**Project Title**: **Support to Resilience through Digital Transformation and Capacity Development**

**Project Number: 00126016**

**Implementing Partner:** UNDP in collaboration with the Ministry of Health and Wellness, Ministry of Information Technology, Communication and Innovation, National Assembly, Ministry of Blue Economy, Marine Resources, Fisheries and Shipping and Ministry of Agro-Industry and Food Security.

**Start Date:** March 2021 **End Date:** March 2022 **PAC Meeting date:** TBC

|  |
| --- |
| **Brief Description** |
| Mauritius remains vulnerable to environmental and other shocks. The UNDP proposes to support government and communities to better prepare for urgent and immediate action by (1) strengthening public sector efficiency through digital transformation; (2) increasing disaster response capacity through business process reengineering; and, (3) promoting socio-economic and environmental resilience to shock.  Given its positioning as a Small Island Developing State, Mauritius is highly susceptible to several environmental, health and socio-economic shocks, at the local, regional, or global scale. The country has faced the debilitating socioeconomic impact of the covid-19 crisis and the recent oil spill that have threatened to reverse its hitherto impressive economic and human development gains.  This project seeks to support Mauritius to be better positioned to maintain its positive human development trajectory and achievement of the Sustainable Development Goals by firstly responding efficiently and effectively to the immediate crises; and secondly, to mitigate the medium to long term impact by leveraging national planning, financial and organisational capacities. |

**Contributing Outcome:**

*UNSPF (2019 – 2023):*

Outcome 1: Transformed Business

Outcome 2: Ageing population, health, and labour market reforms

Outcome 3: Ocean Economy and Tourism

*UNDP Strategic plan (2018 – 2021):*

Outcome 1: Advance Poverty Alleviation

Outcome 3: Strengthen resilience to shock

*UNDP CPD (2017 – 2023):*

Outcome 1: Inclusive Development and Public Sector Efficiency

**Indicative output with gender marker:**

GEN2

|  |  |  |
| --- | --- | --- |
| **Total resources required:** | USD 1,173,900 | |
| **Total resources allocated:** | **UNDP TRAC:** |  |
| **Donor:** Government of Japan | 1,173,900 |
| **In-Kind:** |  |

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| --- |
| Agreed by Amanda K Serumaga  Signature:  **UNDP Resident Representative**  **Mauritius and Seychelles Country Office** |
| **Date:** |

# Development challenge

Prior to the COVID-19 outbreak, Mauritius was on a steady growth trajectory with Gross Domestic Product (GDP) growth rate estimated at 3.6% in 2019 and expected to reach 3.9% in 2020 and 4.0% in 2021, on account of impressive performance of the tourism sector, steady investment growth, sustained household consumption, growth in public investment and net external demand[[1]](#footnote-2). This had helped maintain the downward trend of the rate of unemployment from 6.9% in 2018 to 6.7% in 2019. The Balance of Payments recorded a surplus of Rs17.5 billion in 2018-19. Higher exports of goods and gross international reserves coupled with a lower gross external debt contributed to the easing of the external vulnerabilities of the economy. However, the COVID-19 pandemic threatens to reverse these gains, with the economy expected to shrink by 14.2%[[2]](#footnote-3), following the devastating impact on all sectors especially the unprecedented collapse of the tourism sector, fall in production of both domestic and export-oriented enterprises, and a decline in Foreign Direct Investment.

In July 2020 the grounding of MV Wakashio led to more than 1,000 tons of heavy fuel oil being spilled in the South-East marine area of Mauritius. The spill occurred near the Blue Bay Marine Park reserve, which is a habitat for rare marine life and wetlands designated as a RAMSAR site of international importance. This has threatened the survival of the centenarian coral reefs, and its high concentration of unique endangered flora and fauna, thus putting Mauritius in the biodiversity hotspot category. Environmentalists have estimated that it would take decades to recover from the consequences of this massive pollution. Worse still, the Mauritian waters directly employ more than 600 people in the fishing industry and sustains livelihoods of thousands employed in small businesses, tourism, and movie industry, many of whom will be rendered unemployed for a possibly long period. Besides the health shock, Mauritius as a Small Island Developing State (SIDS), remains highly vulnerable not only to the physical effects of climate change and related disasters but also the adverse impacts of socio-economic development. The 2016 World Risk Report ranked Mauritius the 7th most exposed country globally to extreme natural events. Owing to several socio-economic stressors, the country also ranks 13th in terms of vulnerability to these events. With the capacity of the country’s national system to cope with and adapt to natural hazards remaining sub-optimal at 39%,[[3]](#footnote-4) the country continues to be susceptible to economic and social volatilities, including delayed recovery therefrom. Furthermore, the devastating socio-economic impacts on a local economy relying almost exclusively on tourism and already suffering from the aftershocks of the COVID-19 pandemic, should not be ignored

These challenges are compounded by several structural impediments that limit the capacity of the country to withstand shocks, implying that recovery from above shocks could take longer. Some of these bottlenecks are linked to low digital competitiveness in the public and private sector which could delay the embrace of the new normal[[4]](#footnote-5). For example:

1. A recent UNDP Business Survey facilitated under Japan Supplementary Budget 1(JSB 1)[[5]](#footnote-6) indicated that resilience was more likely for businesses that utilised digital strategies to remain operational during the pandemic. Unfortunately, these accounted for only 20% of businesses.
2. Within the public sector, an assessment undertaken under the JSB1 project revealed significant inconsistences in the information management systems across sectors. During the pandemic, it was also evident that business continuity in the sector was constrained due to difficulties in remote working , since institutions rely heavily on paper-based filing which is fraught with drawbacks such as damage of recodes, high cost of physical storage place; or of loss of data due to misplaced files. Within the health sector, implementation of the conventional lab management system significantly compromises the capacity to effectively respond to health-related crises. The assessment, therefore, recommended an integrated system starting with pilot sectors including the civil service, health, parliament, environment and Registrar General.

To recover from these crises, the Government of Mauritius is in urgent need of support to implement an integrated approach to address the above structural constraints to recovery. In particular, the emphasis of UNDP support will be on leveraging integrated digital tools to: (i) reengineer business processes and build an agile public and private sector to respond to and recover from shocks; and (ii) building national capacity to quickly invest in innovative mechanisms to continually assess risk, rigorously assess and monitor the environmental impact of disasters and, to respond to environmental and other shocks.

# Strategy

Through this project, UNDP seeks to complement the recovery and transformation journey by strengthening capacities to *respond efficiently and effectively to the immediate crises* and *mitigate the medium to long term impact of the COVID crisis through digitally enabled solutions*. This project is designed to contribute to the achievement of CPD outcome, namely

**Outcome 1:** Improved public sector management supporting poverty reduction, social inclusion and gender equality is promoted through responsive strategies.”

The project is also aligned to UNDP’s signature solution namely: *Enhance national prevention recovery capacity for resilient societies and is* directly responsive to SDG 3 (*Good Health and Well Being*); SDG 9 (*Industry, Innovation, and Infrastructure*). It also responds to the UNDP SIDS offer that emphases inclusive digital transformation.

The project will complement UNDP’s current support to the Government of Mauritius by leveraging digital transformation to tackle identified structural bottlenecks to recovery from environmental and socio-economic shocks, through delivery on three outputs, namely:

1. **Output 1: Health System strengthened** byreplacing the out-dated paper-based health care information management system with a modern and integrated E-Health system to improve the quality of health services in all public regional and health care centres. This will entail:
2. ***Expansion of eHealth system from Laboratory services to selected regional services, in partnership with*** Ministry of Health and Wellness. This will involve: integrating the tracing software and completing the implementation of the e-health system at two public hospitals and deploying the information system to other health departments; training personnel of the Ministry of Health and Wellness in the use and maintenance of the system; facilitating the collection and analysis of age and gender-disaggregated data on both communicable and non-communicable diseases.

*Budget: USD 260,000 (USD 60,000 for the purchase of equipment and the remaining USD 200,000 for the development and commissioning of the E-Health software and training of relevant personnel)*

1. **Output 2: Public Sector digitalisation promoted** byintegrating information management systems in select Ministries and mainstreaming business continuity processes to strengthen capacity to deal effectively with disasters. This will entail:
2. ***Implementation of Electronic Document Management System*** in partnership with theMinistry of Information Technology, Communication, and Innovation. Focus will be on the development and installation of the Electronic Document Management System (EDMS) and training of personnel in three ministries, based on the recommendation of the Business Continuity study as stated above.
3. ***Upgrade of Vessel Monitoring System and fishermen database in partnership with the Ministry of Blue Economy, Marine Resources, Fisheries and Shipping.*** This will involvethe assessment and development/ of an upgrading of a digitalised Vessel Monitoring System and Fishermen Database and building the capacity of key personnel on the maintenance of the system and early warning SOPs for maritime disasters such as the recent oil spill.
4. ***Output 3: Private Sector resilience strengthened in partnership with Business Mauritius and the National Productivity and Competitiveness Council through:***
5. the establishment of digital-enabled SDG investor maps and market intelligence platforms that will effectively plug the private sector into the regional and global value chains and build their capacities for quick recovery and resilience to future shocks.
6. building the capacities of SMEsto address trade facilitation and competitiveness challenges and enable Mauritius to effectively implement its commitments under the SADC Protocol on Trade, a Financing Agreement–SADC Trade Related Facility (TRF), as well as develop/ reinforce trade facilitation with the SADC countries.

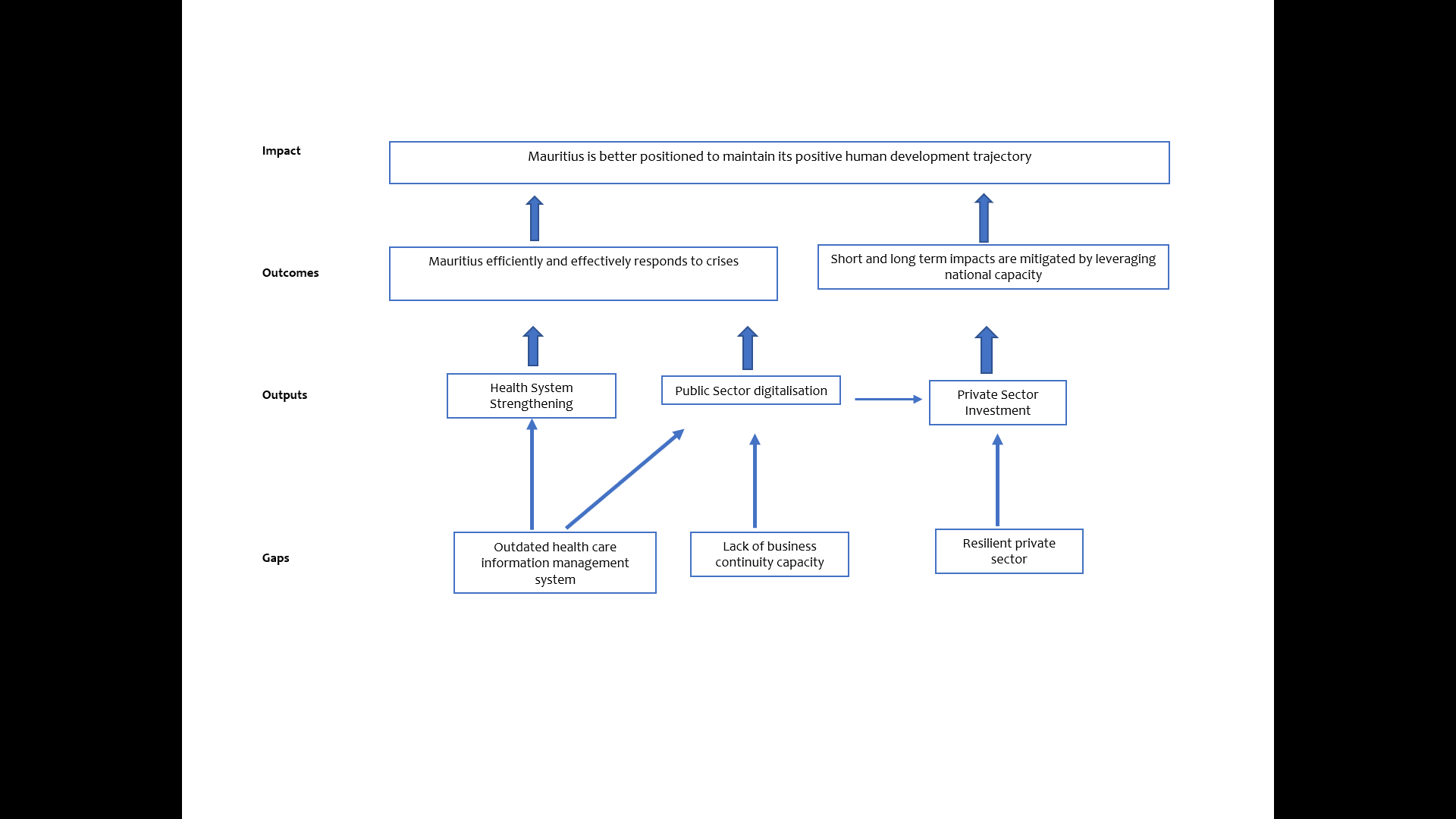


Figure 1: Theory of Change diagram

**Project location map**

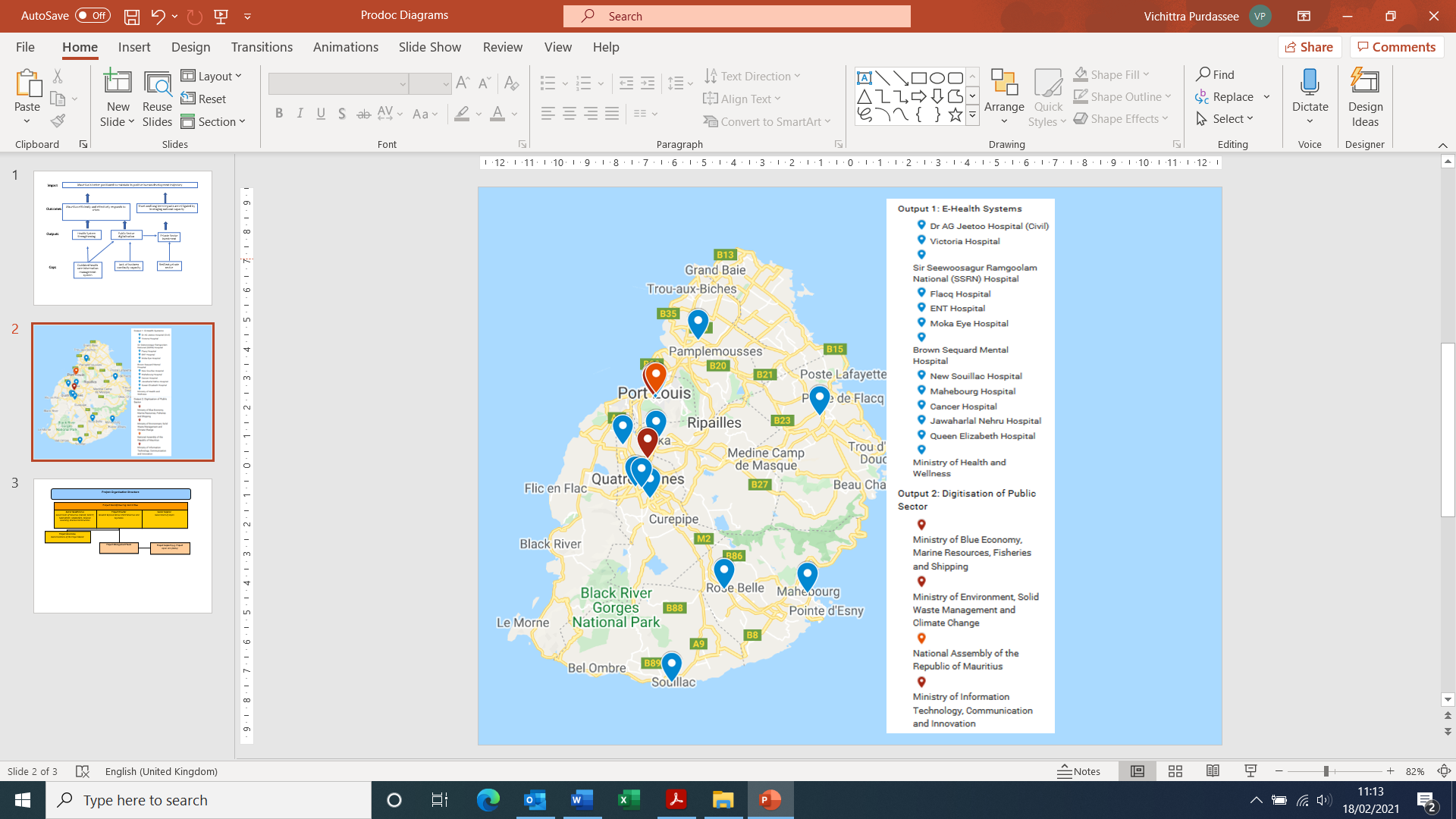


Figure 2: Project Location Map

# Results and Partnerships

**1. Expected Results**

The JSB2 support will facilitate contribution to several results, including but not limited to the following:

1. Strengthened response and case management in the health system.The transition to an E-Health system will eliminate case management challenges while ensuring the privacy of information, in alignment with the Health Sector Strategic Plan (2020-2024) that emphasises redesigned business processes through innovative e-Health technologies. This will contribute to the transition towards improved transparency in the governance framework of the health sector.
2. Public Sector Digitalisation will enable facilitate integrated mechanisms for generation and access to information in government institutions, improve ease of doing business, and promote business continuity through, for instance enabling flexible working arrangement for public servants without disrupting government business.
3. Implementation and upgrade of vessel monitoring system and fishermen database will strengthen the capacity of the Fisheries Monitoring Centre in enforcing the Fisheries and Maritime Resources (Vessel Monitoring System) Regulations 2005. In addition, assistance will also be provided to the Fisheries Planning and Licensing Division in upgrading the fishermen database and streamlining the registration process as required for easy management of the fisher’s permits.
4. Supportto private sector will facilitate integration of the Mauritius business community into the regional and global value chains using digital platforms for information sharing.

**2. Partnership**

This project will build on partnerships initiated in 2020 under the JSB1 funded project “***Supporting an Inclusive and Multi-Sectoral Response to COVID-19 and Addressing its Socio-Economic Impact in the Republic of Mauritius***”. Through this project, the UNDP will ensure a coordination of the project activities with the initiatives of the World Health Organisation with matters related to health; International Office for Migration, UNEP and International Maritime Organisation on the recovery process after the Wakashio Oil Spill.

UNDP will also endeavour to maintain and strengthen the communication channel between the UNDP, the Japanese Embassy in Mauritius and representative of JICA in Madagascar.

**3. Key themes**

The two main key themes of this project are:

***Covid-Response/Recovery:***

The JSB funds for COVID-19 Response and recovery had been approved for the purpose of supporting developing countries in taking necessary measures to prevent the spread of the virus. Following the outbreak of the COVID-19 pandemic, the need for digitising the health system as well as other departments of the public sector became inevitable to ensure business continuity. The digital transformation process envisaged to be implemented in this project will help country in building resilience and prepare Mauritius, a Small Island Developing State, to prepare for future social, economic, environmental, and public health shocks.

**Human Security approach**

The Human Security (HS) approach aims to assist countries in identifying and addressing widespread and cross-cutting challenges to the survival, livelihood, and dignity of people[[6]](#footnote-7). The UN General Assembly Resolution 66/290 calls for the strengthening and empowerment of all people through people-centric, comprehensive, context-specific, and prevention-oriented responses.

The two catastrophes Mauritius faced in 2020 have shone the spotlight on the need to strengthen national institutions to provide targeted support through digitalisation and the need for better coordination and integration/ The impact assessments that will be carried out in this project will address the multidimensional causes of vulnerabilities, mitigate and prevent the adverse consequences of emerging risks and build local capacities to enhance the country’s resilience to shocks.

**Stakeholder engagement**

UNDP’s communications efforts will generate donor visibility across multiple channels. The global communication strategy for COVID-19 will be developed and disseminated throughout the target countries and regions. The Government of Japan (GOJ)’s contributions to COVID-19 will be highlighted through the most effective communications methods identified at country, regional and global levels, focusing on Japan’s strong interest to help realize human security in the field. An additional priority will be reporting on human interest stories, which aim at highlighting and connecting the implications of UNDP’s work and the contribution of GOJ with the impact on people and communities.

In agreement with GOJ, JICA, UN sister agencies relevant to the themes, particularly WHO, to be identified will be engaged in the proposed activities.

The project will engage with stakeholders at the local and national levels, utilising existing structures as much as practicable.

1. Regional and International Partners

One of the main comparative advantages of the UNDP is the agency’s global footprint, and their collective strategic and technical expertise in advancing sustainable human development. UNDP will also help facilitate collaboration from other key regional and international partners. Regular communication will be maintained with the Japanese Embassy in Mauritius and the representatives of JICA in Madagascar office to ensure that they are updated as regards project progress.

1. Government of Mauritius

The key Ministries concerned will be engaged at the level of the Project Board to ensure that the project actions are aligned with the national priorities in terms of COVID response. This will include several ministries and government institutions including National Assembly, Ministry of Health and Wellness, Ministry of Blue Economy, Marine Resources, Fisheries and Shipping and Ministry of Finance, Economic Planning and Development. The lessons from the COVID-19 pandemic, and the inherent vulnerability of Mauritius as Small Island Developing State demonstrate that it is imperative for government institutions to take the necessary measures to limit the probability of disruptive events and to be fully equipped to deliver public goods and services and remain functional. At a higher level, policymakers will benefit from an enhanced policy context and an understanding of pandemic related policy actions to better incorporate the issues connected with mitigation action into long-term planning.

1. Private Sector

Participation of the private sector is an important element with respect to enhancing the likelihood that the results achieved during the project’s lifespan will be sustained after the Japanese funding ceases. The private sector will benefit from the enabling environment created by the strengthened capacity of the public sector and in taking appropriate business decisions. Under the JSB initial funding, the CO in collaboration with the Statistics Mauritius and Business Mauritius which regroups 9 business associations carried out a study to assess the impact of COVID-19 on business performance, to assess the impact of the crisis on employment and to establish the needs of companies in the short, medium and long term. Such collaborations are expected to continue with this funding as well.

1. Non-governmental Organisations (NGOs)

The project targets the entire population. As such, NGOs will be important partners throughout implementation of the project, assisting with community consultation activities, public outreach, and knowledge management.

**South-South and Triangular Cooperation**

Learning opportunities and technology transfer from peer countries will be further explored during project implementation. Existing online collaborative platforms will be favoured e.g. the TICAD has currently set up a Teams Group for regular monitoring and sharing of information from other member countries. Already, Mauritius has benefitted from the GPN for review/ advise pertaining to various terms of references and project deliverables under the JSB 1. In addition, to present opportunities for replication in other countries, the project will codify good practices and facilitate dissemination through global ongoing South-South and global platforms, such as the UN South-South Galaxy knowledge sharing platform.

In addition, to bring the voice of Mauritius to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on transparency-related issues.

**Knowledge**

This project addresses the development of several IT-based systems to simplify and streamline government processes for data collection, registry, implementation, and monitoring of sector specific data. In some circumstances the project will also lay the foundation for a sustainable institutional architecture for E- Government and more specifically E-Administration.

Hence, this project includes provision of necessary tools and equipment including numerous capacity building activities for national institutions. The capacity of the institutions will be significantly strengthened and ready for meeting the needs of a lean and agile government amidst the crisis and threat of a second lockdown.

**Sustainability and Scaling Up**

This project is aligned with the digital Government Transformation Strategy (2018-2022) and goes together with the Public Sector Business Transformation Strategy for achieving Government’s Vision 2030. As such the sustainability of the programmatic action will be ensured through direct government ownership. The project lays emphasis on the use and re-use of data to support the work of Government, to optimize, transform and create better government services and to achieve large-scale business optimization that improves effectiveness and accelerates service excellence, knowledge mobilisation and innovation. This project presents an opportunity to analyse how to model an adaptive and responsive public service functions in this public health emergency and potentially improve the protocols and tools for decision-making and empowerment within Government during future crises.

As much as possible, Open Source software that interoperate on all Operating Systems will be favoured which will have no license fee applicable as compared to other proprietary software. Hence once technical officers are capacitated, the project has high scale-up potential. Building on their experience and expertise developed during the first project, similar approaches can be adapted to scale up the system to other Ministries and institutions as well as improving process / data sharing where required such as integration of implementation of the Laboratory Information Management System with the National ID database.

# Project Management

***Cost Efficiency and Effectiveness***

As per the Direct Implementation Modality (DIM), the project will be managed from the UNDP Mauritius Country office with operational support from the relevant Regional Bureau and Japan Unit, BERA.

The project will ensure cost-efficient use of resources, using the theory of change analysis to explore different options to achieve the maximum results with available resources, and a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects.

The Global Policy Network (GPN), especially UNDP digital transformation expert team recently established to support the implementation of the SIDS offer.

This project will be a continuation of the currently implemented Japanese funded project “Supporting an Inclusive and Multi-Sectoral Response to COVID-19 and Addressing its Socio-Economic Impact in the Republic of Mauritius”. Several foundational studies are being carried out in this project and will result in the preparation of Terms of References for implementation. The CO will thus leverage from lessons learnt in this project to ensure the scope and strategy for timely and quality project delivery under JSB 2. Given the hurdles experienced in Procurement Processes and lengthy administrative processes for establishing institutional agreements with ministries, the CO will adopt a two-pronged approach. Firstly, by continuing to work with the Ministries and institutions already involved in the first JSB project, the CO will ensure that the same groundwork does not need to be repeated. Secondly, by working with the Private Sector Business Association namely: Business Mauritius, the CO will avoid lengthy administrative processes associated with Government.

***Project Management***

The Project Management Unit will consist of a Project Manager and a Project Assistant who will be responsible for the day-to-day administrative management and monitoring of implementation of project activities. Oversight and quality assurance will be ensured by the team leaders of the Environment and Socio- Economic Development Units of the CO and the Senior Economist will provide technical advisory support. The Project Manager will prepare regular progress reports as required by the Government of Japan to inform on the status of project implementation and on bottlenecks and challenges being encountered. The project will also utilise the services of the UNDP. Should opportunities for fully funded UNVs or Japan funded JPOs become available, the project would benefit from additional support.

**1. Reporting**

At project completion, the Project Management Unit will submit two reports to Government of Japan upon clearance of RBA TICAD unit: (i) Final Report June 2022, a narrative of project activities implemented, showcase the success stories and lessons learned and evaluate the extent to which results stated in the project result framework have been achieved; and (ii) a Final Financial Report March 2023, using the Government of Japan template, the project financial closure and refund process will be facilitated by both RBA TICAD and BERA Japan unit.

**2. Monitoring**

The project results, indicators and end-of-project targets will be monitored on a quarterly basis. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](http://www.undp.org/content/undp/en/home/operations/accountability/programme_and_operationspoliciesandprocedures.html) and [UNDP Evaluation Policy](http://www.undp.org/content/undp/en/home/operations/accountability/evaluation/evaluation_policyofundp.html). The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements. Specifically, UNDP will follow the project QA template available at <https://intranet-apps.undp.org/ProjectQA/Forms/DesignPrint?fid=3761>.The proposed monitoring plan for this project is in Table 1.

**3. Visibility and Communication**

UNDP’s communications efforts will generate donor visibility across multiple channels. Aligning itself with UNDP’s global communication strategy on COVID-19, the Country Office’s in-house Communications Officer will work with the Project Management Unit to develop a project communication strategy which focuses on Japan’s strong interest to help realise human security in the field. Throughout the project communication will be maintained with the Japan Unit, Bureau of External Relations and Advocacy to ensure that opportunities both in terms of project work and communications are communicated to relevant counterparts. To ensure that Japanese firms are aware of opportunities, the Japan Embassy will be informed accordingly and kept abreast of project progress. The communication strategy will also bring forward human interest stories to demonstrate the impact of UNDP’s work on the ground. The communications team will rely heavily on digital media platform for the dissemination of communication products. These include blog posts on the UNDP Mauritius and Seychelles websites and regular posts of videos and short stories on social media accounts.

**Table 1: Monitoring Plan**

| **Output** | **Indicator** | **Target** | **Means of Verification** | **Frequency** | **Responsible for data collection** |
| --- | --- | --- | --- | --- | --- |
| **Output 1: Health Systems Strengthened** | Indicator 1: E-health system installed in regional hospitals  *Description: monitor the progress in the development, installation and commissioning the e-health system in public hospitals* | 2 Regional Hospitals equipped with E-health system | Progress report from the Service provider and site visits, notes of meeting and Back to Office Reports by PMU | Quarterly progress reports and a final project closure report | Project Management Unit and Service Provider |
| **Output 2: Public Sector Digitalisation** | Indicator 2: Implementation of Electronic Document Management System  *Description: monitor the progress in the development, installation, and commission of the EDMS* | EDMS installed at three Ministries | Progress report from the Service provider and site visits, notes of meeting and Back to Office Reports by PMU | Quarterly progress reports and a final project closure report | Project Management Unit and Service Provider |
| Indicator 3: Vessel Monitoring System upgraded  *Description: monitor the progress in the development, installation, and commission of the Vessel Monitoring System* | Upgraded Vessel Monitoring System installed | Progress report from the Service provider and site visits, notes of meeting and Back to Office Reports by PMU | Quarterly progress reports and a final project closure report | Project Management Unit and Service Provider |
| Indicator 4: Online System for the Parliament  *Description: monitor the progress in the development, installation, and commission of the Online Parliamentary System* | Online Parliamentary system installed | Progress report from the Service provider and site visits, notes of meeting and Back to Office Reports by PMU | Quarterly progress reports and a final project closure report | Project Management Unit and Service Provider |
| **Output 3: Private Sector resilience** | Indicator 5: Development of Mauritius SDG Investor Map  *Description: Comprehensive SDG Investor Map for Mauritius* | *Mauritius SDG Investor Map developed* | Progress report from the Service provider and site visits, notes of meeting and Back to Office Reports by PMU | Quarterly progress reports and a final project closure report | Project Management Unit and Service Provider |
| Indicator 6: *Capacity Building on ICT for Small and Medium Size Enterprises*  *Description: Implementation of a Productivity Improvement Programme for SMEs* | *Gap Analysis and training carried out for 30 SMEs* | Progress report from the Service provider and site visits, notes of meeting and Back to Office Reports by PMU | Quarterly progress reports and a final project closure report | Project Management Unit and Service Provider |

# Results Framework

|  | **Applicable Outcome(s) from the UNDP Mauritius Country Programme Document:**  **Outcome 1:** Improved public sector management supporting poverty reduction, social inclusion and gender equality is promoted through responsive strategies |
| --- | --- |
|  | **Project title:** Support to Resilience through Digital Transformation and Capacity Development |

| **EXPECTED OUTPUTS** | **OUTPUT INDICATORS** | **DATA SOURCES** | **BASELINE** | | TARGETS (by frequency of data collection) | | DATA COLLECTION METHODS & RISKS |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Value** | **Year** | **March 2021 – March 2022** | **FINAL** |
| **Output 1: Health Systems Strengthening** | Indicator 1: E-health system installed in regional hospitals | MoHW | Not yet started | March 2021 | 2 Regional Hospitals equipped with E-health system | March 2022 | Project Closure Report from the Service provider |
| **Output 2: Public Sector Digitalisation** | Indicator 2: Implementation of Electronic Document Management | MoICTI | BCP study has been initiated | March 2021 | EDMS installed at three Ministries | March 2022 | Project Closure Report from the Service provider |
| Indicator 3: Vessel Monitoring System upgraded | MoBEMRFS | Acknowledged that there is Room for improvement on Current system | March 2021 | Upgraded Vessel Monitoring System installed | March 2022 | Project closure Report from the Service provider |
| Indicator 4: Online System for the Parliament | National Assembly | Feasibility study for online system completed | March 2021 | Online Parliamentary system installed | March 2022 | Project closure Report from the Service provider |
| *Output 3: Private Sector Resilience* | Indicator 5: Development of Mauritius SDG Investor Map | UNDP Project Report | Not yet started | March 2021 | Final Report | March 2022 | Project closure Report from the Service provider |
| Indicator 6: Capacity Building on ICT for Small and Medium Size Enterprises | UNDP Project Report | Not yet started | March 2021 | Final Report | March 2022 | Project closure Report from the Service provider |

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# Work Plan

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| --- | --- |
|  | **Applicable Outcome(s) from the UNDP Mauritius Country Programme Document:**  **Outcome 1:** Improved public sector management supporting poverty reduction, social inclusion and gender equality is promoted through responsive strategies  **Outcome 2:** Design and implementation of a portfolio of activities and solutions developed at national and subnational levels for sustainable management of natural resources, integration of ecosystem services approaches, sound management of chemicals and waste, while ensuring that climate change challenges in terms of adaptation and mitigation are fully addressed |
|  | **Project title:** Support to Resilience through Digital Transformation and Capacity Development |

| **Expected outputs** | **Planned activities** | **Descriptions of activities** | **Budget description** | **Budget amount** | | |
| --- | --- | --- | --- | --- | --- | --- |
| **2021 (USD)** | **2022 (USD)** | **Total (USD)** |
| Output 1: Health Systems Strengthening | 1.1 Expansion of eHealth system from Laboratory services to selected regional services | 1.1.1 E-Health installation completed at selected hospitals, with tracing software integration | 72200 – Equipment and Furniture | 40,000.00 | 20,000.00 | 60,000.00 |
| 72100 – Contractual services Companies | 75,000.00 | 25,000.00 | 100,000.00 |
| 1.1.2 Information system deployed for other health departments | 72100 – Contractual services Companies | 60,000.00 | 20,000.00 | 80,000.00 |
| 71300 – National Consultant | 15,000.00 | 5,000.00 | 20,000.00 |
| *Subtotal*  *Output 1* |  | | | *190,000.00* | *70,000.00* | *260,000.00* |
| Output 2: Public Sector Digitalisation | 2.1 Implementation of Electronic Document Management System in 6 selected Ministries/ institutions | 2.1.1 Support on deployment of Electronic Document Management System | 72100 – Contractual services Companies | 100,000.00 | 100,000.00 | 200,000.00 |
| 72100 – Equipment and Furniture | 10,000.00 | 20,000.00 | 30,000.00 |
| 2.2 Implementation and upgrade of vessel monitoring system and fishermen database | 2.2.1 Upgrading of Vessel monitoring system and digitalisation of fishermen database | 72100 – Contractual services Companies | 70,000.00 | 80,000.00 | 150,000.00 |
| 2.3 Implementation of the Online Parliament system | 2.3.1 Installation of Online Parliament system | 72100 – Contractual services Companies | 135,000.00 | 15,000.00 | 150,000.00 |
|  |  |  | 71300 – National Consultant | 15,000.00 | 15,000.00 | 30,000.00 |
| *Subtotal Output 2* |  | | | *330,000.00* | *230,000.00* | *560,000.00* |
| Output 3: Private Sector Resilience | 3.1 Development of SDG Investor Map | 3.1.1 SDG investor Map | 71300 – National Consultant | 30,000.00 | 30,000.00 | 60,000.00 |
| 75700 – Training, Workshop and Conferences | 2,500.00 | 2,500.00 | 5,000.00 |
| 3.2 Productivity Improvement Programme | 3.2.1 Gap Analysis and Training Completed | 72100 – Contractual Services Companies | 40,000.00 | 40,000.00 | 80,000.00 |
| 72100 – Equipment and Furniture | 15,000.00 | 15,000.00 | 30,000.00 |
| 75700 – Training, Workshop and Conferences | 2,500.00 | 2,500.00 | 5,000.00 |
| Subtotal Output 3 |  | | | *90,000.00* | *90,000.00* | *180,000.00* |
| **Programme budget total** |  | | | **610,000.00** | **390,000.00** | **1,000,000.00** |
| DPC (8%) | Financial Audit | | 74100 Professional Services |  | 10,000.00 | 10,000.00 |
| Project Manager | | 71300 National Consultant | 18,000.00 | 8,768.00 | 26,768.00 |
| Project Assistant | | 71300 National Consultant | 8,000.00 | 4,500.00 | 12,500.00 |
| Procurement assistant | | 71300 National Consultant | 3,500.00 | 3,500.00 | 7,000.00 |
| Communication specialist position | | 71300 National Consultant | 3,500.00 | 3,500.00 | 7,000.00 |
| Global Monitoring, advocacy, and reporting | | 71200 – International Consultant | 8,000.00 | 4,914.00 | 12,914.00 |
| *Sub-total* |  | |  | *651,000.00* | *425,182.00* | *1,076,182.00* |
| GMS (8%) |  | |  |  |  | 86,095.00 |
| Levy (1%) |  | |  |  |  | 11,623.00 |
| TOTAL |  | |  |  |  | **1,173,900.00** |

# Project Governance and Management Arrangement

The Project will be implemented by UNDP as Implementing Agency and the governance mechanism of the Project is defined as below.

The strategic decisions proposed in this project document will be undertaken by the Project Board. The formulation, and roles and responsibilities of the Project Board include the following:

* To oversee overall project implementation and make final decisions regarding project direction and priorities based on the recommendations of the international/ local consultants and stakeholders.
* Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks.
* Review the project progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
* To approve project reports, project deliverables and Project Quarterly / Annual Work Plans.
* To approve payments to be made to the consultants and to ensure commitment of resources to support project implementation.
* To facilitate removal of barriers/ constraints for successful execution of the project.
* To resolve conflicts and propose solutions.

The overall accountability of the Project lies with UNDP Regional Director for UNDP Mauritius Country Office, who will be supported by the team in UNDP Mauritius Country Office, the GPN and Japan Unit, BERA in New York. UNDP Mauritius Country Office HQ will oversee the consolidated implementation support of the Project, specifically ensuring that all activities including procurement and financial services are carried out by the implementing partner and associated executing entities in strict compliance with national legislation and UNDP/Japan Unit’s requirements, including UNDP Rules and Regulations.

UNDP, as the responsible body for the management of the project, will oversee all technical aspects of planning and implementing activities, fostering quality assurance, managing operational activities including procurement, finance, and human resources dedicated to the project, while ensuring that operations adhere to UNDP ethics and accountability policies, principles and standards while enabling fast implementation within the given timeline within the range where UNDP can manage.

The financial contribution from the Government of Japan will be utilized in accordance with the budget stated in this project document under UNDP’s Financial Rules and Regulations. UNDP will promptly inform the Government of Japan in case that major revisions on the project budget and activities are required, responding to unforeseen circumstances.

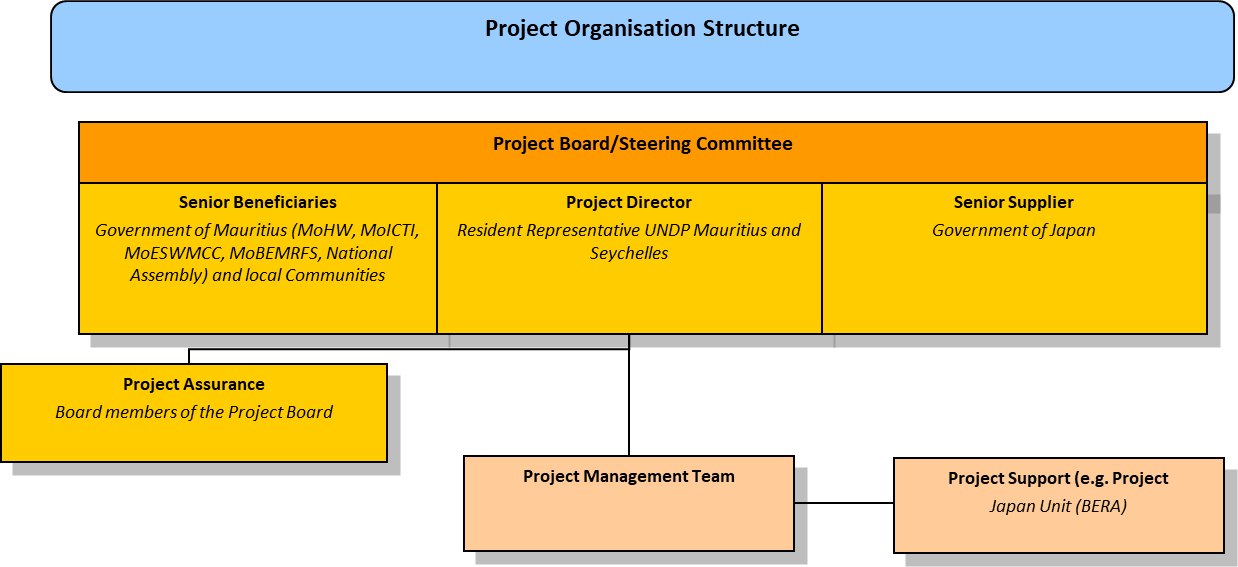


Figure 3: Project Governance Structure

# Legal Context

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the [Supplemental Provisions](https://intranet.undp.org/global/documents/ppm/Supplemental.pdf) to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof.  All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply**.**

# Risk Management

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the UNSMS.
2. Risk Analysis is provided in Risk Log below.
3. UNDP as the Implementing Partner will 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/sc/committees/1267/aq_sanctions_list.shtml>. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
5. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
   1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor, and sub-recipient shall:
      1. put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried.
      2. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
   2. 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 the responsible party’s, subcontractor’s, and sub-recipient’s obligations under this Project Document.
   3. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, or corruption, by its officials, consultants, subcontractors, and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
   4. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a)UNDP Policy on Fraud and other Corrupt Practices and (b)UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
   5. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants’, subcontractors’ and sub-recipients’) premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
   6. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP’s Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

* 1. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Note:* The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors, and sub-recipients.

* 1. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
  2. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
  3. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

1. Africa Economic Outlook, 2020 [↑](#footnote-ref-2)
2. International Monetary Fund, Mauritius – At a glance, Available Online at: <https://www.imf.org/en/Countries/MUS> [↑](#footnote-ref-3)
3. World risk Report, 2019 [↑](#footnote-ref-4)
4. 2020 Digital Riser Report by the European Center for Digital Competitiveness [↑](#footnote-ref-5)
5. Business Mauritius and Statistics, et al., 2020. Mauritius Impact of Covid-19 on business In Mauritius [↑](#footnote-ref-6)
6. UN General Assembly Resolution 66/290: <https://undocs.org/en/%20A/RES/66/290> [↑](#footnote-ref-7)