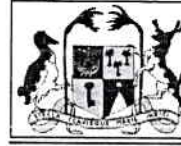




UNITED NATIONS DEVELOPMENT PROGRAMME  
MAURITIUS  
PROJECT DOCUMENT



**Project Title:**

**SOCIAL INCLUSION AND EMPOWERMENT**

**UNDAF Outcome(s):**

(Not applicable: Mauritius is a Category-C country)

**Expected CP Outcome:**

Capacity of public sector, NSAs and vulnerable groups strengthened to promote a coordinated approach in policy formulation and implementation for a more equitable and inclusive society.

**Expected Outputs:**

Targeting, delivery and monitoring arrangements for Ministry of Social Integration and Economic Empowerment social programmes (implemented through the National Empowerment Foundation) operational.

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

New models of service delivery and other pro-poor interventions and actions implemented and tested by the public sector, the private sector (through Corporate Social Responsibility activities), NGO's and communities.

**Executing Entities:**

Ministry of Social Integration and Economic Empowerment (MSIEE) and the Ministry of Social Security, National Solidarity and Reform Institutions (MSS)

**Implementing Agencies:**

The National Empowerment Foundation (NEF) and the Non-State Actors' (NSA) Unit

**Other Collaborating Agencies:**

Ministry of Finance and Economic Development (MoFED); Ministry of Gender Equality, Child Development and Family Welfare; the National Computer Board; the Rodrigues Regional Assembly; Global Environment Facility / Small Grants Programme; the Decentralized Cooperation Programme (EU); the Mauritius Council of Social Services (MACOSS); the Rodrigues Council of Social Services (RCSS); Local Authorities in pilot areas (municipal and village councils, District Councils; Non-State Actors, including Civil Society Organisations (CSOs) and NGOs, Private Sector Associations, Foundations and Institutions; other Specialised UN Agencies (such as UNWOMEN), and other Development Partners.

### Brief Description

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 (in line with MDG1); an increased share of women working in the mainstream economy; 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 intervention will be underpinned by the development of a culture and a capacity within all stakeholder agencies to engage in effective monitoring and evaluation.

The project will be executed under National Implementation Modalities (NIM) by a Management Unit located within the premises of the MSIEE over a four year period, with a sub-unit in Rodrigues. The main executing agencies will be the MSIEE, with the support of the National Empowerment Foundation, and the MSS, supported by the NSA Unit. Multiple stakeholder agencies will collaborate in the project, which will be reviewed and monitored by relevant partners. The project also aims to contribute to the CP 2013-2016 outcomes of pillar 1 (Planning and Resource Management for inclusive growth) and pillar 3 (Energy and Environment) of the overall Country Programme in improving the quality of Mauritius' growth and human development. The project also takes account of the need for UN Agencies to *Deliver as One*.

Programme Period: 2013 - 2016

Key Result Area: Poverty Reduction and Social Inclusion

Atlas Award ID: \_\_\_\_\_

Document Completion Date: December 2012

Start date: January 2013

End Date: December 2016

PAC Meeting Date: 21<sup>st</sup> November 2012

Management Arrangements: NIM and UNDP Country Office Support to NIM

Total resources required	US\$ 1,375,010
Total allocated resources:	US\$ (UNDP and UN Women)
• Regular (TRAC 1)	US\$ 543,000
• Other:	
o UNDP (TRAC 2)	US\$ 300,000 (TBC)
o UN Women	US\$ 110,000 (of which \$60,000 TBC)
o Government	
▪ MSS	US\$ 132,000
▪ MSIEE	US\$ 140,000
▪ MGE	In kind
▪ NCB	In kind
o RRA	US\$ 65,000
NEF	In kind contributions to implementation of LIDPs
CSR / Other Donors	US\$ (Dependent upon LIDP requirements & resource mobilisation efforts)

\*All figures are converted from Mauritian Rupees with the UN exchange rate of MUR 29 /1 USD.

**Agreed by Government**

Ministry of Finance and Economic Development:

Date: 23/1/13

*A. Mansoor*

Mr. Ali Mansoor, Financial Secretary

**Agreed by Executing Entities**

*B. Boyramboly*  
 Mr. B. Boyramboly, Permanent Secretary,  
 Ministry of Social Integration and Economic Empowerment

Date: 19 December 2012

*R. Duva-Pentiah*

Mr. R. Duva-Pentiah, Permanent Secretary,  
 Ministry of Social Security

Date: 27.12.12

**Agreed by United Nations Development Programme:**

Mr. Simon Springett, Resident Representative

Date: 28/1/2013

*Simon Springett*

## I. SITUATION ANALYSIS

1.1 In many respects, the rapid development of Mauritius since independence in 1968 has been remarkable. The country has successfully transformed itself from a low income, mono-crop agricultural economy based largely on sugarcane, to an upper middle-income country with a gross national income (GNI) per capita of US\$8,240 in 2011. It also scores well in terms of Human Development, with a Human Development Index of 0.728, thereby ranking 77<sup>th</sup> out of 187 countries and second in Sub-Saharan Africa. These achievements may be attributed to successive Governments' pursuit of liberal, open economic policies, focusing on growth and employment, and sound macro-economic management, and the simultaneous maintenance of an elaborate social welfare system. Despite the global economic crisis over recent years and the sovereign debt crisis in Europe, which is an important trading partner, Mauritius has been able to attain an average real GDP growth of 4.5% during the period 2007 to 2011. Efforts to diversify the economy from the traditional sectors of tourism, textiles and sugar to new ones such as information and communication technologies and financial services continue to yield successes. However, the unemployment rate has gone up from 7.2% in 2008 to 7.9 % in 2011.

1.2 Mauritius has also made significant progress in achieving the targets set in the Millennium Development Goals (MDGs), notably in areas such as education, gender equality in education, adult literacy, infant mortality and the provision of safe drinking water and improved sanitation. Nevertheless, the country has to deal with several important challenges. These include residual, but still significant levels of poverty, with some 26,000 households representing 7.9% of total households falling below the national Relative Poverty Line (Statistics Mauritius, Poverty Analysis 2006/07). This figure rises to 17.9% in Rodrigues. Inequality is also a feature of this poverty. Mauritius has a Gini coefficient of 0.38, and there are significant spatial disparities in the incidence of poverty. In particular, the island of Rodrigues has generally missed out on the rapid economic development experienced on the main island of the Republic. It is characterised by an economy largely dependent upon subsistence agriculture and fisheries, supported by a large public sector, with limited opportunities for private sector employment. According to the 2011 census, Rodrigues is the second most impoverished region of the country, surpassed only by Le Morne Village Council Area.

1.3 Gender disparities also persist across a range of social and economic issues. For example, only 18% of Members of Parliament are female, well below the SADC target of 30%, and female unemployment in 2011 stood at 13%, in comparison to the male rate of 4.7%. Gender-based violence also affects women more than men. In 2010, for example, out of 2,215 reported cases, 1,952 were women. There has also been a reversal in maternal mortality, with an increasing trend since 2007.

1.4 In addition, Mauritius faces major development challenges typical of middle-income Small Island Developing States (SIDS), such as environmental vulnerability and exposure to natural disasters, especially in the face of climate change; coastal zone erosion; endangered species; reduction in forest coverage; decrease in fish stocks; water shortages, and vulnerability to external economic trends, including decreasing Overseas Development Assistance. In order to sustain diversified growth, whilst promoting social inclusion and securing environmental sustainability, the Government has formulated an overarching plan, Maurice Ile Durable (MID). This is built around five pillars - Education, Equity, Employment, Environment and Energy.

1.5 Furthermore, policy formulation and implementation of poverty reduction strategies are hampered by the lack of proper eligibility assessment mechanisms for social programmes, leading to substantial (constituting around 4.4% of GDP) but ineffective social spending, with large errors of both exclusion and inclusion. Tools to measure and manage programme performance are inadequate and there is a paucity of capacity and skills within public institutions and among Non-State Actors (NSAs) to conceptualise and design new initiatives to address poverty and social exclusion. Accountability for public service delivery and performance is also limited. The effects of these shortcomings manifest themselves in several widely recognised, tangible and inter-related problems, as follows:

- Current interventions do not reach those most in need of support
- Many programmes are poorly designed, with insufficient attention to the long term empowerment of the beneficiaries, leading instead to dependency

- Projects are designed with a short time horizon, with insufficient attention to sustainability and the nurturing of transformational processes
- Interventions tend to be activity-based, deliver products and pay insufficient attention to processes and *accompaniment*
- Policy makers and project planners lack the technical skills to analyse the needs of beneficiaries or underlying causes of poverty, and do not understand their aspirations
- There is insufficient participation of the beneficiaries in the formulation of projects and programmes, and a tendency towards a 'top down' approach
- Potential beneficiaries are not well informed and sensitized on services offered and opportunities available under various programmes
- Few opportunities exist for citizens to provide feedback on the quality of services being provided
- There is lack of a proper M&E Framework to assess programmes within both the state and non-state sectors
- There is need to share best practices for greater effectiveness of social programmes
- Despite some positive developments over recent years under the National Empowerment Foundation and increasing levels of Corporate Social Responsibility, partnerships between the public sector, private sector and civil society have yet to realise concrete results
- Some programmes tend to be piecemeal and operate in 'silos'. Without the required integrated, co-ordinated, holistic, multi-stakeholder approach, interventions do not achieve the desired results in addressing the multi-dimensional nature of poverty and exclusion
- Co-operation between Ministries and Commissions of the RRA needs to be strengthened for greater sharing of knowledge and experiences
- Interventions designed for Mauritius should duly consider the specificities of Rodrigues for greater effectiveness of policies and programmes.

1.6 Over the next Programme Cycle (Country Programme 2013-2016), UNDP Mauritius has committed itself to assist the Government to strengthen institutional capabilities for accountable, equitable and effective use of public resources. These areas will be addressed by:

- i. Improving the capacity of Government agencies in strategic planning, programme-based budgeting and effective service delivery;
- ii Strengthening the capacity of the public sector, NSAs and vulnerable groups to promote a coordinated approach in policy formulation and implementation for a more equitable and inclusive society; and,
- iii. Achieving environmental sustainability while addressing climate change and ensuring more effective protection and conservation of natural resources.

1.7 The Social Inclusion and Empowerment Project will focus on the second pillar mentioned above. However, linkages and synergies amongst the three components will be actively pursued. Public sector ministries and agencies and Non- State Actors will benefit from capacity-building initiatives in areas such as participatory planning and policy formulation; designing and delivering pro-poor projects, and M&E. The intended final beneficiaries will be the poor and marginalised living in areas of multiple deprivation, the so-called pockets of poverty. More generally, women will also benefit from empowerment interventions and an engendered policy environment.

## II. STRATEGY

### 2.1 The National Strategy

The main areas of focus of the previous Country Programme were public sector reform, inclusive growth, environmental protection and climate change. The UNDP Country Strategy (2013 to 2016) has been designed to build on this former support, incorporating lessons learnt. As such, it will assist the Government in achieving more sustainable and equitable growth and human development, utilising a limited number of triggers that can have major multiplier effects across a broad spectrum of critical development issues – improving the outcomes of public expenditure, expanding opportunities and institutional channels for social inclusion, and enabling prudent management of natural resources and timely adaption to climate change. Thus, it will contribute to the realisation of the objectives of the Government's Maurice Ile Durable.

The Country Programme will also continue support to, and inform the reform of, the National Empowerment Foundation (NEF).<sup>1</sup> Despite this non-profit company's objective of ensuring more coherence in the implementation of pro-poor programmes, and the large amount of resources at its disposal, generally speaking, results to date have not improved significantly. An evaluation in 2010 attributed these shortcomings to (amongst others) weaknesses in monitoring and evaluation and accountability systems; a weak focus on results; a lack of a common approach to targeting and performance measurement; a lack of ongoing analysis within programmes, and the absence of a working model of poverty and poverty reduction to guide analysis and planning.<sup>2</sup> The new Country Programme will attempt to address these constraints. It will also assist the Government in reforming national social security services, in order to ensure more efficient and effective delivery of social welfare programmes. Building local capacity will underpin the overall approach.

### 2.2 Project Strategy

The intended outcome of the project is stated as follows:

Capacity of public sector, NSAs and vulnerable groups strengthened to promote a coordinated approach in policy formulation and implementation for a more equitable and inclusive society.

Thus, the project will support the Government's strong commitment to assisting the country's small population of poor households, in order to bring them into the mainstream of society. In pursuing this outcome, the project will involve a series of activities that will result in the delivery of specific products and services, grouped under three distinct, yet inter-dependent outputs. These are outlined in more detail in the following paragraphs.

#### Output 1:

**Targeting, delivery and monitoring arrangements for Ministry of Social Integration and Economic Empowerment social programmes (implemented through the National Empowerment Foundation) operational.**

In realising output 1, the project will attempt to bring about a more efficient identification of vulnerable groups and disadvantaged areas for inclusion in pro-poor programmes. Under previous programmes, UNDP provided assistance for the technical design of a Social Register of Mauritius (SRM) and a Proxy Means Test (PMT) to improve the targeting efficiency and harmonization of the multitude of social programmes operational in the country. The SRM, which is housed within MSS, has already been utilized to implement the new housing and crèches schemes announced in the 2012 budget. Under Pillar 1 of the Country Programme (2013 to 2016), technical assistance for the further development of the SRM will continue. The Social Inclusion and Empowerment pillar will

<sup>1</sup> The NEF is a non-profit, Government-owned company, initially set up in July 2008 as the Empowerment Programme. It is mandated to implement projects aimed at eradicating absolute poverty by 2020, alleviating poverty, and empowering vulnerable families to bring them into the mainstream of society. It also hosts the Corporate Social Responsibility Committee, which channels private sector funding to poverty focussed interventions implemented through NGOs. Since 2010, NEF has been under the aegis of the newly created Ministry of Social Integration and Economic Empowerment.

<sup>2</sup> Rapid Assessment of the National Empowerment Foundation (NEF) Programmes (December 2010), Sifiso Chikandi and Esther Hanoomanjee

utilise this system as a means of identifying final beneficiaries and geographic locations for the implementation of pilot projects (see output 3), along with complementary data collection tools. The SRM will also feed into improved monitoring and evaluation systems.<sup>3</sup>

Output 1 will require capacity-building initiatives. Following a needs assessment, these will target the development of skills and tools for results-based project and programme planning for relevant staff working within MSS, NEF, Ministry of Gender, RRA and participating NSAs. In order to address the related issue of weak monitoring and evaluation systems, the project will continue the support that commenced in April 2012. This will require the ongoing deployment of an M&E expert funded by UNDP to operationalise the M&E Unit already established within NEF. MSIEE will appoint a suitably qualified counterpart to ensure skills transfer, national ownership and lasting benefits, and provide operational funds. The World Bank will provide technical assistance to the development of M&E systems designed to ensure value for money, transparency and accountability, as well as feedback on performance for improved, dynamic project management. The Unit will also address the capacity building needs of the public sector (Ministries, National Institutions, the RRA, the NEF (including case workers in its Rodrigues office) and the private sector working on CSR interventions to implement M&E systems at service delivery and project levels. The capacity building of NSAs to implement M&E systems at project level will be addressed in tandem through the Common Training Strategy Committee, established by the MSS in collaboration with the NGO Trust Fund, the EU funded Decentralised Cooperation Programme (DCP), MACOSS, and NCSR Committee.<sup>4</sup>

In addition, the project will support the M&E Unit to review all existing NEF projects under each of its operational pillars (Placement and Training; Child and Family Welfare; Social Housing, and Community Empowerment). This will include the development of SMART OVI's for each NEF programme, and the design of data collection tools and the establishment of appropriate baseline data. In carrying out its work, the Unit will work closely with the Economic Planning and Monitoring Unit (EPMU) of the Chief Commissioner's Office in Rodrigues, and ensure appropriate solutions for M&E shortcomings on the island. It will also liaise with the NSA Unit on all issues related to M&E, and contribute to the Knowledge Management activities foreseen under output 3. (For detailed Terms of Reference for the M&E Officer, please refer to Annex II).

#### **Output 2:**

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

Output 2 activities will involve the empowerment of marginalised groups, focussing particularly on the needs of women. A major result area will address gender policy issues in both Mauritius and Rodrigues. Previously, UNDP supported the formulation of a National Gender Policy Framework (NGPF, 2008) and the implementation of gender-responsive budgeting (GRB) in eight Ministries. It also supported the capacity building of Gender Cells within sectoral Ministries to formulate effective strategies for integration of gender issues. Under the new project, the capacity of staff of the Ministry of Gender Equality will be strengthened to support other ministries on gender-mainstreaming issues, thereby reducing dependency on external assistance. Capacity building measures will link closely with the gender budgeting initiatives to be dealt with under Pillar 1 of the Country Programme. The Gender Focal Point based at UNDP will ensure a coordinated approach with other multilateral agencies and institutions such as the Delegation of European Union and African Development Bank (AfDB) in the process of mainstreaming gender at national level.

Using the NGPF for Mauritius as a starting point, and adopting a multi-sectoral approach, support will be provided for the formulation and implementation of a Rodrigues-specific gender policy. This will commence with a

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<sup>3</sup> SRM implementation started in April 2012 for 3 social programmes to date. It will be extended to other schemes with a view to rationalize and restructure the social protection system. In the near future it will be a pre-requisite for the targeting of beneficiaries under all NEF interventions, and the EU intends to employ it as part of the trigger mechanisms for releasing tranches of General Budget Support. The Social Inclusion and Empowerment Project will utilise the SRM within the three pilots, and will encourage NGOs to use its services, through MSS. The SRM also has significant policy level application potential.

<sup>4</sup> The NSA Unit will work closely with DCP in particular in the development of a project M&E system for NGOs and training in its use. It will also liaise with the DCP in its focussed training of local consultants and NGOs, intended to take place during mid 2013.

It should be noted that a third pilot area may be identified, depending on availability of funding.

In order to establish areas of multiple deprivation with potential, criteria could include a good track record of active CBOs; the presence of NGO and CSR activity, and the likelihood of other major investments coming into the locality. For example, locations that are likely to benefit from infrastructure improvements through Government's social housing programmes, or those planned through the UN Habitat's Participatory Slum Upgrading Programme (PSUP) or the Mauritius Chamber of Commerce and Industry Foundation's CSR interventions, could present potential opportunities for synergies and complementary social and local economic development activities.<sup>7</sup>

The process will involve the initial identification of all agencies from the public (central and local) and private sectors, international development partner programmes and NGOs that provide services to the area, and the drawing up of MoU's and partnership agreements amongst these entities, as the project will require new ways of working together beyond traditional approaches. Multi-disciplinary facilitation teams comprising the staff of each partner that will be working in the area will be established. Their capacities to plan and design interventions that address inequality and social exclusion would be assessed, followed by an ongoing process of on-the-job capacity-building. This would represent the practical application of the more generic, theoretical training provided under output one of the overall project.

The pilot projects will commence with a participatory needs appraisal and the establishment of governance structures that ensure community participation, especially from women and other vulnerable groups. Baseline surveys will be undertaken and Local Integrated Development Plans for each of the 2 pilot areas (with OVIs) will be developed through participatory planning techniques to ensure demand-driven development. These will provide a framework for the implementation of all services and pro-poor projects in the area. As such, they will guide the activities and investment decisions of each agency working in the area, as well as the community's own self-help initiatives, and form the basis for additional resource mobilisation efforts. It will be important to harness CSR and NEF resources, along with those of other UN Agencies under the Delivering as One initiative and other international donors. These may be supplemented by encouraging and assisting NGOs to respond to local and international Calls for Proposals.<sup>8</sup> There will also be resource synergies with the promotion of sustainable livelihoods and decent work for vulnerable groups under pillar three of the new Country Programme, especially in Rodrigues. Other partners, such as the Decentralised Cooperation Programme of the EU and the Small Grants Programme of Global Environment Facility, will be invited to participate, depending upon the needs identified.

The implementation of the Local Integrated Development Plans will be accompanied by the design of tools for capturing the lessons learnt and good practises that emerge from the pilot areas, based on a Theory of Change approach. This will be coordinated by the Monitoring and Evaluation Unit of NEF and will serve as a basis for the eventual setting up of a comprehensive Management Information System in partnership with other institutions. The NEF M&E unit will provide an intensive M&E service, supplemented by the RRA's EPMU in the Rodrigues pilot, thus allowing in depth analysis of projects' and programmes' performance within the Local Integrated Development Plans and the generation of lessons learnt. Best practices will be disseminated through workshops, seminars and networks, and packaged into models of improved service delivery and project designs. Space will be created to facilitate advocacy and policy dialogue activities to take place around the new models of service delivery, allowing replication, scaling-up and strategic impact beyond the pilot areas. For example, new policy principles will inform the long term, strategic planning support that will be provided under pillar one of the Country Programme.

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<sup>7</sup> The PSUP is a multi-stakeholder, bottom-up approach to shelter, implemented by UN Habitat with resources from the EU. The NSA Unit is already involved in contributing to the assessment exercises that have started in Barkly, Caro Calyptus and Cite EDC in Grand Rivière Noire. The MCCI Foundation's project site will be at Gros Cailloux.

<sup>8</sup> For example, DCP will launch a Small Grants Window from mid 2013 to support projects utilising partnership approaches. The GEF/SGP has an annual call for proposal relating to specific thematic areas at community level



The first pilot area will be commenced in Mauritius, followed by Rodrigues. As the Local Integrated Development Plans will have time horizons of five years, even the initial pilot will extend beyond the project end date of December 2016. Hence, it will be essential to adopt a self-sustaining process approach, and ensure that local skills are developed from the beginning. Such an approach is especially appropriate, given the implications of Mauritius approaching Net Contributing Country status by the end of the current funding cycle or mid next cycle. Initial management of the component will be challenging and intensive. Hence, the overall Social Inclusion and Empowerment Project will be provided with a Project Manager (based in Mauritius) and Project Coordinator cum Community Organiser (based in Rodrigues), both of whom will have strong community development, participatory planning and facilitation skills, in addition to project management capabilities. These positions will be jointly funded by UNDP and the RRA.

Another important result area within output 3 will involve the empowerment of citizens to increase their public participation with a view to achieving greater transparency and feedback on public services. Within the pilot areas, activities will include raising awareness on rights issues amongst local communities, especially in relation to vulnerable groups; and the design of feedback systems and channels of communication to allow citizens to inform service delivery improvements, for example through scoring cards. Beyond the pilot areas, two to three key service areas will undergo similar treatment.

Finally, the project will encourage literacy in Information Technology for vulnerable sections of society, especially amongst women to enhance their employability. This result area will build upon previous UNDP support under the Community Empowerment Programme, and tackle the digital divide by facilitating marginalised groups' participation in this new pillar of the economy. It will involve cooperation with the National Computer Board (NCB) in targeting its existing ICT literacy programmes within the pilot project areas, and strengthening the penetration of ICT throughout both Mauritius and Rodrigues via Women's / Community / Youth / Social Welfare / Day Care centres and HRC.<sup>9</sup> In extending the NCB ICT intervention to the pilot areas, a two-phased programme is envisaged. The first step will be to propose an initiation programme on the use of computers, followed by a training programme of 45 hours in ICT. The support of the private sector under CSR will be sought in order to cover the minimal costs involved.

Training will be provided to volunteers in order to provide accompaniment and maximise the impact of the Government's new e-governance portal. In addition to training, hardware may be provided with the support of CSR. Centres which are well used and managed, with a locally available pool of volunteer trainers will be prioritised. ICT activities in Rodrigues will be implemented by the newly set-up Centre of Excellence for ICT and will work closely with the recently created ICT Steering Committee. The latter comprises industry actors from both the public and private sectors. Its main objective is to prepare the island to maximise opportunities arising from the arrival of the optical cable.

### **2.3 Partnership Strategy**

The project design is based around a complex and comprehensive partnership approach, involving multiple stakeholders from the public and private sectors, other UN agencies and development partners and civil society. This is essential in order to transcend traditional boundaries and explore new ways of working together to address multi-faceted, cross-sectoral development problems falling beyond the purview of individual agencies in a co-ordinated manner. It will also allow the comparative advantages of each actor to be exploited and the full extent of required technical and financial resources to be harnessed.

UNDP is well positioned to perform the role of a neutral broker, and to facilitate the active participation of all parties, including final beneficiaries, and the creation of an enabling environment for such partnerships. The integrated, area-based development plans in the pilot locations will, in particular, take the 'Delivering as One' approach well beyond the UN system. UNDP's role in the project will be catalytic, allowing it to leverage its limited core resources

<sup>9</sup> Under the IC3 project, 156,000 secondary school pupils have been trained, and the Community Empowerment Programme led to the creation of 183 computer clubs in 23 Youth Centres, 17 Women's Centres, 75 Community Centres, 53 Social Welfare Centres, 9 Day Care Centres and 6 NGOs / Municipal Councils / Village Halls. However, computer usage, especially amongst certain groups, remains low. Several other schemes for unemployed youth and inter-active learning under the E-Education Plan are also ongoing.

to provide a credible, participatory framework into which other development partners, government agencies and CSR entities should be willing to channel parallel funding and technical inputs in pursuit of synergies and added value. As most stakeholders in Mauritius are of the view that resources per se are not a constraint in the fight against social exclusion and poverty, UNDP's investments in developing the approach and frameworks should allow sufficient implementation funding to follow.

The following institutions will be actively involved in the project:

Ministry of Finance and Economic Development will maintain coordination and oversight of all components of the project, with the technical support of UNDP. It will also assist in liaising with donor agencies to solicit additional technical or financial resources, for example through the AfDB Country Programme and the Technical Cooperation Facility of the EU.<sup>10</sup>

Ministry of Social Security will support the ongoing operations and further development of the Non-State Actors Unit, in collaboration with UNDP. It will also constitute one of the two co-executing agencies (the other being the MSIEE).

The NSA Unit will take the lead role in rolling out the national volunteer scheme, building the capacity of CSOs, and supporting their active involvement in the project. In doing so, it will work through the Common Training Strategy Committee, established by the MSS, and its participating agencies.

National Empowerment Foundation will support the development and operationalisation of the M&E Unit, in collaboration with UNDP. The Unit will take the lead in developing the capacities and skills required to implement new M&E systems to be developed with World Bank support at the level of NEF programmes. It will also oversee the development and implementation of M&E processes under the pilot projects. In addition, NEF will channel implementation resources to the pilot projects and adopt emerging principles of best practice throughout its programmes.

Ministry of Social Integration and Economic Empowerment will perform the role of a co-executing agency. As such, it will host the Programme Manager of the overall programme. Ministry of Gender Equality and the Commission for Women will collaborate on all aspects related to gender, with the support of the UN's Gender Focal Point and UN Women.

Ministry of Information and Communication Technology and the National Computer Board will collaborate on project interventions related to ICT.

Rodrigues Regional Assembly will be actively involved in the implementation of all project components on the island of Rodrigues, including its pilot area. The EPMU will have a local monitoring and coordinating role, while sectoral interventions will benefit from the inputs of the relevant Commissions. A Project Coordinator cum Community Organiser will also be recruited and based within the EPMU.

Local Authorities (Municipal and Village Council Areas, District Councils) will be active development partners in the pilot areas.

The M&E Unit of NEF will develop and coordinate the lessons learnt and good practices in the pilot areas.

Non-State Actors, including Civil Society Organisations (CSOs) and NGOs, will be active project implementers, especially in the pilot areas.

Private Sector Associations, Foundations and Institutions through their Corporate Social Responsibility (CSR) activities and international donor agencies will bring in additional resources, especially in the pilot areas.

As co-executing agencies, MSS and MSIEE will work together synergistically to realise the project's intended outcome. They will both have significant inputs in the pursuit of outputs 1 (*targeting, delivery and monitoring arrangements of MSIEE social programmes operational*) and 3 (*new models of service delivery by NSAs successfully tested...*), with several MSS interventions centred around the NSA Unit and the SRM, and several MSIEE activities implemented through the NEF M&E Unit, in particular. However, the Annual Work Programmes section of this document specifies clearly which agency is responsible for each specific activity.

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<sup>10</sup> The Technical Cooperation Facility (TCF) may be used to source both local and international technical assistance, especially for studies. The African Development Bank can also provide grants for technical assistance and project funds to NGOs.

### III RESULTS AND RESOURCES FRAMEWORK: SOCIAL INCLUSION AND EMPOWERMENT

#### Intended Outcome as stated in the Country Programme Results and Resources Framework:

(2) Capacity of public sector, NSAs and vulnerable groups strengthened to promote a coordinated approach in policy formulation and implementation for a more equitable and inclusive society

#### Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Progress on MDG indicators for Poverty Reduction, Gender Equality and Women Empowerment

- Households falling below the Relative Poverty Line reduced from 7.9% (2006/7) to 7.1% (2016)
  - % of population deemed to be vulnerable by SRM in the pilot areas reduced by 10%
  - Qualitative assessment of targeted communities (based on feedback mechanisms utilised with panellists from the pilot areas)
- Improved competence of public sector, NSAs & vulnerable groups in delivering pro-poor interventions
- Current capacity (established through a participatory baseline) relative to what is required to achieve the desired outcome, measured by simple indicators that proxy for progress towards objectives (as set out in Capacity-Results Frameworks for each capacity-building intervention)
  - NSAs effectively contributing to at least a 10% reduction in poverty rate by 2016 (in the pilot areas)
  - Improved performance of NGOs (in terms of achievement of planned results (eg. thru meta-evaluations, based on a pre-project sample baseline)
  - Qualitative assessment of targeted communities (based on feedback mechanisms utilised with panellists from the pilot areas)

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Poverty Reduction and Social Inclusion

**Partnership Strategy:** UN 'Delivering as One'

**Project title and ID (ATLAS Award ID):**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b>  <b>Targeting, delivery and monitoring arrangements of MSIEE social programmes operational</b></p> <p><b>Baseline:</b></p> <p>1. Inadequate tools and capacity to measure and manage programme performance</p> <p><b>Indicators:</b></p> <p>1.1 Increased inclusion of the poor in MSIEE social programmes</p> <p>1.2 No. of stakeholders trained in Results-based planning &amp; management</p> <p>Improvement in quality of project monitoring frameworks developed by NEF beneficiaries</p> <p>1.3 NEF's capacity to evaluate outcomes &amp; impact of social programmes</p> <p>NSAs' capacity to design &amp; utilise M&amp;E tools at project level &amp; appreciate their value (for ongoing management &amp; informing future actions &amp; policy dialogue)</p>	<p><b>Targets (Years 1 to 3):</b></p> <p>1.1 Two pilot areas identified using RDI, SRM &amp; other pro-poor targeting mechanisms (Yr1) [with possible 3<sup>rd</sup> depending upon funds]</p> <p>No. of new public &amp; private/CSR/CSO initiatives assisted to submit detailed requests to MSS for targeting support from SRM reaches x (Yr2); x (Yr3)</p> <p>1.2 50 people trained in Results-based planning &amp; design in Mauritius &amp; 25 trained in Rodrigues (Yr1); 25 in Mauritius (Yr2)</p> <p>Proportion of projects submitted with adequate monitoring frameworks increased from x% (baseline prior to training) to y% by end Yr1; y% by end Yr2; y% by end Yr3</p> <p>1.3 M&amp;E Unit at NEF fully equipped &amp; staffed, &amp; range of M&amp;E tools developed (Yr1)</p> <p>Proportion of final project reports prepared &amp; submitted for all interventions supported under NEF considered to be 'good', increased from x% (baseline before training) to y% by end Yr1; y% by end Yr2; y% by end Yr3</p>	<p><b>1.1 Activity result:</b>  Efficient identification of vulnerable groups &amp; disadvantaged areas for inclusion in pro-poor programmes achieved</p> <ul style="list-style-type: none"> <li>• Use of SRM for initial identification</li> <li>• Use of complementary data collection tools &amp; other data sources (e.g. Statistics Mauritius)</li> </ul> <p><b>1.2 Activity result:</b>  Results-based project planning &amp; management strengthened</p> <ul style="list-style-type: none"> <li>• Assessment of needs</li> <li>• Identification of resource persons / consultant for training</li> <li>• Training of MSS, NEF, Ministry of Gender, RRA, NSAs</li> </ul> <p><b>1.3 Activity result:</b>  M&amp;E system operational</p> <ul style="list-style-type: none"> <li>• Deployment of M&amp;E Officer</li> <li>• Appointment of suitable qualified local counterpart (MSIEE/NEF) (RRA-EPMU)</li> <li>• Technical assistance for the development of M&amp;E system</li> <li>• Capacity building of NSAs to implement M&amp;E systems at project level (Training platform -NSA</li> </ul>	<p>UNDP</p> <p>MSIEE (&amp; NEF)</p> <p>RRA Chief Commissioner's Office (EPMU)</p> <p>MSS (especially NSA Unit &amp; SRM)</p> <p>Consultant: Trainer on Results-based planning &amp; Management</p> <p>Collaborating Parties: DCP (training NSAs on M&amp;E)</p>	<p><b>UNDP-</b>  Operational Support to M&amp;E Unit (incl. trips to Rodrigues) = \$15,000</p> <p>Consultants for training in Results-based project and programme planning &amp; management = \$30,000</p> <p>Contribution to workshop costs &amp; information materials = \$15,000</p> <p>Human Resource Support to the NEF M&amp;E Unit (for 4 yrs) = \$145,000</p> <p><b>MSIEE-</b>  Human Resource Support to NEF M&amp;E Unit (Local M&amp;E Officer over 4 yrs) = In-kind</p> <p>Operational Support to M&amp;E Unit = \$20,000</p>

<p>NEF produces a quality meta-evaluation (based on a sample of interventions) for one of its intervention components (Yr1); two of its components (Yr2); three of its components (Yr3)</p> <p>All NEF programmes have baseline data &amp; OVI's established by end Yr2</p> <p><b>Targets (EoP):</b></p> <p>1.1 Rate of inclusion of the poor in NEF programmes is increased from x% (pre project start-up) to y%</p> <p>All NEF programmes utilise SRM</p> <p>1.2 At least x% of projects submitted have adequate monitoring frameworks</p> <p>1.3 At least x% of final project reports prepared &amp; submitted for all interventions supported under NEF are considered to be 'good'</p> <p>NEF produces quality meta-evaluations (based on a sample of interventions) for all of its intervention components</p> <p>M&amp;E lessons learnt are internalised &amp; reflected in the formulation of subsequent programmes</p>	<ul style="list-style-type: none"> <li>unit -MSS; DCP, MACOSS, NGOTF)</li> <li>Capacity building of public sector (Ministries, National Institutions, &amp; RRA, thru EPMU), NEF (including case workers in Rodrigues) &amp; private sector (CSR) to implement M&amp;E systems at service delivery &amp; project levels</li> <li>Review of existing NEF projects</li> <li>Design of data collection tools &amp; establishment of baseline data (including field surveys)</li> <li>Development of SMART OVI's for each NEF programme</li> </ul>	<p>Contribution to workshop costs &amp; information materials = \$20,000</p> <p>Field survey work = \$40,000</p>
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<p><b>Output 2</b></p> <p><b>Empowerment and specific needs of excluded groups (especially women) adequately addressed through services delivered by public agencies and Non-State Actors</b></p> <p><b>Baseline:</b></p> <p>2.1 Inadequate capacity to mainstream gender issues in Mauritius</p> <p>2.2 Lack of Rodrigues specific strategy to address gender issues</p> <p>2.3 Lack of Rodrigues specific strategy to combat GBV</p> <p>2.4 Low participation of women in politics</p> <p>2.5 Lack of training materials in Rodrigues that are relevant to the current needs of women</p> <p>2.6 Little formal cooperation between Ministry of Gender &amp; Commission for Women</p> <p><b>Indicators:</b></p> <p>2.1 All Gender Cells in Ministries operational &amp; trained on gender mainstreaming (Yr1)</p> <p>2.2 Gender strategy formulated for Rodrigues &amp; under full implementation</p> <p>2.3 GBV strategies developed for</p>	<p><b>Targets (Years 1 to 3):</b></p> <p>2.1 X people trained on gender mainstreaming (Yr1)</p> <p>All Gender Cells active (Yr2)</p> <p>No. of other Ministries supported by Ministry of Gender Equality on mainstreaming (Yr2; Yr3)</p> <p>2.2 Gender Strategy &amp; Action Plans for Rodrigues formulated (Yr1)</p> <p>25 RRA &amp; 25 NSA reps trained on roll out of strategy (Yr2)</p> <p>2.3 Strategy to combat GBV in Rodrigues developed (Yr1)</p> <p>X trainers trained on strategy (Yr2)</p> <p>X males &amp; X females trained on strategy issues in Yr3</p> <p>Full implementation (Yr3)</p> <p>2.4 10 Trainers trained &amp; roll-out workshops (Mauritius &amp; Rodrigues) (Yr1)</p> <p>2.5 X training materials developed in Yr1 &amp; X developed in Yr2</p> <p>2.6 X person days of exchange visits per year by Yr2</p>	<p><b>2.1 Activity result: Gender policy framework in Mauritius strengthened through a mainstreaming process</b></p> <ul style="list-style-type: none"> <li>• Clarification of the role of Gender Cells in each ministry (eg. ToR)</li> <li>• Training of staff in Gender Cells on gender mainstreaming &amp; gender budgeting (under Pillar 1 activities)</li> <li>• Strengthening the capacity of staff of Ministry of Gender (ToT) to support other ministries on gender issues to address priority issues (&amp; to reduce dependency on external assistance)</li> <li>• Roll out of training across Ministries</li> </ul> <p><b>2.2. Activity result: Gender policy for Rodrigues formulated &amp; implemented</b></p> <ul style="list-style-type: none"> <li>• Clarification of concept of gender in Rodrigues</li> <li>• Development of awareness-raising programme</li> <li>• Participatory study &amp; mapping of status of women &amp; men in Rodrigues (UN WOMEN TA / RRA)</li> <li>• Drafting of policy &amp; strategy with participation of all stakeholders (public/private/NSA)</li> <li>• Elaboration of a Plan of</li> </ul>	<p>UNDP support to NIM</p> <p>Other UN Agencies, in particular UNWOMEN, Ministry of Gender Equality</p> <p>RRA (Commission of Women)</p> <p>Collaborating Parties: MITD &amp; HRC</p>	<p><b>UNDP-</b></p> <p>Salary of Gender Focal Point (50% over 4 yrs) = \$60,000</p> <p>Workshops &amp; training costs (training staff of Min of Gender &amp; women in politics) = \$30,000</p> <p>Roll-out of training for implementation of Gender Policy in Rodrigues = \$10,000</p> <p><b>Other UN-UNWOMEN</b></p> <p>Salary of Gender Focal Point (50% over 4 yrs) = \$60,000</p> <p>Costs of developing Gender Policy &amp; Action Plan in Rodrigues = \$20,000</p> <p>Costs of developing GBV strategy in Rodrigues &amp; ToT = \$20,000</p> <p>Costs of developing new training materials for women's training in</p>
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<p>Rodrigues &amp; under full implementation</p> <p>2.4 Increase in female MPS &amp; Commissioners</p> <p>2.5 No. of training packages developed</p> <p>2.6 No. of exchange visits (in person days)</p>	<p><b>Targets (EoP):</b></p> <p>2.1 Capacity of Ministry of Gender Equality to train staff of other ministries &amp; NSAs on gender mainstreaming established</p> <p>2.2 Capacity of Commission for Women to train staff of other Commissions &amp; NSAs established</p> <p>2.3 X existing domestic violence services re-designed &amp; X new GBV services launched in Rodrigues</p> <p>2.4 % of female MPs &amp; MRAs increased from 18% to x% &amp; x% respectively at next election in 201X?</p> <p>2.5 All training package needs initially identified met</p>	<p>Action</p> <ul style="list-style-type: none"> <li>• Training Needs Analysis of all stakeholders to determine capacity requirements to deliver the strategy</li> <li>• Roll out of training</li> </ul> <p><b>2.3 Activity result: Strategy to combat GBV developed &amp; implemented in Rodrigues</b></p> <ul style="list-style-type: none"> <li>• Participatory study &amp; assessment of GBV incidences in Rodrigues</li> <li>• Exchange visit to Mauritius to share experiences</li> <li>• Drafting of strategy with participation of all stakeholders (including participatory workshop)</li> <li>• Elaboration of a Plan of Action</li> <li>• TNA of all stakeholders (including Commission for Women, Police Family Unit &amp; NSAs) to determine capacity requirements to deliver the strategy</li> <li>• ToT</li> <li>• Roll out of training</li> <li>• Establishment of improved services.</li> </ul> <p><b>2.4 Activity result: Political empowerment of women strengthened</b></p> <ul style="list-style-type: none"> <li>• Further training of 10</li> </ul>	<p>Rodrigues = \$10,000</p> <p>Ministry of Gender = In kind</p> <p>Travel &amp; meeting costs for improved cooperation with RRA = In kind</p> <p>RRA</p> <p>Costs of rolling out training &amp; GBV strategy awareness raising = In kind</p> <p>Travel &amp; meeting costs for improved cooperation with Ministry of Gender = In kind</p>
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		<p>current trainers</p> <ul style="list-style-type: none"> <li>• Organisation of training workshops in Mauritius &amp; Rodrigues concerning women in politics (with support of UNDP gender-mainstreaming focal point)</li> </ul> <p><b>2.5 Activity result: Best practice training materials developed to meet the current needs of women in Rodrigues</b></p> <ul style="list-style-type: none"> <li>• Technical support from UNWOMEN to HRC &amp; MITD to develop specialised training programmes to empower women (possibly through the "women's leadership academy")</li> <li>• Review &amp; updating of courses currently delivered at women's centres, including life skills (UNWOMEN / RRA)</li> <li>• ToT</li> <li>• Raise awareness of gender issues amongst men &amp; women in Rodrigues</li> </ul> <p><b>2.6 Activity result: Improved co-operation between Ministry of Gender, RRA &amp; other stakeholders achieved</b></p> <ul style="list-style-type: none"> <li>• Technical support to facilitate process from UNDP (gender focal point)</li> </ul>	
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<p><b>Output 3</b></p> <p><b>New models of service delivery by NSA's successfully tested (e.g. women's empowerment, placement and training and community development)</b></p> <p><b>Baseline:</b></p> <p>3. Limited capacity in public institutions and NSAs to innovate programmatically</p> <p><b>Indicators:</b></p> <p>3.1 Performance of PMU</p> <p>3.2 Performance of Local Integrated Development Plans</p> <p>3.3 Performance of NSA Unit</p> <p>3.4 NSAs applying new models of service delivery</p> <p>3.5 Active participation of final beneficiaries</p> <p>3.6 ICT penetration</p>	<p><b>Targets (Years 1 to 3):</b></p> <p>3.1 PMU operational (yr1) Annual Work Plan targets met</p> <p>3.2 Local Integrated Development Plans formulated &amp; resource mobilisation commenced -pilots 1 &amp; 2 (Yr1); pilot 3 (Yr2) [if funding becomes available]</p> <p>Funding for LIDPs raised</p> <p>Annual targets in LIDPs met (Yr2 onwards)</p> <p>3.3 NSA Unit fully staffed (including local exec. Counterpart) (Yr1)</p> <p>X volunteers trained in community-centred development - pilots 1 &amp; 2 (Yr1); pilot 3 (Yr2) [if funding becomes available]</p> <p>X NSAs trained in M&amp;E (Yr1)</p> <p>Increasing quality of monitoring reports received from NEF beneficiaries</p> <p>Multi-disciplinary facilitation teams established &amp; trained -- pilots 1 &amp; 2 (Yr1); pilot 3 (Yr2) [if funding becomes available]</p> <p>3.4</p>	<p><b>3.1 Activity result: Programme Management Unit established</b></p> <ul style="list-style-type: none"> <li>Recruitment of Project Manager, based within MSIEE in Mauritius</li> <li>Recruitment of Programme Coordinator cum Community Organiser, based within EPMU in Rodrigues</li> </ul> <p><b>3.2 Activity result: Pilot Projects designed &amp; implemented</b></p> <ul style="list-style-type: none"> <li>Identification of pilot areas (Mauritius - 1 area; Rodrigues - 1 area) [with 3<sup>rd</sup> in Mauritius if funding becomes available]</li> <li>Identification of stakeholders &amp; partners</li> <li>Establishment of multi-disciplinary facilitation teams</li> <li>Assess capacity of public / private / NGO partners to plan &amp; design interventions that address inequality &amp; social exclusion</li> <li>Ongoing on-the-job capacity-building</li> <li>Participatory needs appraisal</li> <li>Establishment of programme governance</li> </ul>	<p>UNDP / UNDP support to NIM</p> <p>Other UN Agencies, possibly UN Habitat</p> <p>MSS (especially NSA Unit &amp; SRM)</p> <p>MSIEE (&amp; NEF, especially M&amp;E Unit)</p> <p>RRA Chief Commissioner's Office</p> <p>RRA</p> <p>Commission of Social Security, Commission of Community Development</p> <p>Collaborating Parties: DCP (training NSAs on M&amp;E) MACOSS RCSS Various sectoral ministries, government agencies &amp; RRA commissions NCB</p> <p>M&amp;E Unit of</p>	<p><b>UNDP Inputs – Support to Project Manager (over 4 years) = \$120,000</b></p> <p>(Contribution to Programme Coordinator, based in Rodrigues (over 3 yrs) = \$16,000</p> <p>Human Resource Support to NSA Unit</p> <p>Salary for Project Officer for 28 mths over 4 yrs = \$85,000</p> <p>(Asst. Project Officer for 4 yrs) = \$100,000</p> <p>Contribution to NSA Unit operational field costs = \$20,000</p> <p>Contribution to field support costs for development &amp; implementation of 2 pilots (including local community-based training) = \$50,000</p>
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	<p>At least 2 new models of service delivery or project design developed by Yr2; 3 in Yr 3 - covering 5 key sector areas</p> <p>100 NSAs equipped with new models of service delivery by 2014 (Yr3)</p> <p>At least 2 key policy issues addressed through advocacy &amp; policy dialogue initiatives &amp; documented each year (over Yrs2 &amp;3)</p> <p>3.5 Governance structures in pilot areas established (Yr1)</p> <p>All planned community-based planning &amp; management meetings take place &amp; are well-attended</p> <p>At least x% of participating beneficiaries submit service scoring cards according to schedule</p> <p>3.6 X Volunteers for ICT accompaniment trained by NCB (Yr2)</p> <p><b>Targets (EoP):</b></p> <p>3.1 NSA Unit fully functional &amp; perceived to be valuable by majority of NSAs</p> <p>3.2 3 pilot LIDPs realising objectives &amp; handed over to local governance structures</p>	<ul style="list-style-type: none"> <li>structures (including community participation)</li> <li>Undertake baseline surveys</li> <li>Development &amp; approval of <i>Local Integrated Development Plans</i> for pilot areas (with OVIs)</li> <li>Design of tools for the capturing of lessons learnt and good practices (Theory of Change approach) - NEF M&amp;E unit</li> <li>Development &amp; implementation of Resource Mobilisation Strategy (incl. Round Table donors' workshops)</li> <li>Implementation of pilots (1st Mauritius, 2nd. Rodrigues, 3rd Mauritius)</li> <li>On-going M&amp;E (coordinated by NEF M&amp;E &amp; EPMU in RRA)</li> </ul> <p><b>3.3 Activity result:</b>  <b>NSA unit within MSS strengthened to:</b></p> <ul style="list-style-type: none"> <li>Reinforcement of NSA Unit through <ul style="list-style-type: none"> <li>Continued deployment of NSA Unit Project Officer</li> <li>Continued deployment of Asst. PO</li> <li>Appointment / recruitment of local executive</li> </ul> </li> </ul>	<p>NEF</p> <p>Local Authorities NGOs &amp; CBOs</p> <p>Private sector foundations &amp; CSR</p> <p>Volunteers &amp; <i>Animateurs Communautaire</i>es</p>	<p>Resource mobilisation workshops for pilots = \$ 15,000</p> <p>Dissemination &amp; advocacy workshops = \$30,000</p> <p>Development of Multi-media IEC = \$30,000</p> <p>Possible support for 3<sup>rd</sup> pilot = US\$ 85,000 (TBC)</p> <p><b>MSS-</b> Human Resource Support to NSA Unit (Local counterpart)</p> <p>Operational funds for NSA Unit (for 4 yrs) = \$132,000 by MSS under regular operations</p> <p><b>MSIEE -</b> Operational support to PMU = In kind</p> <p>Contribution to field support costs for development &amp; implementation of 3 pilots</p>
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	<p>At least 1 additional LIDP is developed, beyond the 2 or 3 pilot areas</p> <p>3.3 No. of active registered volunteers in Mauritius &amp; Rodrigues increased by x%</p> <p>3.4 200 NSAs (in total) equipped with new models of service delivery by EoP</p> <p>By EoP, at least 8 new models of service delivery or project design developed in 5 key sector areas</p> <p>At least 5 strategic issues addressed thru advocacy &amp; policy dialogue initiatives &amp; documented by EoP</p> <p>3.5 At least x% of a representative panel of final beneficiaries in the pilot areas report a substantial improvement in voice &amp; accountability related indicators</p> <p>3.6 60,000 citizens trained through the Universal ICT Education Programme by 2016</p> <p>ICT literacy in pilot areas increased from x% (baseline) to x% by EoP</p> <p>Employment rate (disaggregated by gender &amp; other characteristics) in pilot areas increased from x%</p>	<p>counterpart</p> <ul style="list-style-type: none"> <li>Promote national volunteer scheme (In Mauritius &amp; Rodrigues) – including development of focal point in Rodrigues and a Rodrigues specific scheme</li> <li>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)</li> <li>Promote a culture of M&amp;E amongst NSA's (in collaboration with DCP &amp; NEF M&amp;E unit)</li> <li>Promote new approaches for community development</li> </ul> <p><b>3.4 Activity result: New models of service delivery developed</b></p> <ul style="list-style-type: none"> <li>Analysis of projects' / programmes' performance within Integrated Development Plans</li> </ul>		<p>= \$60,000</p> <p><b>RRA -</b> Human Resource Support to Project Management (Contribution to Project Coordinator, based in Rodrigues, for 3 yrs) = \$65,000 (Follow-up)</p> <p>Operational support to Project Coordinator /Community Organiser = In kind</p> <p><b>CSR / Donors -</b> Pilot implementation funds</p>
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<p>(baseline) to x% by EoP</p>	<ul style="list-style-type: none"> <li>• Generation of lessons learnt</li> <li>• Dissemination of best practices through workshops / seminars / networks</li> <li>• Development of models of improved service delivery &amp; project designs</li> <li>• Advocacy &amp; policy dialogue around issues highlighted</li> </ul>	<p><b>3.5 Activity result:</b>  <b>Citizens empowered to increase their public participation with a view to achieving greater transparency &amp; feedback on public services</b></p> <p><i>Pilots</i></p> <ul style="list-style-type: none"> <li>• Raise awareness on rights issues with the community (especially vulnerable groups)</li> <li>• Design feedback systems &amp; channels of communication to allow citizens to inform service delivery improvements (e.g. scoring cards, NCB online feedback systems)</li> <li>• Establish a small, stable,</li> </ul>	
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		<p>representative panel of final beneficiaries in each of the pilot areas to interview &amp; provide feedback on progress, outcomes &amp; impact</p> <p><b>Beyond pilot areas</b></p> <ul style="list-style-type: none"> <li>Identify 2 to 3 key service areas &amp; design systems to facilitate citizen participation in decision making, leading to greater transparency &amp; feedback</li> </ul>	
		<p><b>3.6 Activity result:</b>  <b>Literacy in Information Technology among vulnerable sections of society promoted (especially women to enhance their employability &amp; entrepreneurship)</b></p> <ul style="list-style-type: none"> <li>Cooperation with NCB in targeting their existing ICT literacy programmes within pilot projects to meet the needs of women, &amp; other vulnerable groups</li> <li>Strengthen penetration of ICT throughout Rodrigues via Women's Centres &amp; Community Centres / Volunteers / HRC / CSR / NCB training/ Centre of Excellence on ICT</li> <li>Liaison with CSR to meet any hardware gaps</li> </ul>	





**Summary of Budget**

<b>SOURCE</b>	<b>OUTPUT 1</b>	<b>OUTPUT 2</b>	<b>OUTPUT 3</b>	<b>TOTAL (US\$)</b>
UNDP	205,000	100,000	551,000 <sup>11</sup>	856,000
MSIEE	80,000 In kind (Local M&E Counterpart & Operational Support to M&E Unit)		60,000 In kind (Operational Support to PMU)	140,000
UNWOMEN		110,000		110,000
RRA		In kind (Follow-up on Gender Strategy & GBV)	65,000 In kind (Operational Support to PC)	65,000
Min of Gender Equality		In kind		
MSS			132,000 In kind (Operational costs of NSA Unit & Local Counterpart)	132,000
NCB			In kind - training (Minimal cost of Rs 750 per participant)	
CSR / Donors (incl UNHabitat, UNAIDS, UNFPA)			Implementation (through resource mobilisation following LIDP formulation)	TBC
<b>Implementation Support Services</b>				<b>38,010</b>
<b>Miscellaneous</b>				<b>5,000</b>
<b>Audit</b>				<b>4,000</b>
<b>Outcome Evaluation</b>				<b>25,000</b>

<sup>11</sup> Includes US\$ 85,000 for third pilot area, should funding become available

GRAND TOTAL		1,375,010
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## IV ANNUAL WORK PLANS

Year: 2013

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIME-FRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (US\$)
<b>Output 1</b> <b>Targeting, delivery and monitoring arrangements of MSIEE social programmes operational</b>	<b>1.1 Activity result:</b> Efficient identification of vulnerable groups & disadvantaged areas for inclusion in pro-poor programmes achieved  - Use of SRM for initial identification  - Use of complementary data collection tools & other data sources (e.g. Statistics Mauritius)	X	X	X	X	MSIEE (jointly with MSS for 1.1)	Field-based data collection	10,000	
<b>Baseline:</b> 1. Inadequate tools and capacity to measure and manage programme performance	x								
<b>Indicators:</b> 1.1 Increased inclusion of the poor in MSIEE social programmes	x								
1.2 No. of stakeholders trained in Results-based planning & management	x								
Improvement in quality of project	- Assessment of needs  - Identification of resource persons / consultant for training  - Training of MSS, NEF, Ministry of Gender, RRA, NSAs	X	X			MSIEE	Trainers & costs for R-b PI & M&E	20,000	

<p>monitoring frameworks developed by NEF beneficiaries</p> <p>1.3 NEF's capacity to evaluate outcomes &amp; impact of social programmes</p> <p>NSAs' capacity to design &amp; utilise M&amp;E tools at project level &amp; appreciate their value (for ongoing management &amp; informing future actions &amp; policy dialogue)</p> <p><b>Targets (Year 1):</b></p> <p>1.1 Three pilot areas identified using RDI, SRM &amp; other pro-poor targeting mechanisms</p> <p>1.2 50 people trained in Results-based planning &amp; design in Mauritius &amp; 25 trained in Rodrigues</p> <p>Proportion of projects submitted with adequate monitoring frameworks increased from x% (baseline prior to training) to y% by end Yr1</p>	<p><b>1.3 Activity result:</b></p> <ul style="list-style-type: none"> <li>- M&amp;E system operational</li> <li>- Deployment of M&amp;E Officer</li> <li>- Appointment of suitable qualified local counterpart (MSIEE/NEF) (RRA-EPMU)</li> <li>- Technical assistance for the development of M&amp;E system</li> <li>- Capacity building of NSAs to implement M&amp;E systems at project level (Training platform -NSA unit - MSS; DCP, MACOSS, NGOTF)</li> <li>- Capacity building of public sector (Ministries, National Institutions, &amp; RRA, thru EPMU), NEF (including case workers in Rodrigues) &amp; private sector (CSR) to implement M&amp;E systems at service delivery &amp; project levels</li> <li>- Review of existing NEF projects</li> </ul>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>MSIEE</p> <p>MSIEE</p>	<p>UNDP</p>	<p>Operational Support to M&amp;E Unit</p> <p>Workshop costs &amp; info materials</p> <p>M&amp;E Officer</p> <p>M&amp;E Officer &amp; other HR Support</p> <p>Operational Support to M&amp;E Unit</p> <p>Workshop costs &amp; info materials</p> <p>Field Survey Work</p>	<p>3,750</p> <p>6,000</p> <p>36,250</p> <p>In kind</p> <p>5,000</p> <p>10,000</p> <p>15,000</p>
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<p>1.3 M&amp;E Unit at NEF fully equipped &amp; staffed, &amp; range of M&amp;E tools developed</p> <p>Proportion of final project reports prepared &amp; submitted for all interventions supported under NEF considered to be 'good', increased from x% (baseline before training) to y% by end Yr1</p> <p>NEF produces a quality meta-evaluation (based on a sample of interventions) for one of its intervention components</p> <p><b>Related CP outcome:</b> Capacity of public sector, NSAs and vulnerable groups strengthened to promote a coordinated approach in policy formulation and implementation for a more equitable and inclusive society</p>	<p>- Design of data collection tools &amp; establishment of baseline data (including field surveys)</p> <p>- Development of SMART OVI's for each NEF programme</p>	<p>x</p> <p>x</p>	<p>x</p> <p>x</p>			
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<p>Women</p> <p><b>INDICATORS:</b></p> <p>2.1 All gender cells in ministries operational &amp; trained on gender mainstreaming</p> <p>2.2 Gender strategy formulated for Rodrigues &amp; under full implementation</p> <p>2.3 GBV strategies developed for Rodrigues &amp; under full implementation</p> <p>2.4 Increase in female MPS &amp; Commissioners</p> <p>2.5 No. of training packages developed</p> <p>2.6 No. of exchange visits (in person days)</p> <p><b>Targets (Year 1):</b></p> <p>2.1 All Gender Cells in Ministries operational and trained on gender mainstreaming</p>	<p><b>2.2. Activity result: Gender policy for Rodrigues formulated &amp; implemented</b></p> <ul style="list-style-type: none"> <li>- Participatory study &amp; mapping of status of women &amp; men in Rodrigues (UN WOMEN TA / RRA)</li> <li>- Drafting of policy &amp; strategy with participation of all stakeholders (public/private/NSA)</li> <li>- Elaboration of a Plan of Action</li> <li>- Training Needs Analysis of all stakeholders to determine capacity requirements to deliver the strategy</li> <li>- ToT</li> </ul>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>RRA – Commission for Women</p>	<p>UN- WOMEN</p>	<p>Costs of development of Gender Policy &amp; Action Plan for Rodrigues</p>	<p>20,000</p>
<p>2.1 All Gender Cells in Ministries operational and trained on gender mainstreaming</p>	<p><b>2.3 Activity result: Strategy to combat GBV developed &amp; implemented in Rodrigues</b></p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>RRA – Commission for Women</p>	<p>UN- WOMEN</p>	<p>Costs of developing GBV strategy in Rodrigues</p>	<p>20,000</p>

<p>2.2 Gender Strategy &amp; Action Plans for Rodrigues formulated (Yr1)</p> <p>2.3 Strategy to combat GBV in Rodrigues developed</p> <p>2.4 10 Trainers from trained &amp; roll-out workshops (Mauritius &amp; Rodrigues)</p> <p>2.5 X training materials developed in Yr1</p> <p>2.6 At least 2 exchange visits (MGE / Comm of Women) during Yr1</p> <p><b>Related CP outcome:</b> Capacity of public sector, NSAs and vulnerable groups strengthened to promote a coordinated approach in policy formulation and implementation for a</p>	<p>- Participatory study &amp; assessment of GBV incidences in Rodrigues</p> <p>- Exchange visit to Mauritius to share experiences</p> <p>- Drafting of strategy with participation of all stakeholders (including participatory workshop)</p> <p>- Elaboration of a Plan of Action</p> <p>- TNA of all stakeholders (including Commission for Women, Police Family Unit &amp; NSAs) to determine capacity requirements to deliver the strategy</p> <p>- ToT</p> <p><b>2.4 Activity result:</b> <b>Political empowerment of women strengthened</b> - Further training of 10 current trainers</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>Ministry of Gender Equality RRA – Commission for Women</p>	<p>UNDP</p>	<p>Workshops</p>	<p>10,000</p>
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more equitable and inclusive society	<b>2.5 Activity result:</b> <b>Best practice training materials developed to meet the current needs of women in Rodrigues</b> - Technical support from UNWOMEN 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	X	X	RRA – Commission for Women	UN- WOMEN	Development of new materials & ToT	10,000
		X	X	X	X	Ministry of Gender Equality RRA – Commission for Women	Ministry of GE / RRA
	<b>2.6 Activity result:</b> <b>Improved co-operation between Ministry of Gender, RRA &amp; other stakeholders achieved</b> - Technical support to facilitate process from UNDP (gender focal point)	X	X	X	X	X	X

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIME-FRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Amount
		X	X	X	X		UNDP	30,000
<b>Output 3</b> <b>New models of service delivery by NSA's successfully tested (e.g. women's empowerment, placement and training and community development)</b>  <b>Baseline:</b> 3. Limited capacity in public institutions and NSAs to innovate programmatically	<b>3.1 Activity result:</b> <b>Programme Management Unit established</b> - Recruitment of Project Manager, based within MSIEE in Mauritius  - Recruitment of Programme Coordinator, based within EPMU in Rodrigues	X	X	X	X	MSIEE UNDP RRA	Support to Project Manager (over 4 years)  Contribution to Programme Coordinator, based in Rodrigues (over 3 yrs)	30,000  2,650
							Contribution to Programme Coordinator (Rodrigues) over 3 yrs  Operational support to Project Coordinator	10,000  In kind

					MSIEE	Operational support to PMU	In kind
<b>Indicators:</b> 3.1 Performance of PMU 3.2 Performance of Local Integrated Development Plans 3.3 Performance of NSA Unit 3.4 NSAs applying new models of service delivery 3.5 Active participation of final beneficiaries	<b>3.2 Activity result: Pilot Projects designed &amp; implemented</b> - Identification of pilot areas (Mauritius + Rod.) - Identification of stakeholders & partners - Establishment of multi-disciplinary facilitation teams (2 pilots) - Assess capacity of public / private / NGO partners to plan & design	X X X X X	X X X X X	X X X X X	MSIEE UNDP	Contribution to field support costs for development & implementation of 2 pilots Resource mobilisation workshops for pilots 1 & 2	50,000 10,000

<p>3.6 ICT penetration</p> <p><b>Targets (Year 1):</b></p> <p>3.1 PCU operational Annual Work Plan targets met</p> <p>3.2 Local Integrated Development Plans formulated &amp; resource mobilisation commenced -pilots 1 &amp; 2</p> <p>Funding for LIDPs raised</p>	<p>interventions - Ongoing on-the-job capacity-building</p> <ul style="list-style-type: none"> <li>- Participatory needs appraisal (pilots 1 &amp; 2)</li> <li>- Establishment of programme governance structures (including community participation)</li> <li>- Undertake baseline surveys (2 pilots)</li> <li>- Development &amp; approval of 2 LIDPs</li> <li>- Design tools for the capturing of lessons learnt and good practices (NEF M&amp;E unit)</li> <li>- Development &amp; implementation of Resource Mobilisation Strategy (incl. Round Table donors' workshops) – 2 pilot areas</li> </ul>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>MSIEE</p>	<p>Contribution to field support costs for development &amp; implementation of pilots</p>	<p>20,000</p>
<p>3.3 NSA Unit fully staffed (including local exec. Counterpart)</p> <p>X volunteers trained in community-centred development - pilots 1 &amp; 2 (Yr1)</p>	<p><b>3.3 Activity result:</b>  <b>NSA unit within MSS strengthened to:</b></p> <ul style="list-style-type: none"> <li>- Reinforcement of NSA Unit through continued deployment of Project Officer &amp; Asst. PO (UNDP)</li> <li>- Appointment / recruitment of local</li> </ul>	<p>X</p> <p>x</p> <p>x</p> <p>x</p>	<p>X</p> <p>x</p> <p>x</p> <p>x</p>	<p>MSS</p>	<p>UNDP</p>	<p>21,250</p> <p>25,000</p>

<p>X NSAs trained in M&amp;E (Yr1)</p> <p>Increasing quality of monitoring reports received from NEF beneficiaries</p> <p>Multi-disciplinary facilitation teams established &amp; trained -- pilots 1 &amp; 2</p> <p>3.5 Governance structures in pilot areas established</p> <p>All planned community-based planning &amp; management meetings take place &amp; are well-attended</p>	<p>executive counterpart</p> <ul style="list-style-type: none"> <li>- Promote national volunteer scheme (in Mauritius &amp; Rodrigues) – including development of focal point in Rodrigues &amp; a Rodrigues specific scheme</li> <li>- Provide capacity building support to NSA's</li> <li>- Promote a culture of M&amp;E amongst NSA's (in collaboration with DCP &amp; NEF M&amp;E unit)</li> <li>- Promote new approaches for community development</li> </ul>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>Contribution to NSA Unit operational field costs</p>	<p>5,000</p>
			<p>MSS</p>	<p>Inkind</p>		
			<p>Local Counterpart</p>	<p>66,000</p>		
			<p>Operational funds for NSA Unit</p>			





Year: 2014

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIME-FRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
		X	X	X	X		MSIEE	Field-based data collection	10,000
<b>Output 1</b> <b>Targeting, delivery and monitoring arrangements of MSIEE social programmes operational</b>  <b>Baseline:</b> 1. Inadequate tools and capacity to measure and manage programme performance  <b>Indicators:</b> 1.1 Increased inclusion of the poor in MSIEE social programmes 1.2 No. of stakeholders trained in Results-based planning & management Improvement in quality of project monitoring frameworks developed by NEF beneficiaries 1.3 NEF's capacity to evaluate outcomes & impact of social programmes NSAs' capacity to design & utilise M&E tools at project level &	<b>1.1 Activity result:</b> Efficient identification of vulnerable groups & disadvantaged areas for inclusion in pro-poor programmes achieved  <b>1.2 Activity result:</b> Results-based project & programme planning & management strengthened - Training of MSS, NEF, Ministry of Gender, RRA, NSAs (3 <sup>rd</sup> round, 25 people)  <b>1.3 Activity result:</b> - M&E system operational Continued deployment of M&E Officer & suitably qualified local counterpart (MSIEE/NEF) (RRA-EPMU) - Technical assistance for the development of M&E system - Capacity building of NSAs to implement M&E systems at project level (Training platform -NSA unit -MSS; DCP, MACOSS, NGOTF) - Capacity building of public sector	X	X	X	X	MSIEE & MSS	MSIEE	Trainers & costs	10,000
		X	X	X	X	MSIEE	UNDP	Operational support to M&E Unit	3,750
								Workshop costs & info materials	5,000
								M&E Officer	36,250
							MSIEE	Counterpart M&E Officer & other HR support	In kind
								Operational support to M&E Unit	5,000