested technical assistance from the UNDP Country Office in Mauritius, and in response a joint scoping mission was undertaken by UNDP and the World Bank to identify a number of needs and challenges. Consequently, since April 2012, UNDP has supported the deployment of an M&E Expert to reinforce monitoring, review and evaluation processes within the Foundation. The new Social Inclusion and Empowerment project will continue this support, tailored to the current needs of NEF / MSIEE and other stakeholders, through the provision of an M&E Officer, funded by UNDP.

Duration:	48 months over a period of four years
Duty Station:	MSIEE/NEF, Port Louis, with travel to Rodrigues
Remuneration:	US $ 3,000/month
Reporting:	To the Permanent Secretary (National Project Director), MSIEE and the UNDP Senior Programme Manager

Overall responsibilities

The Monitoring and Evaluation Officer will provide Technical Assistance to the NEF in developing and institutionalising M&E systems for its programmes, and providing an intensive M&E function for activities undertaken in the pilot projects initiated under the project. Furthermore, the M&E Officer will coordinate monitoring and evaluation processes under the UNDP's Country Programme, and support the EPMU in Rodrigues in monitoring project activities on the island.

Specific Responsibilities

- Operationalise the Monitoring and Evaluation Unit at NEF, and strengthen its capacity through the training of staff and the development of systems reflecting international best practices.
- Facilitate the formulation of an M&E Operational Manual in order to standardize M&E practices, based on results frameworks, including indicator development, establishing baselines and targets across all NEF programmes and projects.
- Coordinate the quality and practice of M&E support supervision and its participatory approaches throughout NEF supported interventions.
- Provide technical advice to programme staff, government officials and other counterparts on the planning and management of integrated monitoring and evaluation systems, including EPMU in Rodrigues.
- Provide support to the implementation, monitoring and evaluation of the Pillars' Outcomes towards the achievement of relevant goals and priorities.
- Follow-up on recommendations and key issues arising from monitoring processes.
- Increase learning among stakeholders, providing a vehicle through which NEF M&E and managerial staff can exchange views and thereby deepen their understanding of monitoring and evaluation practices.
- Develop a culture of information use amongst NEF staff to more fully understand monitoring and evaluation concepts, practices and their use in their respective fields.
- Provide an intensive M&E function for the pilot project areas implemented under the project, including technical assistance to, and capacity building of, members of the Multi-disciplinary Facilitation teams.
- Develop tools to solicit feedback from final beneficiaries within the pilot areas.
- Liaise closely with Common Training Strategy committee members in promoting M&E skills amongst NSAs.
- Develop tools to identify good practices and produce IEC materials to disseminate lessons learnt.
- Strengthen advocacy for the use of M&E data to fine-tune programming and inform the policy environment.
- Advise and provide support to the evaluation processes of the UNDP.
- Provide technical oversight to the consolidation of M&E reports for the UNDP as a conduit to achieve the outcomes of the Results and Resources Framework (RRF) of the overall Country Programme 2013 to 2016.

Qualifications & Experiences

- University degree (Masters or higher level) in one of the social sciences, such as Sociology, Project Management, Economics, or equivalent disciplines.
- Minimum 5 years of relevant national, regional and/or international experience in monitoring and evaluation related to regional development or international development fields.
- Previous experience with Enterprise Resources Programmes (ERP) systems desirable.
- Relevant and specific experiences related to project management, risks and general M&E functions.
- Excellent knowledge of M&E tools, procedures and international standards for monitoring of projects and programmes within the context of developmental support programmes.
- Significant previous background in the institutional environment of development cooperation (NGO's, UN system, multilateral cooperation, etc.), with preference given to candidates with a wide experience in UN/ UNDP operations.
- Language requirements: The candidate should be perfectly bilingual, with the ability to write and speak in English and French.

Personal Skills

- Excellent communication and inter-personal skills;
- Committed and results oriented;
- Respectful of, and interested in, other's cultures;
- Positive approach and attention to detail.

Terms of Reference

(4) Project Officer, NSA Unit

Background

The 'Social Inclusion and Empowerment' project is designed to support the Government of Mauritius and Non-State Actors in exploring more effective ways of addressing poverty and the exclusion of vulnerable groups from the socio-economic benefits that the majority of the population has enjoyed over the past few decades. It will facilitate capacity development processes to enhance the effectiveness of public and private sector institutions, NGOs and CSOs in working together under interventions intended to directly combat poverty and exclusion. The project takes a holistic, multi-sectoral, multi-agency, integrated approach. Emphasis is placed on learning from evidence-based best practices, the principles of which will then be replicated, scaled-up and used to inform policy level dialogue on issues relating to the delivery of projects and services intended to address poverty and exclusion.

Under a previous programme, entitled *Support to Inclusive Development*, a Non State Actors Unit was established within MSS. This entity was charged with the task of supporting sustainable human development at national level through the promotion of volunteerism, including the mobilization of volunteers. It serves the causes of peace and development through enhancing opportunities for participation by all peoples. It is universal, inclusive and embraces volunteer action in all its diversity. The Unit is also responsible for supporting the capacity development of NSAs in the country, especially through the Common Training Strategy committee. The new Social Inclusion and Empowerment project will continue this support, tailored to the current needs of NSAs, through the ongoing provision of an international Project Officer, and local Assistant Project Officer, both of whom will be funded by UNDP.

Project Officer

Duration: 28 months over a period of 4 years

Duty Station: Port Louis with frequent travel to Rodrigues

Remuneration: US $ 3,000/month (on basis of 7 months per annum over 4 years)

Reporting: To the Permanent Secretary, MSS, and to UNDP Senior Programme Manager

Overall Responsibilities

The NSA Project Officer will provide technical support to the MSS through the NSA Unit, particularly in relation to developing the national volunteer scheme and promoting the capacity of NSAs, in collaboration with other member organisations of the Common Training Strategy committee. The Project Officer will also facilitate the full participation of volunteers and NSAs within the pilot projects. In addition, s/he will assist in the process of integrating the unit with the NGO Trust Fund over the coming years.

Specific Responsibilities
> ➢ Find placement for volunteers in NGO projects or in state programmes
> ➢ Receive and screen requests of individuals to volunteer

- Receive and screen requests of organisations on the island of Mauritius to host volunteers and set up selection meetings
- Keep the volunteering database up to date
- Guarantee finalisation of TORs and contracts
- Organise the selection of volunteers
- Prepare, review and update as required training curricula
- Organize training, also taking care of logistical arrangements with the help of the support unit
- Organise psychological support for volunteers with professionals and / or volunteer psychologists
- Receive volunteers who have difficulties and provide them with bureaucratic, administrative and basic psychological support
- Receive, read, analyse and archive volunteers' and hosting organisations' reports
- Provide the Programme Coordinator with information for communication with media
- Elaborate monthly reports
- Highlight in staff meeting situations best practices and lessons learned
- Produce communication materials for citizens and for organisations
- Organise sessions in schools for presenting volunteerism, also through the help of volunteer lecturers
- Coordinate the annual volunteer award on the island
- Organise regular monitoring visits in situ, and coordinate volunteers for M&E activities
- Organise visits to field projects for the Project Manager and for members of the steering committee, as needed
- Capitalise on opportunities for resource mobilisation for the fund for volunteerism
- Liaise closely with stakeholders in Rodrigues, and assist in developing volunteer schemes sensitive to the specificities of the island.

Specific Responsibilities relating to Pilot Projects:
- Provide technical support and advice to the Project Manager
- Accompany and support volunteers in their involvement in the pilot areas and receive feedback from them on field work in progress for relevant corrective measures
- Assist the Project Manager and Programme Coordinator (Rodrigues) in organising and coordinating training for facilitators involved in the pilots
- Liaise with other members of the Common Training Strategy committee to ensure that NSAs are encouraged and supported to play a central role in the project.

Qualifications and Experience
- A degree in social science, project management, international development, or a related discipline
- Previous experience as a senior project officer
- Former experience as a volunteer, preferably as a tutor of volunteers
- Experience in poverty alleviation with NGOs or State programmes will be a bonus
- Good ICT skills
- Good command of English essential, French desirable.

Personal Skills
- Excellent communication and inter-personal skills
- Committed and result-oriented
- Respectful and interested in others' cultures
- Positive approach and attention to detail

SOCIAL INCLUSION AND EMPOWERMENT PROJECT

Terms of Reference

(5) Assistant Project Officer (Non-State Actor Unit)

Background

The 'Social Inclusion and Empowerment' project is designed to support the Government of Mauritius and Non-State Actors in exploring more effective ways of addressing poverty and the exclusion of vulnerable groups from the socio-economic benefits that the majority of the population has enjoyed over the past few decades. It will facilitate capacity development processes to enhance the effectiveness of public and private sector institutions, NGOs and CSOs in working together under interventions intended to directly combat poverty and exclusion. The project takes a holistic, multi-sectoral, multi-agency, integrated approach. Emphasis is placed on learning from evidence-based best practices, the principles of which will then be replicated, scaled-up and used to inform policy level dialogue on issues relating to the delivery of projects and services intended to address poverty and exclusion.

Under a previous programme, entitled *Support to Inclusive Development*, a Non State Actors Unit was established within MSS. This entity was charged with the task of supporting sustainable human development at national level through the promotion of volunteerism, including the mobilization of volunteers. It serves the causes of peace and development through enhancing opportunities for participation by all peoples. It is universal, inclusive and embraces volunteer action in all its diversity. The Unit is also responsible for supporting the capacity development of NSAs in the country, especially through the Common Training Strategy committee. The new Social Inclusion and Empowerment project will continue this support, tailored to the current needs of NSAs, through the ongoing provision of an international Project Officer, and local Assistant Project Officer, both of whom will be funded by UNDP.

Assistant Project Officer

Duration:	48 months over a period of 4 years
Duty Station:	Port Louis with regular missions to Rodrigues
Remuneration:	$2,000 per month
Reporting:	To the NSA Project officer, the Permanent Secretary, MSS, and the UNDP Senior Programme Manager

Overall Responsibilities

The Assistant Project Officer will assist the Project Officer in providing technical support to the MSS through the NSA Unit, particularly in relation to developing the national volunteer scheme and promoting the capacity of NSAs, in collaboration with other member organisations of the Common Training Strategy committee. The Assistant Project Officer will also facilitate the full participation of volunteers and NSAs within the pilot projects. In addition, s/he will assist in the process of integrating the unit with the NGO Trust Fund over the coming years.

Specific Resonsibilities
- ➢ Find placements for volunteers in NGO projects or in state programmes
- ➢ Receive and screen requests of individuals to volunteer

- Receive and screen requests of institutions and organisations on the island of Mauritius to host volunteers and set up selection meetings
- Keep the volunteering database up to date
- Guarantee finalisation of TORs and contracts
- Organise selection of volunteers
- Prepare training curricula and assist the Project Manager in reviewing and up-dating curricula
- Organize training, also taking care of logistical arrangements with the help of the support unit
- Organise psychological support for volunteers with professionals and / or volunteer psychologists
- Receive volunteers who have difficulties and provide them with bureaucratic, administrative and basic psychological support
- Receive, read, analyse and archive volunteers and hosting organisations' reports
- Provide the Project Officer with information for communication with media
- Elaborate monthly reports
- Highlight in staff meeting situations best practices and lessons learned
- In collaboration with the NSA Unit Project Officer and the overall Project Manager, produce communication materials for citizens and for organisations
- Organise sessions in schools for presenting volunteerism, also through the help of volunteer lecturers
- Coordinate the annual volunteer award on the island
- Organise regular monitoring visits and coordinate volunteers involved in M&E activities
- Organise visits to field projects for the Project Officer and for members of the steering committee, as needed
- Pass on to the project officer possible opportunities for resource mobilisation for the fund for volunteerism
- Assist the project Officer in facilitating the full participation of NSAs and volunteers in the formulation, management and implementation of the pilot projects
- Assist stakeholders in Rodrigues to develop volunteer schemes sensitive to the specificities of the island.

Qualifications and Experience
- Degree in social science, project management, international development or a related discipline
- Previous experience as an assistant project officer
- Former experience as a volunteer is desirable
- Experience in poverty alleviation with NGOs or State programme is a plus
- Good ICT skills
- Good command of English and French essential, Creole desirable.

Personal Skills
- Excellent communication and interpersonal skills
- Committed and result-oriented
- Respectful and interested in others' cultures
- Positive approach and attention to detail.

SOCIAL INCLUSION AND EMPOWERMENT PROJECT

Terms of Reference

(6) Gender Focal Point (Mauritius)

Background

The UN Common Framework of Assistance (CFA) is being developed for Mauritius. This will focus on a series of key areas, among which is UN technical support to the design, development and implementation of Gender activities for the CFAs of Mauritius. This will take onboard the *Delivering as One* approach, and result in the creation of a Gender Focal Point for the UNDP Country Programmes in Mauritius, in joint collaborative programming with UN Women.

The FP will operate under the general supervision and guidance of the United Nations Resident Coordinator (RC) in Mauritius and the UN Women Regional Director and operate under the direct supervision of the UNDP Senior Programme Manager as the primary supervisor and the UN Women and/or UN Coordination Analyst.

The FP will perform specific duties assigned by the UNCT members cost-sharing the post, notably the United Nations Development Programme (UNDP) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). The services of the FP will also be provided to other agencies within the UNCT. UN Women is a non-resident agency, based in South Africa. The RC Office is hosted by the UNDP country office in Mauritius.

UNDP and UN Women have developed global programmes on Gender that meet the priority of the respective Governments of Mauritius and Seychelles, and they intend to implement these in Mauritius and Seychelles. The programmes will enhance the activities that both agencies have carried out in the countries and will contribute to the achievement of the partner agencies' objectives.

Immediately upon the start of the contract, the FP will prepare a detailed work plan, indicating a specific list of activities and deliverables for the period of employment. This will be submitted at the end of the first fortnight to the UNDP, UN Women and RCO for validation.

Duration: 4 Years

Duty Station: Office of the UN Resident Coordinator/ UNDP Programme, Port- Louis and the Government of Mauritius (MOFED/MGE)

Remuneration: US $ 1,334/month

Reporting: To the UNDP Senior Programme Manager (50% - 75%) and the UN Coordination Analyst (less than 50%).

Duties and Responsibilities

➢ Identify opportunities and formulate proposals for new projects in the field of Gender Mainstreaming in Mauritius and Seychelles, as part of the UNDP Country Programmes, UN Women programmes and of the UN CFAs for both countries, with a focus on engendering programmes / projects, as well as policies, and strategies for various sectors for the Government of Mauritius and the Government of Seychelles;

- Design and develop new UN activities in the field of Gender, based on the proposals validated, wherein gender is mainstreamed throughout all outcomes of the UN CFAs for Mauritius and Seychelles;
- Oversee the subsequent good implementation of the joint UN Gender activities
- Ensure regular communication to the UNCT of information on Gender issues relevant to DaO work in Mauritius and Seychelles;
- Assist the non-resident agencies cost-sharing the post in the implementation and follow up of their regular activities in Mauritius and Seychelles, as well as in their DaO formulation activities with RCO and the UNCT;
- Undertake thorough analysis and research of the political, social and economic situation in Mauritius and Seychelles;
- Map out UNCT activities in Mauritius and Seychelles that are related to Gender, including the relevant technical resources available within the UNCT;
- Design and develop joint UN activities in the field of Gender, based on the proposals validated;
- Finalise proposals following validation by the UNCT, in close consultation with the Governments of Mauritius and Seychelles, as well as with the private sectors and civil society organisations of both countries;
- Establish strategic partnerships with key non-UN stakeholders;
- Initiate resource mobilisation activities with donor organisations for the implementation of the joint activities;
- Oversee the subsequent effective implementation of the UNDP/UN Women programmes/projects and other joint UN Gender activities;
- Ensure the correct operational structure is set up by UN and non-UN stakeholders
- Monitor the effectiveness and efficiency of the UN Gender activities in Mauritius;
- Report back to the UNDP/UN Women and to the UNCT on the implementation of the joint UN Gender activities.
- Ensure regular communication to the UNCT of information on Gender issues relevant to DaO work in Mauritius;
- Collect and communicate on a regular basis to UNDP/UN Women and to the UNCT, relevant information and documentation regarding Gender issues (emerging opportunities and challenges, lessons learnt and success stories, best practices, etc.)
- Assist the non-resident agencies cost-sharing the post in the implementation and follow up of their regular activities in Mauritius as well as in their DaO formulation activities with RCO and the UNCT, and act as the general focal point in Mauritius;
- Represent, on a non-formal and judicial basis, the partner NRAs in strategic and technical meetings with the governments and other UNCT members;
- Represent, on a non-formal and judicial basis, the partner NRAs in DaO activities with the RCO, the governments and other UNCT members. ;

Qualifications & Experience
- Education: Master's Degree in Social Sciences, with a special emphasis on gender studies or any other relevant field;
- Experience: A minimum of five years of working experience, with at least three in project management in Gender Mainstreaming areas.
- Language Requirements: Fluency in spoken and written English and French.

Personal Skills
- Excellent analytical and communication skills, both oral and written, with the ability to write clearly and concisely on technical, socio-economic and financial issues related to the mandate of the UN Country Team for Mauritius and Seychelles in the field of Gender.

- Excellent knowledge of the public sector, private sector and civil society of Mauritius. Good knowledge of the public sector, private sector and civil society of Seychelles preferable. Demonstrated ability to efficiently and effectively manage complex issues with partners of the public sector, private sector and civil society.
- Excellent organisational, problem-solving, team work and coordination skills and strong ability to manage demanding and complex programmes.
- Ability to establish effective working relations with people of different national and cultural backgrounds.
- Sound knowledge of the internet as well as good mastery of general office software.
- Ability to work under pressure and to meet deadlines.
- Good knowledge of the mandates of the UNDP and UN Women is preferable. Ability to adhere to the values of the United Nations.

SOCIAL INCLUSION AND EMPOWERMENT PROJECT

Terms of Reference

(7) Project Board

Overall responsibilities:

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, the Project Board's decisions should be made in accordance to standards that ensure best value for money, fairness, integrity, transparency and effective international competition. All Project Board decisions shall be executive ones in order to empower immediate action from the Project Manager. In case a consensus cannot be reached, the final decision shall rest with the UNDP. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorise any major deviation from these agreed quarterly plans. The PB also signs off on the completion of each quarterly plan and authorises the start of the next quarterly plan. It ensures that the required resources are committed and arbitrates on any conflicts within the project, or negotiates solutions to any problems between the project and external bodies.

Composition and organisation:

The composition of the group will be as follows:
> ➤ The Permanent Secretaries of the Executing Agencies (MSIEE and MSS) who will be co-chairing/leading meetings of the Project Board.
> ➤ Representatives of the implementing agencies (MSIEE /NEF and MSS/NSA) and their respective Focal Points.
> ➤ The UNDP Senior Programme Manager and alternate individuals representing the interests of the parties concerned which provide funding and/or technical expertise to the project.
> ➤ Individuals representing the interests of those who will benefit from the project. Their primary function within the Board is to ensure the realisation of project results from the perspective of the project's final beneficiaries.
> ➤ The national counterpart of the Programme Manager and the local counterpart of the Programme Coordinator *cum* Community organiser (Rodrigues).

Potential members of the Project Board will be reviewed and recommended for approval during the LPAC meeting (see minutes).

Specific responsibilities:

Initiating a project
> ➤ Agree on the responsibilities of the Project Manager and the Programme Coordinator cum Community organiser for Rodrigues;
> ➤ Delegate any Project Assurance function as appropriate;

➢ Review the Progress Report for the Initiation Stage;
➢ Review and appraise detailed Project Plans and AWPs, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project
➢ Provide strategic guidance and direction to the project, ensuring it remains within any specified parameters;
➢ Address project issues as raised by the Project Manager and Focal Points;
➢ Provide guidance and agree on possible countermeasures/management actions to address specific risks;
➢ Agree on Project Focal Points' tolerances in the Annual Work Plan and quarterly plans when required;
➢ Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
➢ Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
➢ Appraise the Project Annual Review Report, make recommendations for the next AWP.
➢ Provide ad-hoc direction and advice for exceptional situations;
➢ Assess and decide upon project amendments through revisions.

Closing a project
➢ Assure that all planned project deliverables have been produced satisfactorily and provide rationale for deliverables not attained;
➢ Review and approve the Final Project Review Report, including lessons-learned;
➢ Make recommendations for follow-on actions.

SOCIAL INCLUSION AND EMPOWERMENT PROJECT

Terms of Reference

(8) National Project Directors

Background

The National Project Directors, which are the Permanent Secretaries of the two executing agencies, i.e. the Ministry of Social Integration and Economic Empowerment / NEF and the Ministry of Social Security are responsible for their respective project components at the level of the MSIEE/NEF and MSS. The National Project Directors' role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The National Project Directors have to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. (It should be noted that the post of Project Director is not remunerated.)

Specific Responsibilities

➤ Ensure that there is a coherent project organisational structure and logical set of plans
➤ Set tolerances in the AWP and other plans as required for the Programme Manager / Programme Coordinator cum Community Organiser in Rodrigues and Focal Points
➤ Monitor and control the progress of the project at the strategic level
➤ Ensure that risks are being tracked and mitigated as effectively as possible
➤ Brief relevant stakeholders about project progress
➤ Sign the requests for direct payments.

The National Project Directors are responsible for overall assurance of their respective project components. If the project warrants, the National Project Directors may delegate some responsibility for the project assurance functions.