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PROJECT DOCUMENT
Government of Mauritius

Project Title: Inclusive Development and Public Sector Efficiency

Project Number:

Implementing Partner: Ministry of Social Integration and Economic Empowerment

Start Date: 03 /02/ 2017

End Date: 31/12/ 2020

LPAC Meeting date: 18/1/2017

Brief Description

The objective of the project is to bring strategic and operational solutions to the challenges highlighted in Pillar I of the UNDP's Country Programme 2017-2020 for Mauritius, entitled "Inclusive development and public sector efficiency." Pillar 1 focuses on three components.

The first component is about inclusive development and is based on the Marshall Plan Against Poverty, which was recently approved by the Government of Mauritius. This project proposes key elements to support the implementation of the Plan. Three dimensions are emphasized :

- (i) consolidation of Community Development (CD) as a new approach to move from the current social assistance system to individuals, to a collective, structured and social change-led response at the local level; in this area, main support will be focused, at macro level (developing standardized and appropriate tools, setting up a Community Development Network supporting the scaling up of CD platform), and at grassroots level (direct support to two specific programmes in their successive steps);
- (ii) professionalization of field "operators" with a double focus on social workers (recognition of their prior learning, revamping of social work training materials, review of their legal status, operationalization of the National Social Work Council and so forth) and on the national NGOs (updating the legal framework, strengthening of capacity, restructuring of NGO support institutions);
- (iii) development of monitoring and evaluation tools and practices –for both macro and grassroots levels – in order to provide accurate data about the pro-poor initiatives (costs, outputs and outcomes) for measuring efficiency and effectiveness of the programmes and feeding decision-making and improving knowledge learning and policy dialogue between key stakeholders.

The second component deals with gender equality challenges. First, priority will be to improve gender mainstreaming in policies, budgets, legislative processes and institutional practices. To do this, the project will support the Ministry of Gender Equality, Child Development & Family Welfare (MGE) but also the new Parliamentary Gender Caucus which is a crucial lever to strengthen advocacy, institutional capacities and to generate concrete results. Support will also be given for carrying out women's empowerment initiatives and fighting gender-based violence.

The third component aims at contributing to the transformation of the public sector. In this regard, it will be providing tools to develop performance, transparency and citizen participation culture. Four priority areas have been identified: planning-programming-budgeting-monitoring-evaluation cycle, e-learning system, human resources management, and citizen participation.

Contributing Outcome (UNDAF/CPD, RPD or GPD): CPD 2017-2020 Improved public sector management supporting poverty reduction, social inclusion and gender equality is promoted through responsive strategies
Indicative Output(s):3

Total resources:	US\$ 3,359,950	
	UNDP TRAC:	938,400
	AfDB	28,000
	CRS/F, Others	1, 493,550
	Government:	900,000
	In-Kind from Ministry: Office space and logistics for the experts	TBC
Unfunded:		

Agreed by (signatures):

Government	UNDP	Implementing Partner
Financial Secretary Ministry of Finance and Economic Development Mr. D. Manraj	Resident Representative Mr. Simon Springett	Permanent Secretary Ministry of Social Integration and Economic Empowerment Mr. M. Seebah
Date:	Date:	Date:

I. DEVELOPMENT CHALLENGE

1.1. Global challenge

Since its independence in 1968, Mauritius has experienced rapid and sustained economic growth due to an outward-oriented economic strategy and market-driven development, prudent macro policies and political stability. After having graduated from low-income country to upper-middle income country, Mauritius has been relatively resilient to the crisis with an annual growth rate of 3-4% since 2009. Beyond its vibrant economic growth, the country has been improving for three decades its performance in terms of social and governance indicators. Notwithstanding these positive trends, three critical problems need to be emphasized:

- First, development has been incremental but not benefited everyone in the same way. Relative (monetary) poverty still affects nearly 10% of Mauritian and follows an increasing trend. Similarly, inequalities have widened in recent years.
- Secondly, according to the Global Gender Gap report 2016, Mauritius is ranked 113th out of 144 countries, the situation of Mauritian women still reflects large inequalities, particularly for access to economic opportunities and positions of responsibility in different sectors (administration, companies, National Assembly). Women are also much more affected by unemployment and poverty than men. Violence against women is a serious social problem that highlights another sign of the vulnerability of women.
- Third, despite the various reforms and programmes implemented, the public sector continues to face structural problems. These reflect large differences in labour productivity relative to the private sector and bring lack of efficiency and effectiveness in public policies and programs management, particularly those targeted on poverty and exclusion fighting.

In order to reduce poverty and inequality - especially those related to women - and to accelerate economic growth, Mauritius needs effective public policies on social inclusion, a stronger commitment for gender equality and a public sector inducing the culture of performance geared towards users of the public services. Failing to adhere to the above mentioned, Mauritius will not be able to fully respond to the national and international agenda outlined for 2030 and therefore social balance will be impacted.

1.2. Poverty and inequality

Relative poverty as well as inequality indicators have regressed. The proportion of population living below the relative poverty line grew up from 8.5% in 2007 (approximately 122,700 people) to 9.8% in 2012¹. Simultaneously, extreme poverty, measured by the international poverty line of US\$ 1.90/day (PPP) has been on the rise over the last eight years and has exceeded the 1% mark in 2014. As to the increase in inequality, the Gini coefficient moved from 0.37 in 2007 to 0.44 in 2014² while the percentage of national consumption going to the poorest 20% of the population has remained at around 7-8%. Taking into account the sustained rate of GDP growth, the figures of the poverty profile highlight the fact that prosperity is not equally shared and reveal the concentration of poverty among specific categories of households (households headed by women, heads of family with low education level, one-parent families, etc.) and locations.

As a matter of fact, several policy measures have been implemented to meet the MDGs and achieve the set targets by 2015: formulating plans (Action Plan for Poverty Alleviation in 2001); creation of new institutions fighting poverty (National Empowerment Foundation – NEF - in 2008, a dedicated Ministry of Social Integration and Economic Empowerment – MSIEE - in 2010); introduction of a mandatory Corporate Social Responsibility (CSR) contribution of 2% of net profit in 2009 ; implementation of the Social Register of Mauritius (SRM) project in 2012; development of social housing schemes; launching of community development projects, child welfare programmes, family empowerment actions; support to training and placement; and location-specific interventions. With regard to social protection, Mauritius has developed for decades social protection schemes, especially to assist poor and vulnerable persons or households, and public expenditure granted for social protection (4.4 % of GDP) is very high as compared to African countries. The biggest chunk goes to the universal pension scheme, which has significantly contributed to poverty reduction.

¹ Household Budget Survey. Statistics Mauritius. 2012.

² UNDP International Policy Centre for Inclusive Growth. 2015.

Given the massive funds injected in poverty reduction programs, the persistence in poverty amongst a significant part of the population (even the increasing trend of relative poverty) looks like a paradox. In addition, non-monetary poverty and illiteracy propagate another dimension and has led to the intergenerational reproduction of poverty within the same households. This paradox can be explained by several weaknesses linked to poor public management:

- **Design and planning of public programmes:** Programs and reforms have often been implemented without taking into consideration some key-factors for a good planning. For instance, an in-depth population needs analysis; specific targets, staggered over time, on outcome indicators; a clear baseline starting point to measure changes; multi-year visibility in terms of available resources and sustainability of the proposed intervention; and a risk analysis. Periodic policy changes reinforce this lack of visibility in the medium term as shown with the recent destabilization of NGOs after new reform on the use of CSR funds.
- **Coordination the programmes implementation:** Work in silo dominates in the public administration, whereas it is vital throughout the implementation of the programs to develop exchanges of information, analysis and collegial approach for identifying solutions. This is still more obvious in the area of poverty alleviation, where the Government must address the multidimensional and complex issues which require intersectoral collaboration and coherence.
- **Monitoring and Evaluation system:** A number of policies have been implemented without prior design of an M&E system, a field where national expertise is still limited. Experience shows that even when manuals have been developed, the proposed procedures (collection of information, analysis, reporting, etc.) are not being carried out. This lack of M&E capacity is observed at all levels: macro, sectoral and local. At the local level, the main stakeholders cannot monitor local interventions actors due to lack of available data. The unavailability of data is observed also in the tracking program expenditure. Moreover, sound public decision-making needs not only monitoring but also impact evaluation for which no framework has been designed so far. In the same vein, poor feedback is being provided on users' perceptions in order to check how public service delivery matches the expectations of users.
- **Limited practices for sharing information, capitalizing on experiences and analyzing results:** Networking is limited and consultation frameworks, when they exist, are often rather formal because of lack of frequent exchanges between Government and non-State actors. Also among NGOs, networking initiatives encounter difficulty to become sustainable.
- **Insufficient institutional framework:** the successive commitments on poverty reduction have led to a multiplication of structures with significant redundancies.
- **An approach still largely based on a system of individualized assistance, insufficiently targeted and not very responsible:** Pro-poor policies have so far been largely dominated by individualized programs, leading beneficiaries in a high dependence towards Government services insofar there is no individual counterpart and the community is deprived of any role in public service management.
- **Deficit in the provision of services to poor or vulnerable populations:** This deficit is expressed both at the quantitative level (coverage rate of social services and rate of supervision of families by social workers) and qualitative (lack of professionalism).

1.3. Gender equality

Mauritius has achieved gender parity in education. However, the performance has not been the same for the two other MDG3 indicators. 2015 targets have not been reached regarding the share of women in wage employment in the non-agricultural activities (40% in 2014) and the place of women in political institutions and in leadership positions. Income gap by gender remains substantial within wage employment. Besides, the proportion of women has declined in the National Assembly (from 18% to 12%), but improved at Local Government level due to the implementation of a 'gender quota.' However, proportion of women in high level decision making positions has remained low (4.6%).

Like in other countries, the inequality experienced by women in Mauritius is fuelled by multiple causes linked in particular to the reproduction of cultural models and stereotypes which require an immediate conducive action of the Government to contribute to a change in the modes of transmission of values leading to change behaviours. However, the results of the policies implemented in the recent years under the National Policy on Gender have been mixed. Several obstacles have prevented speed-up in the reduction of gender inequalities:

- **Limitation of institutional capacities:** This limitation concerns the Ministry of Gender Equality, Child Development and Family Welfare (MGE), which is the Ministry in charge of gender equality and, more importantly, the line ministries where gender cells face a lack of training, tools, clear planning of activities and turnover problems. These constraints partly explain why the gender action plans prepared for all ministries have not been implemented so far. As far as advocacy and training tools are concerned, they are heterogeneous and need to be strengthened or updated.
- **Limited priority in institutional and financial terms:** The involvement of officials in gender issues is generally weak. As for Parliament, it was only very recently that the National Assembly has demonstrated a strong commitment regarding gender equality with the creation of a Parliamentary Gender Caucus. Moreover, the resources allocated from the budget to these activities remain very limited and there is still reluctance to introduce gender budgeting approach.
- **The weakness of monitoring and evaluation:** The findings mentioned above apply to gender programs. Specific concerns must be highlighted like the lack of sex disaggregated data (or the lack of analysis of the existing ones) to inform decision-making.
- **The extent of the necessary changes in behavior:** Reaching gender equality seems to be a long way taking into account social reluctance in changing mindset. Very low percentage of women in decision-making positions at the corporate level in the private sector corroborates this fact.
- **Specific constraints in the fight against gender-based violence:** Regarding this particular concern, main problems deal with shortage of structures for taking care of the victims, including shelter's needs, under registration, follow-up of cases of abuses and the reluctance of victims to seek institutional solutions

1.4. Public sector performance

Transforming Mauritius into a high-income economy by 2030 remains high on Government's agenda. However, despite the fact that Mauritius has achieved significant progress in governance over the past two decades, the performance of the public-sector has slowed down or even reversed. Public sector modernisation and efficiency are reported to lag behind other upper-middle-income countries, hampering efforts to accelerate economic growth and inclusiveness. Several areas have been identified by the World Bank³ where the quality and equity of service delivery remains inadequate. Lack of continuity in implementation of bold reforms and a limited monitoring and evaluation culture, impeding effective planning, budgeting, continuous evaluation, accountability, public sector management practices and tracking of the performance of public institutions, are believed to be the main bottlenecks of the system.

These challenges have been observed despite the fact that several innovative measures have recently been implemented. They include the setting up of an electronic learning system and a new platform for in-service training of public officers at the level of the newly-created Civil Service College Mauritius; and the implementation of the third phase of the Mauritius e-Registry Project in October 2016, whereby some 15 million sheets of documents have been digitalised (with services offered online) as part of the modernisation of the administrative system of the Registrar General Department.

Government is fully aware of the importance of further reforms to ensure the success of the development agenda. In August 2015, less than a year after coming to power, the Prime Minister laid emphasis on service delivery stating that the public service should become efficient and creative and should focus on achieving national targets instead of focusing on routine administrative jobs only. In addition, the central theme of Budget 2016-17 revolved around a 'new era of development' focusing on key areas including some twenty measures to achieve 'a major public sector reform. These include a vast process of mergers covering numerous sectors / fields of activity: small and medium enterprises sectors; management of state assets; information and communications technology; social housing; transport sector; culture; revenue collection; projects appraisal and management; and development planning. Other measures were announced regarding the public sector reform programme, such as the launching of 50 new e-services to facilitate citizens' interactions with public sector agencies.

To achieve Government's objectives of improving public sector effectiveness and performance, one of the main challenges will be to design properly new organizational schemes in order to increase the efficiency of State institutions. Another crucial challenge will be to deal with the ability to manage carefully the issue of under- or over-staffing. Other initiatives will be also necessary in the fields of HR management, training, monitoring &

³ World Bank, "Mauritius Policy Notes, Building Analytical Capacity to Raise Public Sector Efficiency," Report No: 77778-MU, June 2013.

evaluation and e-governance. One of the important targets is to improve the information and involvement of the citizens in the evaluation of public policies. This requires investment both (i) at the government level, and (ii) at the level of independent institutions (such as the National Assembly, the National Audit Office, and the Public Accounts Committee among others) and civil society organizations.

Scaling up the e-learning system for improved governance and civil service reform would also be necessary so that some 5,000 employees could be trained annually (as turnout has been rather low, with only 3,000 staff trained so far out of an estimated 16,000 deemed eligible). The same applies to the scaling up of strategic foresight with a focus on human capital development, streamlining of processes, and optimisation of information and communication technologies. The stakeholders and public officials involved in delivering Output 1 will also be able to leverage the e-learning system in order to achieve the objectives set.

II. STRATEGY

2.1. Alignment to national and international frameworks

The project is based on policy objectives highlighted in some key reference official statements : the Government Programme 2015-2019 “*Achieving Meaningful Change*” (January 2015); the Prime Minister’s speech at the launch of the High Powered Committee on Achieving the Second Economic Miracle and Vision 2030 (August 2015); the Budget Speech 2016-2017 on the new era of development (July 2016). All these statements call for a new economic model, new patterns in the public sector and other structural changes in order to reach the high income status, to promote an inclusive society and to eradicate poverty.

Regarding the Agenda 2030, the Rapid Integrated Assessment (RIA) recently carried out with the support of the UNDP Regional Service Centre for Africa revealed a large coverage of the targets⁴ in the national policy documents. The Blueprint for the Vision 2030, currently in the finalization phase, will provide a sound and long-term reference framework for national development.

2.2. Links with previous assistance and lessons learned

The project intends to capitalize on the lessons learned from the experience of the previous Country Programme cycle. It is built, in part, on the operationalization, continuation or extension of activities carried out with UNDP support during the period 2013-2016. This continuity can be reflected in the Marshall Plan (designed with UNDP expertise), monitoring and evaluation (proposals developed by a long-term specialist in the past two years), community development (support to the Kolektif Rivier Nwar), gender (recent support to National Assembly for creation of the Parliamentary Gender Caucus) or the professionalization of social work (proposed draft bill for setting up a National Council of Social Work). At the same time, the project confirms the shift in some previous assistance priorities (e.g. programme-based budgeting) with a focus on operationalizing the Marshall Plan, supporting gender mainstreaming and reforming the civil service. In addition, the project strategy builds on lessons learned locally from recent experience, including community development initiatives, gender policies in line departments, implementation of M & E systems. Issues of sustainability concerning government collaboration with UNDP (Social Register of Mauritius (SRM) Unit, Non-State Actor (NSA) Unit), which have been raised by the Medium-Term Review of the finishing CPD, still remain topical. Furthermore, the project intends also to refer to good practices encountered in other countries (Social Contract in Brazil, Council of Social Work in India, etc.).

2.3. Articulation with UNDP Country Programme 2017-2020 and Strategic Plan 2014-2017

A new UNDP Country Programme Document (CPD) for Mauritius covering the period 2017-2020 has been developed by UNDP CO in close consultation with Government, stakeholders and development partners. Approved by the UNDP Executive Board in June 2016, the CPD is anchored in the Government Programme 2015-2019, the Sustainable Development Goals (SDGs 1, 5, 10) and the SAMOA Pathway, supported by the UNDP Strategic Plan 2014-2017. The Programme intends to bring significant added value in high-level upstream policy support with a strong focus to strengthen the capacities of national actors, systems and institutions through

⁴ Mauritius’ development policy frameworks prioritize 100 SDG targets out of 107 (excluding targets linked to means of implementation or to Goal 17 on partnerships.

targeted policy interventions and translation of the goals at the national level, to accelerate sustained growth and safeguard development gains (Mid-Term Review, October 2015). The CPD is based on two pillars: (i) inclusive development and public sector efficiency; and (ii) climate change and sustainable development. The current project deals with Pillar 1 “Inclusive development and public sector efficiency” and refers clearly to the three outputs mentioned in the CPD which constitute the components of the project.

Regarding the UNDP Strategic Plan 2014-2017, linkage can be done with Outcome 1 (Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded), Outcome 2 (Citizens’ expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance), Outcome 3 (Countries have strengthened institutions to progressively deliver universal access to basic services), Outcome 4 (Faster progress is achieved in reducing gender inequality and promoting women’s empowerment) and Outcome 7 (Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles).

2.4. Bringing solutions to the challenge

The project is in line with the logic of a triple change:

- **Change of individuals:** The first is to ensure the empowerment of poor households through the introduction of conditional cash transfers to enable the poor to have opportunities to lift them out of poverty. A sense of responsibility. Another challenge is changing the stereotypes and cultural barriers that keep women in situations of inequality. Finally, there is a need to change the attitudes and work approaches of public officers on the basis of new capacity-building programs, performance-based motivation systems, development of collaborative work, etc.
 - **Change in public management tools:** Whether to reduce poverty, ensure gender equality or reform public administration, management tools need to be changed: planning and forecasting tools, M&E frameworks, information systems, surveys (more qualitative, client-oriented and using new technologies).
 - **Change of institutions and modes of operation:** The organization and functioning of public institutions must lead to institutions with clear missions and without overlapping, acting in an open and collaborative way, accountable to the citizens and their representatives. The institutional change includes also the establishment of more fluid relations between the administration and non-state actors (policy dialogue, networking, knowledge sharing, etc.). Strengthening accountability at the local level must be another priority for this institutional transformation.
- a) **Poverty reduction** (Output 1 – CPD : Social workers and public institutions are enabled to perform core functions to fight poverty through implementation of the Marshall Plan Against Poverty)

To address the above-mentioned issues, the project will focus its support on the implementation of the Marshall Plan with three main priorities: (i) structuring and extending community development initiatives; (ii) professionalizing strategic operators (NGOs/social workers) for community development and social contract; (iii) operationalization of a M&E system ensuring effective management of Marshall Plan actions.

Structuring and extending community development initiatives: The project will contribute to create conditions for an inclusive and participative approach toward community development as a means of mobilizing populations around common objectives to improve their living conditions and, also, a methodology in social work. To do so, it will start with an in depth analysis of the current CD initiatives and a work of documenting practices linked to them. This aims to assess, in a participative way (or approach), what works and what does not work and why. Then, a tool-kit will be developed. Based on previous work and international best practice, it will allow a common understanding of the approach and will facilitate the scaling up of the community development henceforth envisaged in the nine districts of the country. The project will also support the setting up of a "CD-network" which will have both functions of sharing information and accompanying new platform projects. The project will also support the design of a realistic plan to expand the platforms and sound funding mechanisms (probably resulting of the merging of various existing mechanisms currently targeted on the same clients). In order to ensure a permanent link with the field, the project will more specifically support two community development platforms in conducting the various stages of creation using the tool-kit. Finally, a

program of operational research will be proposed to ensure qualitative assessments of ongoing dynamics beyond the statistical data on household monitoring.

Professionalization of operators: This is a crucial condition for achieving good results for the Marshall Plan, in particular for the Social Contract, which will require improved quality of services provided to the beneficiaries (education and vocational training, employment, healthcare, family empowerment). To meet this challenge, two categories of stakeholders are particularly targeted: first, social workers as a network of professionals; then NGOs as key operators both for supporting the populations in the implementation of community development projects and for providing specific public services. Within this framework, three priorities have been identified: (i) the continuation of the Recognition of Prior Learning (RPL) process in order to increase the number of certified social workers; (ii) improving the framework for social workers training through a review of content and training materials and a support for establishing the National Social Work Council; and (iii) reform of the legal and operational framework of NGOs.

Implementation of an integrated monitoring and evaluation system for the Marshall Plan: The first is to consolidate and sustain the Social Register of Mauritius (SRM) and to ensure the optimal conditions for the supply of the database and its use for analytical purposes. Then, the project will support the operationalization of an integrated Marshall Plan M&E framework (information flow, quality of data, reporting, use of data for decision-making, feedback) that will cover especially MSIEE and NEF M&E activities. Particular attention has to be paid to the setting up of the Poverty Observatory, whose role will be crucial to stimulate the demand for M&E information and establish a strengthened dialogue between the various stakeholders. The focus on monitoring and evaluation will also lead the project to support the M&E system for the future CSR Foundation. Finally, the use of mobile technology will be developed on a pilot basis to improve information for beneficiaries of social programs.

b) Gender Equality (Output 2 – CPD : Measures in place to increase women’s capacities to participate in decision-making processes at all levels and to fight gender-based violence)

This second component is linked to Sustainable Development Goal 5 and current government commitments to strengthen gender equality and combat violence against women. The three priorities are: (i) accelerating gender mainstreaming activities in public institutions using particularly the Parliamentary Gender Caucus as a key lever, (iii) improving training and counselling tools for the empowerment of women, and (iv) fighting against gender-based violence.

Gender mainstreaming in policy, programs, budgets and public practices: The project will support the Ministry of Gender Equality, Child Development and Family Welfare (MGE) in renewing its approach by relying on gender focal points in the line ministries, an increased training effort, gender assessments and the experimentation of concrete initiatives which can feed general advocacy for gender equality. Support will be focused - not simultaneously - on three Ministries namely MGE, MSIEE, and the Ministry of Social Security, National Solidarity and Reform Institutions (MSS). Implementation of gender responsive budgeting and improvement of sex-disaggregated data are other operational activities. Finally, the Parliamentary Gender Caucus will receive assistance from the project: development of the management tools for the Caucus, including the action plan, training of its members and support for certain initiatives and studies/surveys.

Improvement of training and counselling tools for women's empowerment: The project will support the evaluation of the gender equality and women empowerment programmes of the MGE, update the content of training material designed especially for leaders of women's associations, drawing on both MGE centres and NGOs, support initiatives towards women entrepreneurship and fund a system of legal advice online.

Fight against gender-based violence: In the wake of the establishment of the National Coalition against Domestic Violence Committee under the aegis of the Prime Minister, the project will contribute to improve communications activities on GBV, support associative initiatives aimed at taking care of women victims of violence and assist the National Coalition in the establishment of a GBV Observatory and a Domestic Violence Information System.

- c) **Public sector efficiency** (Output 3 – CPD: Institutions enabled to optimize use of foresight and e-learning techniques, performance management tools and citizen feedback mechanisms for enhanced public sector performance).

In this third component, the project falls within the overall framework of a gradual transformation of the State which aims to promote a more responsible public administration whose policies and organizations are oriented towards performance from the triple point of view of the user, the citizen and the taxpayer. Given the resources available, the project obviously does not seek to solve structural problems alone, the resolution of which requires widespread reforms, the continued commitment of the highest officials and the general acceptance of public officers. The reform strategy developed in 2016, to be unveiled shortly, will serve as the driver for conducting the activities of this component. This means that, depending on the strategy and its action plan, the activities mentioned may be adjusted in the course of the first year of implementation. At this stage, the project has targeted some entry points, all of which refer to bottlenecks in the functioning of the Government institutions, undermining the effectiveness of public policies. These entry points can be grouped around three blocks:

Strengthening links in the chain Planning-Programming-Budgeting-Monitoring-Evaluation: After having largely supported the chain's budget link during the previous CPD, the project focuses here on four areas: development of forecasting exercises in three ministries, using the MCSAR as a champion which already carried out a such exercise; designing multi-year frameworks as easy and flexible tools to operationalize Vision 2030; strengthening the capacity of the sectoral Project Implementation Units; and the establishment of a framework for the evaluation of public policies.

Improvement of public governance quality standards: The implementation of innovative solutions will be encouraged in order to offer new solutions to tackle problems of public service inefficiency and get feedback from the beneficiaries of social services. This will include leveraging the potential of big data for strengthening public sector accountability. Improvements should also be made to the Public Accounts Committee in order to be aligned with international best practices.

Modernization and dissemination of online training tools: The investment in e-learning will be kept on for the relevant target audiences on the basis of 4 to 5 modules per year and in cooperation with the Civil Service College Mauritius or other operators. E-learning will also be beneficial to those stakeholders and public officers involved in Output 1 and will ensure they are equipped with the appropriate tools to meet their objectives.

III. RESULTS AND PARTNERSHIPS

3.1. Expected Results

The structuring of the project interventions is specified in the diagram below:

Component 1 : SOCIAL INCLUSION	
Scaling up Community Development (CD) strategy	<ul style="list-style-type: none"> • Documentation/dissemination on CD pilot practices and establishment of a CD toolkit • Designing and implementing a “CD support network” • Supporting the CD approach at the macro level • Consolidating, developing and financing CD pilot projects in targeted areas • Developing research programme focused on poverty pockets / CD platforms
Professionalization of operators (NGOs / Social workers)	<ul style="list-style-type: none"> • Scaling-up the implementation of Recognition of Prior Learning (RPL) • Improving the status and training of social workers • Reforming the legal and operational frameworks for NGOs interventions
Setting up of a sound and integrated M&E system	<ul style="list-style-type: none"> • Strengthening the SRM as a key tool for monitoring of social programmes at macro and micro levels, and capacity building and development of an electronic database or Management Information System at the NEF • Implementation of an integrated M&E system for the Marshall Plan management, including the operationalization of the Poverty Observatory • Developing M&E activities at the level of CSR funds
Component 2 : GENDER EQUALITY	
Deepening gender mainstreaming and implementing a Gender Caucus at the National Assembly	<ul style="list-style-type: none"> • Support for gender mainstreaming in policies, budgeting and institutional practices • Gender responsive budgeting • Improving sex-disaggregated data • Parliamentary Gender Caucus Action Plan • Caucus members training and sensitization of MPs • Specific Caucus initiatives • Research Studies/Surveys on gender-based inequalities and good practices
Improving women’s social & economic empowerment	<ul style="list-style-type: none"> • Impact assessment of MGE projects • Development of training sessions for women empowerment • Development of Legal Online Counselling Service
Upgrading mechanisms for eradicating gender-based violence (GBV)	<ul style="list-style-type: none"> • Media professionals training on gender sensitive reporting • Support to initiatives on gender-based violence including social marketing for GBV • Setting up GBV Observatory and Domestic Violence Information System
Component 3 : PUBLIC SECTOR EFFICIENCY	
Strengthening strategic planning, M&E tools for enhancing performance-based management	<ul style="list-style-type: none"> • Development of foresight capacity in three Ministries on a pilot basis • Development of operational multi-year plans in line ministries • Strengthening of Project Implementation Units in key ministries • Setting up of a national evaluation framework for policies and programmes
Upgrading the standards in quality of public governance	<ul style="list-style-type: none"> • Implementing innovative solutions in public sector organization/HR management and public service delivery in the framework of the civil service reform • Developing the oversight mission of the National Assembly • Reinforcing citizens information and participation regarding public expenditure use and quality of public services including leveraging big data for PS accountability
Modernization and dissemination of training tools in focused areas	<ul style="list-style-type: none"> • Development of training materials for online courses in cooperation with Civil Service College Mauritius as well as Review of server and IT infrastructure supporting CSCM’s online platform

The project is based on the three outputs mentioned in the CPD 2017-2020. The paragraphs below describe the interventions aiming to achieve each of the three outputs selected.

Output 1: Social workers and public institutions are enabled to perform core functions to fight poverty through implementation of the Marshall Plan against Poverty

The first component consists of three components: (i) consolidation and dissemination of community development tools and practices; (ii) professionalization of key stakeholders for implementation of social programs (social workers, NGOs); (iii) and the development of a comprehensive framework for monitoring and evaluating pro-poor programs carried out under the Marshall Plan, including the operationalization of the Poverty Observatory.

Sub-component 1.1: Scaling up Community Development strategy

Documentation/dissemination on Community development (CD) pilot practices and establishment of a CD toolkit (Activity 1.1.1)

Community development (CD) is a new approach in Mauritius and overall M&E data and analyses of the ongoing processes are limited. Therefore, as a first step of the scaling-up mentioned in the Marshall Plan the project propose to carry out a systematic and broad capitalization work on the existing experiences. This will be followed, in a second stage, by producing a tool-kit designed to ease replication of the platforms and to create the necessary capacities in the communities through the provision of a set of tools covering all key actions of a CD project.

Documentation of practices: Based on current experiments, which are at different stages of development (Kolektif Rivier Nwar, Le Morne, Moka-Ste Catherine, Bois Marchand), the project will propose an overall analysis of the processes, the results already achieved, the constraints and the missing supports or conditions that could improve the CD initiatives. This activity will be carried out at the start of the project over a period of 6 months by a team which will include (i) the international and national CD experts, (ii) an international consultant, preferably belonging to a specialized centre and who will be responsible for proposing the methodological framework, providing technical supervision of the work and preparing the final report with detailed guidelines for the documentation of practices, (iii) members of the platforms, (iv) a representative of the Poverty Observatory (if already functional). Scientific quality control will be carried out by a panel of international academics and practitioners.

CD Tool-kit: A tool-kit will be established based on the previous capitalization work on the one hand and international best practices on the other (brought by the international expert). It will consist of a series of thematic sheets and materials that can be used directly for community sessions and covering all domains of a community development project (community mobilization, partnership building and resource mobilization, needs assessment, operational planning, establishment of a service centre, M&E, etc.). It will therefore be a powerful tool for ensuring a common understanding of the community development strategy and facilitating the scaling up of CD programmes on the nine districts of the country. The tool kit will be prepared using the same methodology as the practice documentation.

Dissemination: Setting up of a dedicated website on the CD will be supported. This website, either attached to the CD support network or to the Poverty Observatory, will include online all the relevant documents (capitalization on CD practices, guides, online training, and studies) which, in addition, will be converted into user-friendly graphic materials with the support of graphic media experts so that they can be used at the grassroots level. The website will also include statistical information, a presentation of the various platforms and a forum.

Designing and implementing a "CD support network" (Activity 1.1.2)

Support for the new community development platforms requires the creation of a multidisciplinary team with both in-depth operational knowledge on good CD practices and sound field experience in the Mauritian context with its specific constraints. The project will therefore support the setting up of a "CD support network" which will bring together the key actors of the existing platforms and will serve as both a lever for scaling up platforms and a tool to ensure continuous sharing of information on the existing platforms. On the basis of the tool kit, the

network will accompany new platforms in the different stages of carrying out their activities. The project will support networking and capacity building of its members through a permanent CD specialist and other resources (consultants on specific topics, volunteers, etc.). The expert will ensure, inter alia, a fluid relationship between the network and the institutional level (Poverty Observatory, NEF, etc.).

Supporting the CD approach at the macro level (Activity 1.1.3)

The project will assist the Marshall Plan Steering Committee Secretariat to draw up a realistic action plan for extending the platforms, taking into account the criteria already identified: percentage of poor families (according to the PMT2 used by the SRM Unit for targeting Social Contract beneficiaries); ranking in the Relative Development Index, and existence of a favourable environment (community mobilization, presence of NGOs, ongoing projects supported by CSR funds, etc.).

The project will also support the design and implementation of community development funding mechanisms in a framework characterized by the double need to rationalize the various pre-existing funds and to set a sustainable funding option for extending CD programmes in the nine districts of the country.

Finally, it will seek to promote regular consultations between main operators of the CD platforms, public services at the local level (in particular the social security offices) and the steering level of the Marshall Plan.

Consolidating, developing and financing CD pilot projects in targeted areas (Activity 1.1.4)

In addition to its "cross-cutting" support for the whole CD scaling up process, especially through the CD support network and the Poverty Observatory, the project will intervene in two specific platforms, to be selected jointly with the MSIEE. This intervention could be worth both for advocacy purposes (using the results/findings from the piloting of CD approaches in two communities) and piloting learnings (the project could pilot two different approaches/tools to CD to test what works better in the context of Mauritius).

The following activities will be carried out:

- Coaching of the key actors of each of the two platforms in the management of the various processes (establishment of partnership, community mobilization, fundraising, implementation and implementation of community action plan, M & E, information & communication);
- Training of the local stakeholders, on the basis of the CD tool kit, including grassroots level organization and social workers involved in the two programmes ;
- Supporting the setting up of a community service centre (definition of standards for the CSCs and support for initial investments for the two platforms targeted by the project);
- Implementing a close monitoring of progress and collection of data.

Developing research programmes focused on poverty pockets / CD platforms (Activity 1.1.5)

The project will support an operational research program (1 or 2 studies per year) that will address specific issues of community development. This program, which will be carried out jointly with the Poverty Observatory, has four objectives: (i) developing local expertise in CD fields; (ii) encouraging cross-stakeholders analysis and dialogue between Government and non-state actors on concrete bottlenecks in public service provision; (iii) contribute to impact assessment of CD initiatives (what works and what does not work and why); and (iv) mobilizing young volunteers / students on the poverty challenges. It will be implemented according to the same principle, that is to say with the CD support network in steering position, a service provider (University, consultant, NGO, Statistics Mauritius, or a mix of these) for technical work and the Poverty Observatory as the institutional referent. Institutional issues (rationality of the existing framework, quality of services, etc.) may also be included in the studies. The program will be designed at the beginning of each year by the Observatory in consultation with the CD support network. The program could be financed in particular by the CSR Fund or by the private sector directly (CSR funds remaining at the disposal of companies). Call for paper (and pricing) will be used for this program.

Sub-component 1.2: Professionalization of operators (NGOs / Social workers)

Scaling-up the implementation of Recognition of Prior Learning (RPL) (Activity 1.2.1)

The Recognition of Prior Learning, aiming at increasing the number of certified workers, is one of the strategies earmarked by the Common Training Strategy Committee under the aegis of Ministry of Social Security, National Solidarity and Reform Institutions (MSS). After a pilot experimentation with a first batch of social workers (certification of 25 practitioners against a National Qualification Level 2), there is now a surge in demand, calling for the scaling-up of the implementation of RPL for additional levels. On the basis of the work already carried out under the previous CPD in collaboration with MSIEE, NGO Trust Fund, NSA Unit, MQA, University of Mauritius and the Decentralised Cooperation Program (DCP), the project will support the certification of around 70 social workers / year. The activities include:

- Establishment of a new road map for RPL in social work ;
- Updating of procedures to ensure a higher intake;
- Development of other levels of RPL in Social Work (levels 3 to 6);
- Designing policy measures to address the problem of high dropout rate of social workers from the labour market and from the RPL process (coaching, in-service training, etc.).

Improving the status and training of social workers (Activity 1.2.2)

Still within the framework of the professionalization of social work, the project will support (i) the revamping of social work training material, (ii) the operationalization of the National Social Work Council (NSCW) following the presentation of the draft bill to the National Assembly. Concerning the first part, the project will support the University of Mauritius (department of social work) to (i) make a rapid diagnosis of the quality of the programs, (ii) analyse the needs based on the evolution trends for the 5-10 next years (iii) define new modules tailored for different categories of social workers. For the second direction, the project will provide specific assistance for design standards for social work practice (code of ethics, disciplinary committees, order of social workers, etc.). The points of application of the project will be specified once the NSWC is operational. In addition, short term expert support could also be provided in the framework of the transformation of the current Social Work Division in a Mauritian School of Social Work, covering training of practitioners from Level 2 to Level 5.

Reforming the legal and operational frameworks for NGOs interventions (Activity 1.2.3)

While NGOs are expected to play an increasing role for implementing social programs and covering a number of social needs, the framework for NGO interventions is not appropriate in a context where several structures – such as the NSA Unit, NGO Trust Fund, DCP, and the Mauritius Council of Social Services (MACOSS) have today the same clients and similar objectives even if these actors have been trying to work in synergies. Prospects thus emerge for a reorganization and a rationalization of these various structures.

In the framework of the project, following activities will take place:

- Impact assessment of some of the existing NGOs platforms/support structures, such as the NGO Trust Fund, MACOSS or the NSA unit ; this task will be carried out by a consultant and based on international best practices; eventual recommendations for updating the NGOs strategy could be submitted to stakeholders;
- Setting up of a multi-stakeholder working group which, with support of specific expertise, will be responsible for proposing a new regulatory framework for NGOs (creation and registration, statutes, staff, management and accountability standards, etc.); this group will be able to draw on the recommendations of the NGOs strategy (2012) and the NGO mapping exercise (2013);
- Development of an online database for NGOs with key data including financial information;
- Designing a rationalized support mechanism for NGOs in the new context of the implementation of the Marshall Plan and the new NCSR Foundation;
- Supporting the capacity building for two thematic NGOs platforms, whose activities are directly related to the priorities mentioned in the Marshall Plan, and grassroots community organizations in the two areas selected (see above).

The new legislation should lead to clear criteria for categorization of NGOs with differentiated obligations and rights in order to reinforce the professionalization of the sector. The new mechanism must lead to a more rational allocation of public (and private) funds supporting NGOs, "rewarding" those which are fully compliant and follow-up with the laggards in terms of transparency and reporting. This will also make it possible to establish training assessments based on the different categories selected and thus training sessions better adapted to the needs. The participative process for designing this categorization will ensure that the new regulations will strengthen independence and not lead to any exclusion of smaller organizations.

Sub-component 1.3: Setting up of a sound and integrated M&E system for enhancing transparency and strengthening evidence-based decision making

Strengthening the SRM as a key-tool for social programmes monitoring at macro and micro-levels (Activity 1.3.1)

Launched in 2012, the Social Register of Mauritius (SRM) is a powerful tool for identifying the poor and their socio-economic profile. It also makes it possible to produce dynamic data on each of the registered households and, in this way, to evaluate changes observed and impact of the measures/programs implemented, especially the forthcoming Social Contract). So, decisions at both central (MSIEE, NEF, etc.) and local (CD platforms) levels will be more evidence-based.

Given its major role in steering the Marshall Plan, the project will strengthen the SRM and its use by supporting the following activities:

- Establishment of a roadmap for the strengthening of the SRM's activities for the period 2017-2020;
- Codification of procedures for sharing and validating information with all other structures concerned, including CD platforms for local M&E requirement ;
- Test of the protocol on two CD programmes before extension to all platforms/programmes;
- Training of SRM staff to develop data analysis capabilities;
- Training of the Case Management Officers (CMOs) to collect information from beneficiaries for the follow-up of the Social Contract (in coordination with the ongoing NEF restructuring).

At the same time, the Government must quickly take action regarding (i) enhancing the quality of data, (ii) identifying an overall coordinating authority for the management of sub-registries in other institutions, and (iii) setting up a system of complaints including an appeal mechanism for unqualified applicants who want to contest eligibility decisions.

At the level of the NEF, capacity building and development of an electronic database or Management Information System is required, which could warrant the services of external consultants.

Implementation of an integrated M&E system for the Marshall Plan management, including the operationalization of the Poverty Observatory (Activity 1.3.2)

This strategic activity intends to improve collection and analysis of evidence-based data on social programmes expenditures, outputs and outcomes. The development of an integrated monitoring and evaluation (M&E) system will be carried out simultaneously from three angles: national / macro, individual programs (e.g. child allowance, skills enhancing programmes) and pockets of poverty (M&E of CD projects will be carried out partly on the basis of data from poverty pockets within their respective perimeters). For in-house management, MSIEE will need household data, in particular for the monitoring of the Social Contract beneficiaries. The activities will be developed, in close cooperation with MSIEE, NEF, MSS and Secretariat of the Poverty Observatory and with a long-term international technical assistance. Main activities covered by the project include:

- Definition of an integrated vision and framework of M&E and validation under the MSIEE and the MP Steering Committee after a sound consultation process with all MP stakeholders;
- Implementation of the various "segments" of the system and follow-up of the quality of the results achieved (various documents and recommendations produced since 2015 and ongoing work provide a sound basis for the implementation of the system) taking into account the new institutional schemes for the "revamped NEF" and the new National CSR Foundation; as key institution for overall coordination of MP implementation, the MSIEE will be at the centre of this integrated M&E system;

- Operationalization of information dissemination and feedback mechanisms to beneficiaries (to be linked with the activity 3.5) ;
- Establishment and follow-up of an action plan for the Poverty Observatory ;
- Supporting knowledge sharing initiatives and consultation process within the Observatory.

In addition, a specific plan for impact evaluation will be approved early-2017 that will include an assessment of the key institutions' efficiency in the implementation of the Marshall Plan after 2 years of experiment (see activity 3.4).

The entry points for the allocation of funds need to be flexible taking into account the eventual needs of expertise to be addressed, in the initial phase, for carrying out the current institutional reform (NEF restructuring, setting up of the new National CSR Foundation, etc).

Developing M&E activities regarding CSR funds (Activity 1.3.3)

With a strong linkage with the activity above and once the new National CSR Foundation has been set up, the project will support the latter in:

- Developing a proper M&E plan ;
- Implementing M&E database, information collecting procedures and reporting activities (e.g., Scorecard/Dashboard, KPIs, making effective use of the SRM's Database based on RDI-by-Enumerated Areas, etc.);
- Disseminating online financial information on allocation of funds.

In this framework, the project should develop specific collaboration with Business Mauritius and private sector companies involved in, and supporting, these types of CSR initiatives..

Setting up Mobile Technology for social programmes management (Activity 1.3.4)

The setting up of a Mobile Technology (through SMS) aims at reducing costs, modernizing and improving outreach, allowing to reach a maximum number of targeted users, and permitting users access to any information on Social protection programmes. The project will leverage information and communication technologies for improving monitoring and service delivery in pockets of poverty. Options of partnership with universities (initial contact with Princeton University) and the UNDP Innovation Facility could be considered.

Output 2. Measures in place to increase women's capacities to participate in decision-making processes at all levels and to fight gender-based violence

In this second component dedicated to the promotion of gender equality, the project proposes three directions: (i) gender mainstreaming at the level of public policies, programmes, budgets and civil service practices and, in this vein, supporting the Parliamentary Gender Caucus ; (ii) development of tools for social and economic empowerment of women; and (iii) combating gender-based violence.

Sub-component 2.1: Deepening gender mainstreaming in public sector and implementing a Gender Caucus at the National Assembly focused on key gender-sensitive initiatives

Support for gender mainstreaming in policies, budgeting and institutional practices (Activity 2.1.1)

The Ministry of Gender Equality, Child Development and Family Welfare (MGE), operates the Gender Unit and, on the basis of the National Gender Policy Framework, provide assistance to line Ministries to implement their sectoral gender policies. Taking into account the mixed results achieved during the past few years, the project will support MGE in renewing its approach. This will be achieved especially through support from the new Parliamentary Gender Caucus (cf. activity 2.6), reorganization of focal points, increased training and experimentation with concrete actions to foster general advocacy for gender equality.

The proposed activities relate to:

- the drafting of a national costed action plan on gender mainstreaming ;
- the sensitization / training of staff in leadership positions (such as Permanent Secretaries) and review of the organization of gender cells / focal points ;
- a combined support focused on three ministries (MGE, MSIEE, MSS) for (i) training in and conducting gender assessments, (ii) designing, assisting the implementation and monitoring the results of a prioritized action plan ; (iii) producing annual reports; (iv) promoting specific initiatives likely to develop awareness and communication on gender concerns, including gender-based harassment in the workplace;
- the introduction of a special award on gender mainstreaming in the yearly Public Service Excellence Award;
- the evaluation of all the activities after two years, in close collaboration with the human resources departments in order to measure the changes within the three ministries targeted and to assist in advocating for specific budget lines to support gender activities in each of the ministries.

At the end of the two first years and if the results are positive, the teams trained can serve as champions for disseminating good practices in other ministerial departments. This will also contribute to the advocacy for sustaining budget lines for each ministry to support actions towards gender equality

Gender responsive budgeting (Activity 2.1.2)

Based on the first consultations carried out on the subject, the project will assist the implementation of gender responsive budgeting. To ensure the success of the exercise, proposals will be made through a progressive and participatory approach (involving especially the MOFED, the MGE, the Parliamentary Gender Caucus, the National Women's Council, the National Women Entrepreneur Council and Women NGOs) and will integrate into the current budget system. Activities will include

- an analysis of the content and procedures of the budget from a gender perspective;
- the formulation of an action plan to have a gender responsive budgeting and the organization of a consultation on them;
- Support in the implementation of the proposals that will be selected (gender information, gender-led programs, gender indicators, minimum requirements for the sectoral budgets, inter-ministerial working groups on gender issues, etc.);
- Assistance to the MGE for advocating and capacity building to develop the quality of gender-related performance information.

Improving sex-disaggregated data (Activity 2.1.3)

The availability of detailed sex-disaggregated data is crucial for carrying out gender assessments or implementing M&E systems that can provide inputs for analysis and public decision. Activities identified include:

- quick assessment of the situation relating to social and economic data on gender issues in cooperation with Statistics Mauritius, MGE and the Parliamentary Gender Caucus members;
- designing an overall 3-year roadmap ;
- providing technical support in order to improve sex-disaggregated data collection and analysis in three pilot ministries, including M&E information from the programmes led by MGE, MSS and MSIEE (including NEF) and other programmes implemented in the framework of the Marshall Plan

An important tool to be developed will be probably the time-use surveys which allow assessing quality of life, division of labour between women and men, estimating household production and its contribution to GDP. Moreover, the project intends to collaborate with Business Mauritius in order to improve the quality of data on women positions and salaries in the private sector.

Parliamentary Gender Caucus Action Plan (Activity 2.1.4)

Based on a dedicated expertise in gender located at the Secretariat of the Parliamentary Gender Caucus in the National Assembly, this new structure will receive technical assistance in order to:

- develop an action plan focused on its strong mission of oversight ;
- establish a manual of procedures (particularly with respect to the line ministries reports to be assessed by the Caucus) ;
- set up of a light system of M&E on activities implemented by the Caucus.

The action plan will be designed taking into consideration short term challenges of the Caucus (to get visibility and recognition within and outside of the National Assembly, establish a close cooperation between Caucus and MGE / other stakeholders, get rapid results) and medium term ones (activities linked to gender mainstreaming).

Parliamentary Gender Caucus members training and sensitization of MPs (Activity 2.1.5)

The project will start from a review of available materials and the results of the three awareness raising sessions carried out in 2016 on the establishment of the Parliamentary Gender Caucus. At its start, the project will carry out training sessions targeted on Caucus members of whom capacity building is the first short term challenge. Awareness-raising sessions (open to all MPs) can then also be implemented by drawing on the group of Members of the Caucus and taking into account the fact that the National Assembly will be renewed in 2019. Themes will be consistent with the activities implemented in the context of gender mainstreaming at the level of government institutions (Activity 2.1). The three target audiences will be (i) Ministries and Members of Parliament, (ii) Gender Focal Points, and (iii) CSOs leaders.

Specific Parliamentary Gender Caucus initiatives (Activity (2.1.6)

The project will support some of the initiatives identified in the action plan. These could include:

- establishment of working groups on specific themes, such as strengthening the awareness of senior departmental officials (especially gender mainstreaming in the establishment and analysis of laws and regulations in cooperation with the State of Law Office);
- proposals for enhancing the participation of women in political bodies, especially in the perspective of the next legislative elections and taking into account the commitment in the Government programme to guarantee better women representation ;
- development of communication tools and communication activities;
- carrying out parliamentary inquiries on subjects related to gender equality ;
- setting up a platform of women elected in Village and District Councils (25% of women elected).

Research Studies/Surveys on gender-based inequalities and good practices (Activity 2.1.7)

A programme of studies will also be designed and implemented through the call for proposals mechanism. The University of Mauritius as well as other providers (consultants, specialized national or international NGOs) should apply. Joint proposals from national NGOs or research centres with specialized international organizations (e.g. NDI) will be encouraged as they can strengthen the analytical capacities of national NGOs.

Sub-component 2.2: Improving women's social & economic empowerment

Evaluation of the gender equality and women empowerment programmes of the MGE (Activity 2.2.1)

The project will support the evaluation of the gender equality and women empowerment programmes of the MGE, including the National Women's Council activities, in order to improve their quality and impact. This activity could be implemented with support of UNP Regional Centre.

Development of training sessions courses for women empowerment (Activity 2.2.2)

Apart from the activities to be carried out within the framework of UNDP support to community development (integration of gender issues in the CD toolkit; see Component 1), the project will support the Gender Unit of the MGE in updating the training courses that are in strong demand. The support will include:

- revision of contents and/or creation of new modules (including materials for training members of women's associations in leadership);
- development of online resources (see Activity 3.3.1);
- implementation of courses combining online sessions and face-to-face training on the field with focus on training of the trainers currently used by the MGE.

Assistance will be focused on the revision of contents and/or creation of new modules and on undertaking training sessions taking into account both individual and collective dimensions of the empowerment. Due to the fact that empowering women is a very strong way to empower whole communities, this activity will be highly connected with support given to the CD platforms in pockets of poverty (component 1.A). Close collaboration between the respective gender and CD experts within the project team will encourage this connection. They will build on experiences like the "Goal" training programme initially supported by Standard Chartered Bank (Mauritius) for the education of underprivileged girls through sports that might be extended with support of the project.

It is worthy to note that the project lacks the resources to undertake a wide-scale action on women's social & economic empowerment while other partners, such as the AfDB, intend to provide substantial financial support, particularly for the promotion of women's economic activity. However, women NGOs could be supported also through the activity 1.8 (see above).

Development of Legal Online Counselling Service (Activity 2.2.3)

The Gender Unit of MGE is currently committed in the setting up of comprehensive and innovative services for women, in collaboration with the private sector, the National Women's Council and partner Ministries. In this regard, MGE has launched ten services across all the 15 Women Empowerment Centres aimed at uplifting, protecting and addressing the rights of women in economic, social and political facets of society. One of these is the Mobile Legal Advice (MO-LA), which provides legal assistance to women who cannot afford legal representation. This service cuts across all aspects that challenge the rights of women from Gender-based Violence, all forms of abuse, women in distress and those attempting to start a business. As an extension to this service, the concept of Legal Online Counselling Service (LOCOS) has been established. The project will be developed with certification of the Central Informatics Bureau.

Sub-component 2.3: Upgrading mechanisms for eradicating gender-based violence (GBV)

Improving communication activities on gender based violence (Activity 2.3.1)

The project will support communication activities linked with GBV. This includes:

- Training sessions for media professionals on gender-sensitive reporting, eventually to be combined with an online toolkit. The objective is to improve the content of media reporting (TV & radio) on cases of gender-based violence and to avoid biased public information on these issues;
- Development of social marketing activities to address GBV issues, particularly in pockets of poverty, and applying the potential of media, public figures, and community champions to initiate changes in societal attitudes and behaviour, as proposed by the Marshall Plan.

Support to initiatives on gender-based violence (Activity 2.3.2)

A call for proposals will be launched in order to support gender-based violence initiatives, to be carried out by national NGOs. This activity will be developed on the basis of a close cooperation between the National Coalition against Domestic Violence Committee and the Parliamentary Gender Caucus.

Setting up a GBV Observatory and Domestic Violence Information System (Activity 2.3.3)

Taking into account the major focus of the project on M&E strengthening and following the recommendations of the report provided by the recently established National Coalition against Domestic Violence Committee, the project will assist in the setting up of the GBV Observatory. It will support:

- Collection of accurate data about prevalence or scope of a particular form of GBV;
- Monitoring of the implementation of laws, the accessibility and responsiveness of services for victims;
- Establishment of the DOVIS (Domestic Violence Information System) as a computerized system to record reported cases of domestic violence and generate specific reports on such cases dealt with at the six Family Support Bureau.

It is to be noted that the support to Community Development (component 1) will also include activities on gender-based violence within each community supported by the project.

Output 3. Institutions enabled to optimize use of foresight and e-learning techniques, performance management tools and citizen feedback mechanisms for enhanced public sector performance.

This last component of the project consists of three directions: (i) Strengthening some links in the Planning-Programming-Budgeting-Monitoring-Evaluation chain; (ii) Improvement of certain quality standards in public governance; and (iii) modernization and dissemination of training tools in the areas targeted by the project.

Sub-component 3.1: Strengthening Planning-Programming-Monitoring-Evaluation chain

Development of foresight capacity in three Ministries on a pilot basis (Activity 3.1.1)

On the basis of the interesting results of the foresight exercise conducted in 2015 at the MCSAR, it is proposed to implement such a foresight exercise in three Ministries (MSIEE, MSS, and MGE) and one public institution (Civil Service College Mauritius, which will act as the Champion) on a pilot basis. The foresight, carried out during the first two years (2017-2018), will be focused on human capital development, streamlining of processes, and optimization of information and communication technologies, in line with the objectives of Vision 2030. The SPPD (a Unit falling under the PMO), which has been commissioned for monitoring the operationalization of the Vision 2030, will take part in the process. Short-term missions of the Singapore-based UNDP Global Centre for Public Service will be carried out for designing and leading the process. Extension could be decided for three other Ministries to follow in 2019 and 2020 (to be implemented by the trained champions at CSCM, with limited support from UNDP).

Development of operational multi-year plans in the line ministries (Activity 3.1.2)

The Blueprint on Vision 2030, developed in 2016 by the SPPD on the basis of a participatory process, is currently being finalized. Once disseminated, next task will be to ensure the operationalization of what is now the new long-term reference framework for public policies. To this end, the project will support, in conjunction with the SPPD (PMO), the following activities:

- the proposal of a simple matrix tools (rolling results frameworks) to translate the priorities identified in Vision 2030 and to monitor progress at regular intervals;
- the establishment of three-year operational plans on two or three sectors, including key programs and measures, milestones and key targets;
- the production of an annual or biennial progress report on the results achieved in relation to the Vision priorities, the trends observed for the relevant indicators, bottlenecks and recommended inflections; the report will also include monitoring of relevant SDGs (this last activity should be considered as part of the overall M & E system)

Strengthening of Project Implementation Units in key ministries (Activity 3.1.3)

Public investment is essential for the modernization, extension and improvement of the quality of public services. However, significant constraints remain in public investment management as failure in project design, insufficient physical and administrative follow-up, cost overruns, etc. Problems are actually observed at different phases of the project cycle (design, implementation, monitoring and evaluation). Project Implementation Units (PIU) have been set up in the ministries specifically to improve the pace of implementation, quality and effectiveness of public investments. However, their capacities are insufficient, which prevents loosening of the constraints mentioned. Supports from the project will be focused on:

- Rapid assessment of capacities and constraints for units that are already operational): technical knowledge, tools, information flow, procedures and regulations, etc.);
- Establishment of a two-year intervention plan with support from a short-term technical assistance ;
- Coaching of the PIU by the same on a basis of several “training in action” on tools and process (design of projects, dashboard for the monitoring of the projects, analysis of the portfolio, checklist for the missions in the field).

The activity will be carried out in 2017-2018 and will be focused on five ministries: Education, Health, Utilities, Police and Local Government. It will build on the results of the recent evaluation using the new PIMA tool developed by IMF (Public Investment Management Tool - PIMA), the findings of which will be available in March 2017.

Setting up a national evaluation framework for policies and programmes (Activity 3.1.4)

The lack of evaluation of policies and programs is a main weakness of the Mauritian public management. A limited number of pilot evaluations have been carried out in recent years (including the Land Drainage and Watershed Management Program evaluation with UNDP assistance). Evaluation is an essential function that complements the analysis of monitoring data by a deeper, more qualitative and more systematic exploration of public interventions to improve the choices of public decision-makers. Supporting activities will cover:

- A proposal for a national public policy evaluation framework, including the institutional framework (regulatory framework on policies/programmes evaluations), criteria for the selection of evaluations to be carried out, methods and standards, etc.);
- “training in action” on evaluation tools for evaluation of policies (one policy per year from 2018);
- the evaluation of the Marshall Plan Against Poverty (proposed for early 2019)

Sub-component 3.2: Improving quality standards in public governance

Implementing innovative solutions in public sector organization/HR management and public service delivery within the framework of the civil service reform (Activity 3.2.1)

Development challenges are becoming more and more complex, inter-connected and the pace of change is constant and often unprecedented. Government institutions need to be able to respond to these complex challenges with agile and flexible solutions, and be creative in their approach and invest in exploring innovation. This component will support such initiatives with the belief that innovation happens through practical explorations of new ways to address old problems. Institutional capacity will be built in organization and management review exercise as well as human resources audits and assessments. Three ministries will be concerned in 2017, including MSIEE under which the NEF falls, and MSS, which has responsibility for the success of the SRM as a key instrument to fight poverty in all its forms.

In parallel, support will be provided to Government to scale up business intelligence tools to better inform public policy and management and to develop accountability mechanisms in the public sector. The UNDP Innovation Facility will be explored to collaborate to set up Public Service Innovation (PSI) Labs in the three ministries in 2018, which would be extended to other public institutions in 2019 and beyond.

Assessments on quality and transparency of online information regarding policies, programmes and budgets and support for implementing an upgraded access to information access will contribute to develop effective, accountable and transparent institutions at all levels, thus facilitating the SDG agenda.

In order to encourage and improve feedback from the population on quality of public services, the project will support designing user-friendly “Survey” tools on all ministries websites. Simultaneously, a national survey will be carried out using a specific additional module in the frame of the annual household survey carried out by Statistics Mauritius.

Reinforcing citizens information and participation regarding public expenditure use and quality of public services (Activity 3.2.2)

In Mauritius, significant budgetary information is available to the public, in particular through the radio and TV broadcast of the Budget Speech and the documents posted on the MOFED, National Assembly and National Audit Office websites. However, some international standards are not met and around 40% of the population had no internet access. At the same time, information on public service performance remains limited. That means that efforts have still to be done to develop effective, accountable and transparent institutions at all levels. A flexible approach will be proposed to address the main issues through several activities as:

- Overall assessment on quality and transparency of online information regarding policies, programmes and budgets ;
- Designing easy tool for “Survey” page mentioned in all ministries websites;
- Carrying out a national survey for measuring performance of public services and informing on reasons of satisfaction rate and “clients” orientations; this could be done through the development of a specific additional module, in the frame of the annual household survey conducted by Statistics Mauritius;
- Dissemination of best practices for citizens participation in the budget process ;
- Development of tools and training within the civil society in order to improve public debate on efficiency and effectiveness of public policies.

Developing the oversight mission of the National Assembly (Activity 3.2.3)

The National Assembly has a key role to play for reinforcing governance and transparency. Supporting the National Assembly to perform its oversight function more effectively has been retained as priority action for the project, making the link with previous support from UNDP to the Public Accounts Committee (PAC). Support will be provided to explore avenues to make the PAC more effective and in line with best practices, including the SADC and Commonwealth legislatures (the mandate of the PAC of the National Assembly has not been revised over the past 30 years). On the basis of the recommendations of the PAC 2015 report, assistance should be focus on:

- Review the Rules of the Standing Orders and the National assembly (Powers, Privileges and Immunities) Act to *inter alia* allow for more independent audits beyond the ones made by the National Audit Office;
- Setting up a Secretariat for the PAC and training its staff for improving quality of reports and reduce the long duration for completing the review of audit reports by PAC ;
- Development of performance auditing.

Partnerships could be encouraged with global institutions such as Global Organization of Parliamentarians Against Corruption (GOPAC) or, regarding evaluation issues (activity 3.1.4), with French National Assembly, which is in charge of the policy evaluation function especially through its *Comité d’Evaluation et de Contrôle des Politiques Publiques (CEC)*.

Sub-component 3.3: Modernization and dissemination of training tools in the areas targeted by the project

Development of training materials for online courses in cooperation with Civil Service College Mauritius (Activity 3.3.1)

Capitalizing on the first e-learning system (ELS) pilots, the project will take advantage of the benefits of e-learning to ensure the widest possible dissemination of the training content that will be provided at the level of the different components of the project, at least once the tool is adapted to the audience concerned. This will also concern stakeholders and public officers involved in Output 1, who will benefit from the e-learning solutions being proposed.

In the first semester of 2017, a program for the development of the modules over a period of 4 years will be proposed for the three components on the basis of a preliminary and joint proposal elaborated by the three permanent experts of the project. The aim is to create 3 to 5 new modules per year (content development and adaptation for online media) and to support training sessions combining online resources and face to face. The development of online media should be carried out in close cooperation with the Civil Service College Mauritius, eventually with other operators.

Training modules could for instance include:

- For component 1: some of the themes of the tool kit for Community development (eg. Local planning, qualitative tools for community mobilization,...); analysis of poverty data; implementation of a M&E system;
- For component 2: gender assessment; gender budgeting;
- For component 3: project management; project monitoring; monitoring of public services performance; evaluation of public policies and programmes; Public Expenditure Tracking Survey (PETS).

For the purposes of this programme, the capacity of the server hosting the IT system of the Civil Service College Mauritius – as well as the software used for the online platform – needs to be reviewed and enhanced to prevent potential crashes/technical glitches and to ensure its efficiency in the long term.

3.2. Resources Required to Achieve the Expected Results

The main resources mobilized under the project are:

a) Human resources

Four long-term experts will be hired for supporting major activities of the project. The duration will be variable but not less than two years in order to guarantee the sustainability of the systems and procedures put in place. Taking into account the labour market supply, two experts will be recruited internationally and one locally. The table below summarizes the profile of the required long-term experts:

Position	Nat/Int'l	Duration	Category
Specialist in Community Development (CD)	International	36 months	International Volunteer
Specialist in CD	National	28 months	National Expert
Specialist in Gender	National	24 months	National Expert
Specialist in Monitoring & Evaluation (M&E)	International	24 months	International Expert

In addition, short-term expertise (with preference given to national experts insofar as the national market is likely to provide a competitive offer in the fields concerned) will be mobilized for specific activities in order to complete the needs in expertise.

Regarding the component 1, it is proposed that a national expert will join the international specialist to strengthen the project's support to CD initiatives and guarantee a sound consideration of the field specificities. The position of this national expert, who will especially work on improving the mobilization of private sector towards CD projects, could be funded through private companies' contribution within the framework of the CSR mechanism (not necessarily via contribution to the National CSR Foundation but rather via direct support/financing by the companies supporting the initiative, as it has been the case in several areas until recently).

The project will also use expertise taking advantage of some national institutions resources and UNDP specialized centres resources (see below).

b) Training

The project will be largely focused on capacity building activities and a significant part of the budget will be mobilized to support them (short-term international specialists, national trainers, development of online content).

c) Purchases

Purchases from the project budget will be limited to work equipment for the three permanent experts. Other running costs (office equipment, fuel, electricity, etc.) will be funded by the Government, which will also provide an office to each long-term expert.

3.3. Partnerships

Partnerships with national institutions

The project will collaborate closely with some national partners based on specific agreements to be signed during the first six months of the project. Two institutions are already targeted:

- *Statistics Mauritius*: Cooperation will be focused on four areas: (i) supporting the quality of SRM data collection and analysis; (ii) quality control on Marshall Plan M&E indicators; (iii) improving sex-disaggregated data production and analysis; (iv) development of survey tool for getting feedback from users/citizens about the quality of public services.
- *Civil Service College Mauritius*: the project will collaborate with the CSCM in order to extend the online training resources.

Other partnerships with national institutions/organizations (University of Mauritius, NGOs, private institutions) will be encouraged on the basis of competitive tendering procedures. This will concern in particular study and research activities or innovative initiatives in some of the fields covered by the project.

Partnerships with UNDP regional/specialized supports

UNDP supported services will be called for providing either themselves or through their networks of experts - specialized assistance in the relevant areas of the project. These include:

- The UNDP Regional Service Centre for Africa (Addis Ababa), especially its Inclusive and Sustainable Growth and Development Team: it will provide support in monitoring the implementation of the Marshall Plan. It should also assist the government in tracking progress towards SDGs, based on the framework outlined in Vision 2030.
- The UNDP International Policy Center for Inclusive Growth (Brasilia): this Center, which is specialized in social policies has provided insightful information for the Marshall Plan against Poverty with regards to linking the increasing inequality to increased demand for high-skill labour. It will be a useful resource for policy-oriented research and analysis to provide support for inclusive growth strategies.
- The Rio20+ Centre (World Centre for Sustainable Development (Brasilia), already supported the Government of Mauritius in the development of the Social Contract, and will provide additional advice within this new phase of UNDP assistance, especially regarding the implementation the Social Contract and the monitoring of results;
- The UN Global Pulse Lab and its Pulse Labs in Kampala and Jakarta will be called upon to support the implementation of technological innovations in connection with improving the performance of public services.
- The UNDP Global Centre for Public Service Excellence (Singapore) will be able to provide expertise on public service reform and public sector transformation issues.

Partnerships with international organizations

Regarding the gender component, the project will seek to develop collaboration with UN Women and UNFPA in order to take advantage of its expertise on gender issues and to share good practices. Cooperation should also be initiated with AfDB, with whom the Government is currently consulting for gender-targeted support, including TA, from 2017 onwards. Similar partnership has to be considered with the Indian Ocean Commission.

Concerning the third component, regular information sharing with both IMF and World Bank will be fruitful. Indeed, the IMF has recently started to collaborate with MOFED on public investment management (PIMA assessment) and World Bank has been carried out studies on public service performance in Mauritius.

Relationship should also be developed with some bilateral donors as United States of America or Australia through their embassies.

3.4 Risks and Assumptions

Main risks that may impede the implementation of the project are as follow:

- **Political risks** : This first category of risks refers to (i) insufficient political commitment to support the proposed reform measures, (ii) the questioning of the Marshall Plan or, at least, of some of its main components, after the next legislative term.
- **Institutional risks**: Apart from the national commitment towards all proposals of Marshall Plan, this project has been designed in a context where several major institutional/operational uncertainties remain. For instance, the outline of new institutions/structures, as the revamped NEF, the new CSR Foundation, the Poverty Observatory or the Community Development Fund, has not yet been specified or even confirmed (CDF). In the same vein, no details have been yet provided on the public service reform and on the institutional arrangements for steering this strategic reform for improving public service performance, especially in the area of poverty reduction. At the same time, the institutional landscape could move also if it is taken in consideration potential mergers concerning the enhancement of the public service performance (Public Sector Re-engineering Bureau, Public sector efficiency bureau) or the capacity building of NGOs (NSA Unit, NGOs Trust Fund, DCP). Apart the uncertainty of the exact features of new or revamped institutions/mechanisms, delay could be observed in the expected changes leading to reducing the pace of the reforms.
- **Financial risks**: The project is based on resources from UNDP, Government and other donors, some of which have yet to be mobilized. Due to the ranking of Mauritius as an upper middle-income country, the core resources available at UNDP level are limited. This also explains the cost-sharing from the Government which makes a substantial contribution to the project funding. A reduction of these contributions during the implementation of the project would obviously be detrimental to the achievement of the results. Similarly, a possible cut in financial commitment for the Marshall Plan and its flagship measures, such as the promotion of community development and the social contract, would have negative side effects on the project. The mobilization of CSR funds and the flexibility that will be applied to the criteria for the allocation of these resources is also another issue in view of the considerable dependence of many NGOs on them.
- **Risks regarding the mobilization of inputs**: The challenge lies both in terms of time required to mobilize expertise and the ability to find - on the national market, as regards the Gender expert, and on the international market, for the other two long-term experts – noteworthy profiles. Their ability - especially for Gender and Community Development experts - to be easy both with poor or vulnerable people and with senior officials will be essential.
- **Risks linked with ownership of reforms**: The project is part of an in-depth transformation of the Public Administration and the relationship between the Government and the other stakeholders of whom participation in policy decision-making should be improved. Reluctance or obstruction to these processes would have significant adverse effects on some of the project activities. Strengthened relationship between Government and NGOs is a condition for a stronger involvement of all stakeholders towards the Marshall Plan, especially the setting up of the community development approach.

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A full risk log is attached in Annex.

3.5. Stakeholder Engagement

The project will adopt a holistic view implying an integrated, coordinated, and multi-stakeholder approach. Key stakeholders, including targeted groups, are listed in the table below:

Components	Public institutions	Stakeholders and Targeted Groups
Component 1	Ministry of Social Integration and Economic Empowerment (MSIEE) National Empowerment Foundation Ministry of Social Security, National Solidarity & Reform Institutions (MSS) National CSR Foundation NGO Trust Fund NSA Unit Statistics Mauritius Mauritius Qualifications Authority (MQA) Local authorities (Municipalities, District Councils, and Village Council Areas)	Community Development (CD) platforms/networks Business Mauritius /CSR Foundations / CSR Managers /Private sector companies MACOSS Ministry of Local Government University of Mauritius NGOs in general and those selected for implementing activities (call for proposals) Local actors within CD Platforms (CBOs, CSOs, volunteers, and associations) DCP Beneficiaries (those on Social Contracts or affected households/individuals not on Social Contract) Volunteers
Component 2	Ministry of Gender Equality, Child Development and Family Welfare (MGE) National Assembly (Parliamentary Gender Caucus) Ministry of Local Government	Public officers Employees of the private sector Business Mauritius Mauritius Institute of Directors (MIOD) Affected and vulnerable women Women NGOs selected for implementing activities (on a call for proposals basis) All those interested in gender-responsive policies: MACOSS, NGOs, CBOs and CSOs Volunteers
Component 3	Ministry of Civil Service and Administrative Reforms (MCSAR) Civil Service College Mauritius (CSCM) Ministry of Finance and Economic Development (MOFED) Prime Minister Office (PMO) / SPPD PAC (National Assembly)	Public officers Users of public services Decision-makers in the public sector Lawmakers Ministry of Technology, Communication and Innovation

The project design is based on a comprehensive community-based service delivery and partnership approach, involving multiple stakeholders from the public and private sectors, other UN agencies (globally), development partners, non-State actors and civil society organisations. This is key in order to transcend traditional boundaries and explore new ways of collaborating across all levels of society. Such an approach will contribute to addressing multi-faceted, cross-sectoral development problems falling beyond the purview of individual agencies in an integrated and coordinated manner.

Whilst MOFED and MSIEE will maintain coordination and oversight of all components of the projects, with backstop support from UNDP, the newly re-organised National Empowerment Foundation (NEF) will take the lead role to implement, coordinate and report on project implementation.

In regard to the first component, the NEF as well as the newly created National CSR Foundation and National Social Work Council are expected to play a key role to muster support from grass-root to State to private sector boardroom levels. The SRM and the Social Contract will be critical to identify and support the targeted audience and the M&E framework earmarked in the project will provide feedback on a real-time basis to ensure efficiency and effectiveness of the programme.

As a last resort measure, the UNDP's Stakeholder Response Mechanism will be leveraged to help stakeholders start or restart dialogue, facilitate discussions, mediate disputes, enhance understanding of the facts, and undertake other activities that might help resolve concerns and disputes.

3.6. South-South and Triangular Cooperation (SSC/TrC)

Three opportunities for South-South cooperation have been identified so far:

- Exchanges about the Mauritius Social Register experience should be encouraged with countries that have developed such a tool (e.g. Turkey or Azerbaijan). Moreover, this experience is likely to interest several African countries. Specific support missions by Mauritian officials in one or two countries could be organized to promote Mauritius expertise in this field, particularly during the second part of the project.
- Perspectives of cooperation with the countries of the Indian Ocean could be explored through the network of national NGO platforms currently being set up with MACOSS. The project should support this network with focus on sharing of experience between the participating organizations about the issues of the community development.
- Within the Gender component, the project is expected to strengthen exchanges with the Indian Ocean Commission (IOC). Gender is one of the priorities of the Commission, which developed in 2009 a Gender Strategy of which three axes meet the project priorities (Fighting violence against women, Involving women in politics, Women's financial empowerment). In addition to potential inter-country trainings organized by the IOC, the project could develop exchanges with member countries on the three above themes at distance and communicate on its own experience, notably on the Parliamentary Gender Caucus and fighting against gender-based violence.
- During the course of implementation, new avenues of SSC/TRC will be explored

3.7. Knowledge

The project will develop a number of products that will capitalize on the lessons learned about national experience while aiming to compare with other similar experiences in other countries. These products will be made available to the public via the relevant websites.

Rather than individual contributions, these knowledge products should, as far as possible, be based on collective work, which could be developed within:

- the Poverty Observatory (capitalization on the SRM, the Social Contract and Community Development strategy);
- the Parliamentary Gender Caucus (capitalization on the changes initiated under the aegis of the Caucus)
- and the Civil Service College Mauritius (capitalization on the e-learning experience).

As regards the capitalization of the SRM, a concept note has already been prepared. The work will be completed early-2017.

3.8. Sustainability and Scaling up

The project will build on national systems of whom capacities will be improved through organizational development and training. This will be particularly the case with regard to:

- *the consolidation of the first pilot projects of community development* and then the scaling up of the CD strategy, focusing first on areas of the territory embracing the existing pockets of poverty;
- *the system of training of social workers* where the project intends to support the government in setting up a solid and lasting professional framework;
- the professionalization of NGOs, in particular by seeking to develop genuine expertise within certain national NGOs in the field of community development; apart training activities, networking should be an important factor of sustainability;
- the development of M&E systems linked to the key institutions involved in the implementation of the Marshall Plan; the project will attach particular importance to the creation of sustainability conditions for the Poverty Observatory;
- the extension of on-line training resources with the opening up of new themes, new audiences and the use of Creole when relevant.

Overall, one strategy of the project for ensuring the sustainability of capacity building is to (i) focus on national sustainable and public structures (University, CSCM etc); (ii) ensure the training of trainers in new fields of expertise.

IV. PROJECT MANAGEMENT

4.1. Cost efficiency and effectiveness

Given the resource mobilization constraints, each output and activity has been selected from an in-depth analysis of its relevance, priority, and UNDP's ability to mobilize rapidly the necessary inputs. The participatory work carried out during the development of the project and the triangulation effort realized using data provided by the stakeholders met (who often have differentiated views on the conditions of implementation and the effectiveness of social programs) have also been crucial for the selection of priority project activities.

The project will provide the government with resources of expertise on specific areas that are considered strategic for advancing public policy, especially in the fight against poverty and the search for better equality between men and women. Wide network of Country offices and competitive process will contribute to guarantee quality of expertise and short time recruitment as demonstrated by the previous phase. Expertise at national level will be encouraged when proven resources are available in Mauritius. The conditions for the implementation of trainings (training of trainers, development of online training tools, priority given to training linked directly with current operational targets) are another element for making the results sustainable and at a lower cost.

Expertise will be mobilized using UNDP networks (country offices, regional service centres, specialized centres, partner institutions, associate experts, etc.) and taking advantage of the collaborations undertaken in the previous phase, such as with UNDP Regional Service Centre for Africa, whose team has been providing close support for drawing up the Marshall Plan and for some of its key components (Social Contract, restructured NEF, etc.)

4.2. Project management

The project will be implemented according to the national execution modality.

In order to meet the ambitious scope proposed for the Outcome 1 of the CPD, the project will position its interventions and expertise in structures deemed strategic for the implementation of the project activities and the achievement of the expected results.

a) Component 1 (Poverty):

For the first component, the project will build on the existing institutional framework and / or the institutions expected to be created within the context of the Marshall Plan against Poverty and restructuring measures decided by the Government.

Collaboration will be focused on the key institutions involved in the implementation of the Marshall Plan, including the MSIEE, the MSS and the NEF (under restructuring) and the future National CSR Foundation. The project will encourage a multi-institutional cooperation approach and, whilst it will be under the custody of the MSIEE, it will be part of the proposed scheme for steering the Marshall Plan by providing sustained support to its Steering Committee Secretariat and to the Poverty Observatory.

As regards the professionalization of social workers, the project will work more specifically with the forthcoming National Council of Social Work. Concerning the capacity building activities of community development project operators, the project should collaborate closely with the current SRM Unit (MSS), NSA Unit (MSS), Technical Unit (MSIEE), NGO Trust Fund and MACOSS. It is worthy to note that these latter organizations could in a next future be at least partially merged.

The Community Development support network will play an active role in the implementation of the component 1. At the beginning of the project, a work group will design the exact institutional and operational features, with the assistance of the CD expert and the national expert who will work on practices documentation. The network will function as an independent and multidisciplinary team taking advantage of the experiences acquired by NGOs, CSR managers and public officers. The core of the network will deal with directly operational tasks supporting new CD platforms.

The *Community Development (CD) expert* will intervene at two levels (central and local) with a key role of facilitator to strengthen relations between central government and community-based initiatives in the field. At the central level, he/she will collaborate with relevant NEF services, the MSIEE Technical Unit and other units / structures (NSA Unit, NGO Trust Fund, DCP, etc.). The CD expert will have a national counterpart and will be integrated into the technical team in charge of steering the Marshall Plan (Secretariat). He/she will also attend the Poverty Observatory meetings and will ensure that the latter remains well connected with the monitoring of the local dynamics relayed by the CD support network. At field level, he/she will work very closely with the CD support network after having contributed to its setting up. He will support the drafting of the action plan for the extension of the community development platforms and will contribute to the implementation of this plan ensuring, *inter alia*, the periodic updating of information as part of the monitoring of the platforms. Liaising with the M&E expert, he/she will also work with the SRM Unit to ensure regular provision of aggregate data to ensure M&E that has to be carried out by each CD platform. In case funding of the position is confirmed, the CD national expert will work within the same conditions.

The *permanent expertise in Monitoring & Evaluation* involved in this first component will also be positioned at the level of the MSIEE. However, he/she will also play a major role at an upstream level, more specifically at the level of the Secretariat of the Steering Committee of the Marshall Plan. This positioning is consistent with UNDP's strategic advisory mandate and eases action on the strategic steering and overall coordination of the Marshall Plan, which is essential to maintain an overall vision throughout the project Interventions, their outcomes and constraints. This positioning is also justified for two other reasons. First, there is a significant separation between departments Units within the same ministry (often perceived to be working in "silos"). It is, therefore, important to obtain support at an inter-ministerial level. Then, it is probable (and desirable) that several structures evolve in terms of scope and organization with, in some cases, possible future mergers. This is the case with the NEF (restructuring proposal to be submitted by the end of December), but also with the DCP program (exit strategy to be put in place by October 2019), the SRM Unit, the NSA Unit or the NGO Trust Fund.

The *M&E expert* will continue and develop further, in collaboration with the NEF, MSIEE, MSS and MOFED, the work undertaken under the previous project, ensuring the effective implementation of the recommended measures (indicator base, reporting, meetings focused on the programs results assessments, taking into account the tools and procedures mentioned in the available manuals, systematically carrying out performance measures for managers, etc.). Beyond the production of methodological documents, the expert will have to carry out a strong advocacy mission in favour of M&E and pay particular attention to the implementation of the new institutional frameworks (revamped NEF, Poverty Observatory, National CSR Foundation, National Social Work Council etc). As mentioned above, this expert will also be involved at the level of the Secretariat of the Steering Committee for the Marshall Plan implementation. He/she will support strongly the operationalization of the Poverty Observatory. At sectoral level, the expert will contribute, through the Marshall Plan implementation, to tighten the relationship with the units responsible for the M&E within the ministries in charge of education, health, housing and gender. If the project is clearly focused on the Marshall Plan M&E, it aims also to strengthen the development of the overall M&E system within Government. That is why the M&E expert will partly report also to the MOFED (see below).

b) Component 2 (Gender equality):

For the second component, in addition to the Parliamentary Gender Caucus and the Gender Unit of MGE, the project will collaborate with the gender cells / focal points in line ministries, with priority given to the MSIEE, MSS and MOFED cells to develop pilot initiatives. Partnerships will also be developed with specialized NGOs, on the basis of call for proposals to develop gender assessments, contribute to advocacy, provide training and support activities for fighting and gender-based violence and taking care of the victims.

This component will be co-managed by the Parliamentary Gender Caucus Secretariat and the MGE Gender Unit. The *Gender Expert* will be located at the Caucus Secretariat (chaired and co-chaired respectively by the Speaker and the Deputy Speaker of the National Assembly). This positioning will help to facilitate the initial planning of the activities of the Caucus which is a new initiative and which represents a real lever to initiate the necessary changes and ensure, in particular, gender mainstreaming in the various ministerial departments more effectively. In addition, the expert will work closely with the MGE Gender Unit in the design, implementation and monitoring and evaluation of project-specific activities (gender assessments, gender budgeting, initiation and follow-up of specific initiatives as training or GBV activities).

Whenever possible, a joint technical team (Parliamentary Gender Caucus Secretariat / MGE Gender Unit) will be set up to guarantee smooth information sharing between Government and the National Assembly. The team will also facilitate the work of the Gender expert in the transfer of knowledge linked to the project support. Given the focus on the institutional sectors involved in the implementation of the Marshall Plan, the respective gender units or focal points of MSS, MIEE and, to a lesser extent, ministries in charge of education, housing and health, will also be important interlocutors of the expert. Focal point at the MOFED and at the MCSAR will be also important regarding respectively the development of gender-budgeting and the “gender focus” that will need to be included in the forthcoming process of public sector transformation. With regard to gender-based violence, the expert will work closely with the future Command Centre against Domestic Violence and the National Platform to End Gender-Based Violence, the two operational levers recently proposed by the National Coalition against Domestic Violence.

c) Component 3 (Public service performance):

Three main institutions will be involved in this component:

- the MCSAR Ministry and the Civil Service College Mauritius, for the Public Sector Reform component (to be supported by the expertise of the Ministry of Technology, Communication and Innovation); and
- the MOFED, for the capacity building in Investment Projects implementation and development of public policies evaluation.

In the absence of long-term technical assistance targeted at the whole of this component, the monitoring of the activities will be covered by the SEDU at the project level. The M&E expert will report to the Head of SEDU for the technical the activities of this component and the relevant line Ministry.

For the Public Sector Reform component, it is necessary to wait until the institutional framework for the piloting of the reform is unveiled in order to specify the operational conditions of collaboration with the project. In the meantime, the Public Sector Re-Engineering Bureau, even if it is called upon to evolve within the framework of the reform, will have to be taken into account at the start of the project.

Follow-up and reporting

The UNDP Socio-Economic Development Unit (SEDU), located within the UNDP country office, will play a key role in monitoring the activities of long-term experts and short-term consultants. All experts (long and short term) will submit their reports to the Head of Socio-Economic Development Unit. SEDU will also play a key role in ensuring a sustained exchange of information between the project team, the Government and the country office management.

The International Community Development Expert will report to the designated officers of the MSIEE and collaborate with officers linked to the Secretariat of the Marshall Plan Steering Committee, as decided by MSIEE.

The National Gender Expert will report to the designated officer of the Parliamentary Gender Caucus Secretariat.

The International M&E Expert will report:

- to the designated officers of the MSIEE but also collaborate with the Secretariat of the Marshall Plan Steering Committee for any matter concerning Marshall Plan M&E;
- to the relevant Director within MOFED for activities included in the third component of the project.

Financial Accountability

All financial disbursements to the implementing partner will be based on approved Annual Work Plans (AWP) agreed between the different implementing partners and UNDP. Cash transfers for activities detailed in the AWP will be made by UNDP using anyone of the following modalities:

- a) Cash transferred directly to the Implementing Partner:
 - Prior to the start of activities (direct cash transfer), or

- After activities have been completed (reimbursement);
- b) Direct payment to vendors or third parties for obligations incurred by implementing partners on the basis of requests signed by a designated official of an implementing agent;
- c) Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

Regarding commitment of expenditures, some flexibility will be introduced to ensure rapid execution of activities. Approval of terms of reference and requests for direct payment will be validated (i) by the MSIEE Permanent Secretary for activities of Component 1, (ii) by the NA Speaker's office for activities of Component 2, (iii) by MOFED for activities of Component 3.

Disbursement

The UNDP Country Office will authorize payments for projects activities after formal approval of the Head of Socio-Economic Development Unit or the UNDP Resident Representative.

Accounting records

The UNDP Country Office will keep records of all expenditures involved in the implementation of the project. It will enter in a chronological order all the expenditures in accounting records and documents and it will keep all invoices and other evidence of expenditures in a file.

Audit Arrangements

The project will be audited as per National Implementation Modality (NIM) requirements in accordance with the established procedures set out in the UNDP Programming and Finance manuals. The auditing will be carried out by a private auditor.

Quality insurance

Quality control will be carried out annually using the new tools developed by UNDP. In addition to the report attached to this document, the Project Quality Assurance Report will be prepared each year prior to the meeting of the project steering committee.

V. RESULTS FRAMEWORK⁵

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: Improved public sector management supporting poverty reduction, social inclusion and gender equality is promoted through responsive strategies.									
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Indicator: Gini index Baseline: 0.41 (2012) Target: 0.35 (2020)									
Applicable Output(s) from the UNDP Strategic Plan: 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.									
Project title and Atlas Project Number: "Inclusive Development and Public Sector Efficiency and 103596									
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	2017	2018	2019	2020	
Output 1 Social workers and public institutions are enabled to perform core functions to fight poverty through implementation of the Marshall Plan Against Poverty	1.1 No. of accredited social workers, disaggregated by gender, as the result of Marshall Plan Against Poverty implementation	Mauritius Qualifications Authority (MQA) reports University of Mauritius & other training institute info.	30	2015	150	200	250	300	MQA to work in tandem with the newly-created National Social Work Council to compile statistics and to provide annual reports promptly. Failure to produce reports in a timely fashion will jeopardise progress tracking.
	1.2 No. of institutions using Social Register of Mauritius (SRM) data for evidence-based policymaking and implementation of social schemes	Ministry of Social Security, Social Register of Mauritius Unit reports	2	2015	3	4	5	5	SRM should be able to generate statistics on demand, when obtaining requests from the institutions involved. The risk is that the SRM is not overhauled in time to ensure effective use of its database.

⁵ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards.

Output 2 Measures in place to increase women's capacities to participate in decision-making processes at all levels and to fight gender-based violence.	2.1 Percentage of Parliamentary Gender Caucus members equipped with gender analysis tools.	National Assembly Reports	0%	2016 (No Gender Caucuses)	40%	75%	100%	100%	Statistics to be compiled by the proposed new Secretariat of the Parliamentary Gender Caucus. The latter should be set up at the beginning of the programme to allow for effective tracking of progress.
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	2017	2018	2019	2020	
Output 2 Measures in place to increase women's capacities to participate in decision-making processes at all levels and to fight gender-based violence.	2.2 No. of women benefiting from private and public measures to support women's preparedness for leadership and decision-making.	Ministry of Gender Equality; and Women in Networking reports	400	2013	1,200	3,000	4,000	5,000	Statistics to be compiled by individual organisations participating in the initiative and reported promptly to the Gender Unit of MGE and/or the National Council for Social Work. Annual surveys need to be conducted annually and independently to verify progress achieved.
	2.3 Number of gender-based violence cases.	District Court reports	1,895 cases in district courts	2014	<1,500	<1,200	<800	<500	District Courts statistics to be used for compilation of data.
Output 3 Institutions enabled to optimize use of foresight and e-learning techniques, performance	3.1 Extent to which ministries and departments are conducting and implementing strategic foresight exercises.	Ministry of Civil Service and Administrative Reforms (MCSAR) annual report	0	2016	2	3	4	4	MCSAR to act as key agent to track and monitor progress in line ministries.

management tools and citizen feedback mechanisms for enhanced public sector performance	3.2 No. of staff of public sector institutions accessing e-learning solutions for professional development	MCSAR; Civil Service College reports	439	2016	5,000	10,000	15,000	20,000	CSCM to produce annual reports and also provide feedback on challenges and bottlenecks.
	3.3 Extent to which ministries and departments are using business intelligence tools for performance management	Oracle Business Intelligence MFED database	1	2014	2	3	4	4	MOFED needs to build capacity in order to exploit to the full extent the potential of its database. Agreement should also be reached on the most appropriate performance management tools and indicators to be used.
	3.4 Extent to which client and citizen feedback surveys implemented by public sector institutions are demonstrating improvement in public service user satisfaction	MCSAR Annual Report	1	2014	2	3	4	5	Participating line ministries to clean and analyse the data generated by the questionnaires and report thereon to MCSAR in a consistent manner to allow for easy comparisons.

VI. MONITORING AND EVALUATION

UNDP will undertake joint evaluations of the project with MOFED, MSIEE, MGE, MSS, MCSAR and other relevant partners, as per the Evaluation Plan, alongside national implementation modality audits. Evaluation of the project will be carried out as a part of the CPD Evaluation. Thus, one MTR evaluation mission will be held respectively during the 3rd quarter of 2018. Only the costs of the mid-term evaluation are considered in the project budget.

M&E systems will be built around the project's Results and Resources Framework (which incorporates outputs and indicators for the project), in accordance with UNDP guidelines. The capacity of government staff to design interventions and to monitor their implementation will be integrated into programme management. Much of the data for monitoring the project will be provided by M&E systems that will be set up or enhance with support of the project.

In order to facilitate the effective implementation and monitoring of this project, MOFED, MSIEE, MSS, MCSAR, and the other implementing partners will be required to formulate their detailed **Annual Work Plans (AWP)**, following discussions and agreement with the Head of Socio-Economic Development Unit. Quarterly reports will be prepared for activities carried out over each three-month period for submission to UNDP, before their onward transmission to the Project Board.

Within the annual cycle:

- **Quality assessment:** On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- **Issue Log:** An Issue Log shall be activated in Atlas and updated by the Programme Assistant under the supervision of the Head of Socio Economic Development Unit to facilitate tracking and resolution of potential problems or requests for change.
- **Risk Log:** Based on the initial risk analysis submitted (see Annex X.3), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project's implementation.
- **Project Progress Report (PPR):** Based on the above information recorded in Atlas, a Project Progress Report shall be submitted by the Project Team (Component 1, 2 and 3) to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- **Project Lesson-Learned:** A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

On an annual basis:

- **Annual Review Report (ARR):** An ARR shall be prepared by the Project Team (Component 1, 2 and 3) and shared with the Project Board. As a minimum requirement, the ARR shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each element of the QPR, as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review (APR):** Based on the above report, an annual project review shall be conducted during the 4th quarter of the year or soon thereafter, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to the outcome.

The following table summarizes the monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly or annually, depending on each indicator.	Slower than expected progress will be addressed by project management.	MOFED, MSIEE, MGE, MSS, MCSAR	not specific
Monitor and Manage Risk	Risks that may threaten achievement of intended results have been identified in §3.4. See also Risk log in annex. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MOFED, MSIEE, MGE, MSS, MCSAR	"
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	MOFED, MSIEE, MGE, MSS, MCSAR	"
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. First assessment will concern the PRODOC itself (PQA at design and appraisal phase).	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MOFED, MSIEE, MGE, MSS, MCSAR	"
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making will be carried out when preparing the project board meetings.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MOFED, MSIEE, MGE, MSS, MCSAR	"
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		MOFED, MSIEE, MGE, MSS, MCSAR	"
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MOFED, MSIEE, MGE, MSS, MCSAR	"

	lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.				
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Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	-	Outcome 1 – UNDP Strategic Plan 2014-2017 : Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded	Outcome 1 – CPD 2017-2020: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded	3 rd quarter 2018	MOFED, MSIEE, MSS, MGE, MCSAR	UNDP (cost for 1 expert within the overall mid-term of the CPD 2017-2020 evaluation)

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount
Output 1: Social workers and public institutions are enabled to perform core functions to fight poverty through implementation of the Marshall Plan Against Poverty									
SO 1.1 : Scaling up Community Development (CD) strategy	1.1.1. Documentation/dissemination on CD pilot practices and establishment of a CD toolkit <i>Capitalization on CD practices :</i> - Proposing the methodological framework - Overall analysis of processes, results achieved, constraints - Technical supervision of the working & scientific quality control - Final report with detailed guidelines <i>CD-Tool kit</i> - Concept note, methodology, structure - Development of thematic sheets and graphic materials covering all domains of a CD project - Test on 1 CD platform, review & dissemination	60 000	0	0	0	MSIEE	UNDP (60,000)	LT CD Expert, Int. & Nat. consultants, Volunteers, Others (publication, fees for graphic development)	60 000
	1.1.2. Designing and implementing a CD platforms support network - Concept note - Setting up the CD support network - Operating guidelines (on the field, with the Poverty Observatory,...) - Capacity building of the network members	8 000	8 000	7 000	0	MSIEE	UNDP (23,000)	LT CD Expert, Int. & Nat. Consultants, Training costs	23 000
	1.1.3. Supporting the CD approach at the macro level - Draw up a realistic action plan for extending the platforms and a sound funding mechanism (Community Development Fund or alternative one)	5 000	15 000	0	0	MSIEE	UNDP (20,000)	LT CD Expert, Int. Consultant	20 000

1.1.4. Consolidating, developing and financing CD pilot projects in targeted areas (2 platforms) - Selecting the 2 targeted platforms - Coaching of key actors by CD network for various stages (establishment of partnership, community mobilization, fundraising, community action plan, etc.) - Training of local stakeholders (CD tool kit) - Supporting the setting up of a community service centre	150 000	250 000	350 000	410 000	MSIEE	UNDP (150,000) Others, incl. CSR (1,010,000)	LT CD Expert, Volunteers, NGOs supports, CD platforms investments	1 160 000
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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount
SO 1.1 (following)	1.1.5. Developing research programmes focused on poverty pockets- Designing the yearly programme (Poverty Observatory)- Consultation with stakeholders (incl. CSR managers)- Implementing the yearly programme	0	15 000	15 000	26 000	Poverty Observatory	UNDP (33,600) Others, including private sector (22,400)	LT CD Expert, Int. & Nat. Consultants, surveys costs	56 000
SO 1.2 : Professionalization of operators (NGOs / Social workers)	1.2.1. Scaling-up the implementation of Recognition of Prior Learning (RPL) - Establishment of a new road map for RPL in social work ; - Updating of procedures to ensure a higher intake; - Development of other levels of RPL in Social Work (levels 3 to 5); - Designing policy measures to address the problem of high dropout rate of social workers from the labour market and from the RPL process	14 100	14 100	14 100	21 150	MSS	Gov. (14,400) TBC (49,050)	Nat. Facilitators & assessors; MQA other costs	63 450
	1.2.2. Improving the status and training of the social workers - Rapid diagnosis of quality of programs - Needs assessment - Defining new modules - Designing standards for social work practice - Framework / new school of social work	14 500	20 000	15 000	15 000	MSS	Gov. (64,500)	LT CD Expert, Int. & Nat. Expert, Other training costs	64 500

	<p>1.2.3. Reforming the legal and operational frameworks for NGOs interventions</p> <ul style="list-style-type: none"> - Impact assessment of some of the existing NGOs platforms/support structures (NGO TF, MACOSS, NSA) - Designing new NGOs regulatory framework - Development of an online database - NGOs capacity building sessions 	8 000	12 000	12 000	10 500	MSS	UNDP (42,500)	LT CD Expert, Int. & Nat. Expert, Other training costs	42 500
SO 1.3 : Setting up of a sound and integrated M&E system aligned on clear medium and long term financial commitments and targets	<p>1.3.1. Strengthening the SRM as key-tool for social programmes monitoring at macro and micro-level - Establishment of a roadmap - Codification of procedures (sharing and validating information)- Test of protocol on two CD programmes- Training of SRM staff- Training of CMOs. Undertaking capacity building at the NEF and setting up of a database/MIS.</p>	10 000	10 000	0	0	MSS	Gov (20,000)	LT M&E Expert, Nat. Expert, Workshops	20 000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount
SO 1.3 (following)	1.3.2. Implementation of an integrated M&E system for the Marshall Plan management - Definition of an integrated framework of M&E ; - Implementation of the various “segments” of the system taking into account new institutions - Operationalization of feedback mechanisms to beneficiaries - Establishment and follow-up of an action plan for the Poverty Observatory ; - Supporting knowledge sharing initiatives and consultation process within the Observatory.	10 000	25 000	25 000	13 500	MSIEE, MSS, MoFED, Poverty Observatory	UNDP (45,000) UNDP Poverty Centre (18,500) UNDP Reg. Centre (10,000)	LT M&E Expert, Nat. Expert, Documents edition	73 500
	1.3.3. Developing M&E activities regarding the new National CSR Foundation - Developing M&E plan -Implementing M&E database and other M&E tools - Dissemination information	35 000	15 000	0	0	CSR Foundation	UNDP (25,000) Other (25,000)	LT M&E Expert, Nat. Expert, Database development fees	50 000
	1.3.4. Setting up Mobile Technology for social programmes management - Designing procedures for the 3 categories of SMS - Developing the online intranet website - Testing and implementing	10 000	15 000	0	0	MSS, MSIEE	UNDP (25,000) Recurrent costs not included	LT M&E Expert, Nat. Consultant	25 000
Cross-cutting costs	Long-term International Community Development Expert (UNV)	44 750	53 700	53 700	8 950	Marshall Plan Secretariat	UNDP (107,400) Gov (53,700)	-	161 100
	Long-term National CD Expert	21 000	21 000	21 000	21 000	Marshall Plan Secretariat	CSR Funds/Private sector (84,000)	-	84 000
	Long-term M&E Expert (70%)	48 230	96 460	48 230	0	Marshall Plan Secretariat & MOFED	Gov (192,920)	-	192 920
	Support Costs	2 000	0	0	0	-	UNDP (2,000)	-	2 000
Sub-Total for Output 1		440 580	570 260	561 030	526 100				2 097 970

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount
Output 2: Measures in place to increase women's capacities to participate in decision-making processes at all levels and to fight gender-based violence									
SO 2.1 : Deepening gender mainstreaming in public sector and implementing a Gender Caucus at the NA	2.1.1. Support for gender mainstreaming in policies, budgeting and institutional practices - drafting a national action plan on gender mainstreaming ; - sensitization / training of staff in leadership positions - review of the organization of gender cells / focal points ; - combined support focused on three ministries (MGE, MSIEE, Moss) : gender assessments, annual reports, promotion of specific initiatives, etc.... - introduction of a special award on gender mainstreaming ; - evaluation of activities in 2018.	10 000	10 000	10 000	0	MGE NA Caucus	Gov (30,000)	LT Gender Expert, Int. & Nat. Consultants, Other training costs	30 000
	2.1.2. Gender responsive budgeting - assessment of the content and procedures of the budget from a gender perspective; - formulation of an action plan to develop a gender responsive budgeting; - support in the progressive implementation of the proposals; - assistance to the MGE for advocating and capacity building to develop the quality of gender-related performance information.	0	10 000	10 000	10 000	MGE NA Caucus	UNDP (30,000)	LT Gender Expert, Int. consultant, Brochure edition	30 000
	2.1.3. Improving sex-disaggregated data - quick assessment of the situation relating to social and economic data on gender issues ; - designing an overall 3-year roadmap ; - providing technical support for improving sex-disaggregated data collection and analysis in three pilot ministries	7 000	14 000	14 000	0	MGE NA Caucus	UNDP (7,000) AfDB (28,000)	LT Gender Expert, LT M&E Expert, Int & Nat. Consultants	35 000

2.1.4. Parliamentary Gender Caucus Action Plan - Drafting an Action plan - Manual of procedures - M&E tools (incl. annual reporting)	15 000	3 000	0	0	MGE NA Caucus		LT Gender Expert, LT M&E Expert, Int. & Nat. Consultants, Edition	18 000
2.1.5. Caucus members training and sensitization of MPs- Training sessions for Caucus members- Awareness- raising sessions (open to all MEPs)	20 000	20 000	20 000	0	NA Caucus	UNDP (30,000)TBC (30,000)	LT Gender Expert, Int. & Nat. Consultants, Other training costs	60 000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount
SO 2.1 (following)	2.1.6. Specific Parliamentary Gender Caucus initiatives - establishment of working groups ; - proposals for enhancing the participation of women in political bodies; - development of communication tools and communication activities; - carrying out parliamentary inquiries on subjects related to gender equality ; - setting-up a platform of women elected in Village and District Councils	7 500	12 500	15 000	20 000	NA Caucus	UNDP (15,000) Tbc (40,000)	LT Gender Expert, Int. & Nat. Consultants, workshops	55 000
	2.1.7. Research Studies/Surveys on gender-based inequalities and good practices - Elaboration of multiyear programme - Carrying out 2 studies or surveys / year (except 1 study in 2017)	5 000	10 000	15 000	10 000	NA Caucus, MGE	UNDP (20,000) Gov (20,000)	LT Gender Expert, Int. & Nat. Consultants	40 000
SO2.2 : Improving the women's social & economic empowerment	2.2.1. Evaluation of the gender equality and women empowerment programmes of the MGE	8000	0	0	0	MGE	UNDP (8,000)	LT Gender Expert, Consultants	8 000
	2.2.2. Development of training sessions courses for women empowerment - 5 sessions - training of trainers of MGE staff by nat. consultants - 3 online supports - supervision costs - 92 sessions x 50 persons (ar. 23 sessions/year)	20 320	20 320	25 400	35 560	MGE	UNDP (16,000) Gov (25,000) Tbc (60,600)	LT Gender Expert, Nat. Consultants, Other training costs	101 600
	2.2.3. Development of Legal Online Counselling Service (LOCOS) - Development of the online service with GU/MGE - Recommendations for other services to be implemented	6 000	4 000	0	0	MGE	UNDP (10,000)	LT Gender Expert, Nat. Consultant	10 000
SO2.3: Upgrading mechanisms for eradicating	2.3.1. Improving communication activities on gender based violence (Activity 2.3.1) - Social marketing on GBV - Training sessions for media	6 500	6 500	6 500	6 500	MGE	UNDP (26,000)	LT Gender Expert, Nat. Consultant, Other training	26 000

gender-based violence (GBV)								costs	
2.3.2. Support to initiatives on gender-based violence - Designing a general framework of a call for proposals with Nat. Coalition Against Domestic Violence Committee and the Parliamentary Gender Caucus ; - Launching and follow-up of yearly action plan	0	16 000	16 000	16 000	MGE NA Caucus	UNDP (24,000)Tbc (24,000)	LT Gender Expert, Nat. Consultants	48 000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount
SO 2.3 (following)	2.3.3. Setting up a GBV Observatory and Domestic Violence Information System (DOVIS) - Action plan GBV Observatory - M&E tools for GBV Observatory - Development of DOVIS - Data collection & reporting (yearly surveys)	10 000	8 000	6 000	6 000	MGE NA Caucus	UNDP (30,000)	LT Gender Expert, LT M&E Expert, Nat. Consultants, surveys organization costs	30 000
Cross-cutting costs	Long-term Gender Expert	34 917	41 900	41 900	6 983	NA Caucus	UNDP (41,900) Gov (83,800)	-	125 700
	Support costs	2 000	0	0	0	-	UNDP (2,000)	-	2 000
Sub-Total for Output 2		152 237	176 220	179 800	111 043				619 300
Output 3: Institutions enabled to optimise use of foresight and learning techniques, performance management tools and citizen feedback mechanisms for enhanced public sector performance									
SO 3.1: Strengthening of strategic planning, monitoring and evaluation tools for enhancing performance-based management of policies and programmes	3.1.1 Development of foresight capacity in three Ministries - developing a foresight exercise in CSCM and MGE (year 1); - developing a foresight exercise in MSIEE and MSS - scaling up in all other Ministries as from year 3 (not included in the project budget)	15 000	30 000	0	0	MCSAR,MSI EE, MSS, MGE, CSCM, Line ministries	UNDP (15,000) PAGE initiative (30,000)	Consultants from Singapore's UNDP GCPS	45 000
	3.1.2 Development of operational multi-year plans in three line ministries - Development of matrix tools (rolling results frameworks) based on Vision 2030 options; - Establishment of three-year operational plans on 2-3 sectors - Progress reports (incl. Vision 2030 / SDGs perspective)	15 000	20 000	30 000	0	SPDD (jointly with implementing Ministries)	UNDP (25,000) PAGE initiative (40,000)	Consultants from Singapore's UNDP GCPS and/or Int. Consultants	65 000

	3.1.3 Strengthening of Project Implementation Units (PIUs) in five key ministries- Rapid assessment of capacities and constraints; - Establishment of a two-year intervention plan ; - Coaching of the PIU (“training in action”)	35 000	28 000	0	0	MOFEDjointly with Education, Health, Public Utilities, Police, and Local Government Ministries	UNDP (63,000)	Internat. Consultant, workshop	63 000
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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount
SO 3.1 (following)	3.1.4 Setting-up of a national evaluation framework for policies and programmes - National public policy evaluation framework; - Training on policies evaluation tools - Evaluation of one policy per year from 2018; - Evaluation of the Marshall Plan Ag. Poverty(2019)	30 000	20 000	0	0	MOFED	Gov (50,000)	Internat. & Nat. Consultants	50 000
SO 3.2 Upgrading the standards in quality of public governance	3.2.1 Implementing innovative solutions in public sector organization/HR management and public service delivery in the framework of the civil service reform - Exploring innovations for three ministries aiming at developing accountability mechanisms in the public sector - Designing user-friendly "Survey" tools on all ministries websites (3 ministries in year 1)	20 000	30 000	35 000	25 000	MSCAR	UNDP (20,000) Gov (60,000) Innovation fund (30,000, Tbc)		110 000
	3.2.2 Developing oversight missions of the National Assembly - Review the Rules of the Standing Orders and the National assembly - Setting up of a Secretariat; - Training of PAC Secretariat staff; - Development of performance auditing.	15 000	20 000	10 000	0	National Assembly (Public Accounts Committee)	UNDP (25,000) Tbc (20,000)	Consultants	45 000
	3.2.3 Reinforcing the citizens information and participation regarding public expenditure use and quality of public service- Dissemination of best practices for citizens participation in the budget process ; - Development of tools and training within the civil society in order to improve public debate on efficiency and effectiveness of public policies.	5 000	20 000	25 000	25 000	MSCAR	UNDP	Survey Specialists (Statistics Mauritius) and Consultants	75 000
SO 3.3. Modernization and dissemination of training tools in	3.3.1 Development of training materials for online courses in cooperation with Civil Service College Mauritius - Review of the capacity and appropriateness of the server and IT infrastructure hosting the online platform of the CSCM	16 000	16 000	24 000	24 000	MCSAR/CSCM	Gov (80 000)	LT Experts of the project, Nat. Consultants	80 000

focused areas	- Indicative planning for thematic modules - Development of 10 modules									
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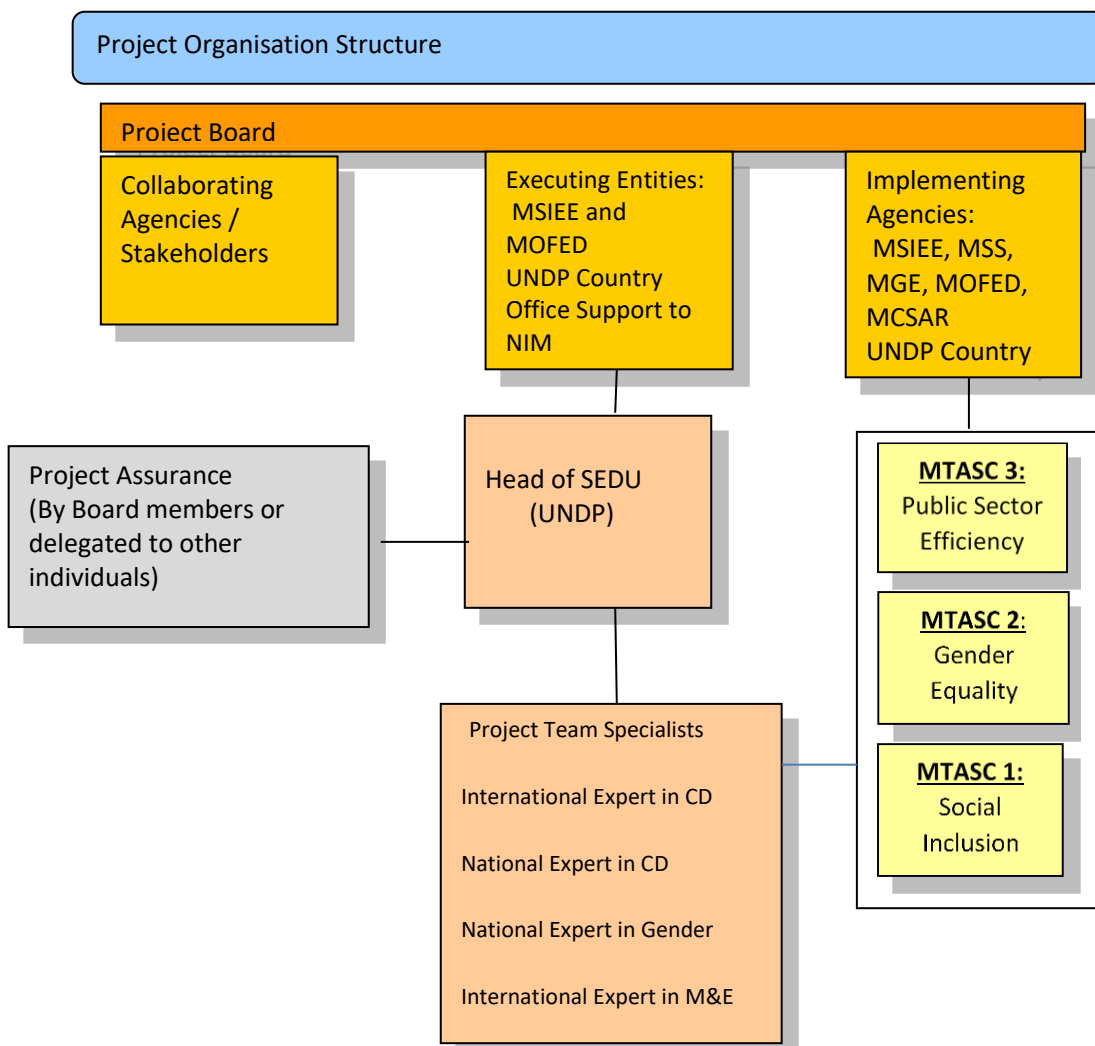
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount
Cross-cutting costs	Long-term Expert in M&E (30%)	20 670	41 340	20 670	0	MSIEE/MOF ED	Gov (82,680)	-	82 680
	Support costs	2 000	0	0	0	-	UNDP (2,000)	-	2 000
	Sub-Total for Output 3	173 670	225 340	144 670	74 000				617 680
Evaluation	Mid-term Evaluation	0	25 000	0	0	-	UNDP (25,000)	Internat. Consultant (evaluation of Outcome 1 of CDP 2017-2020)	25 000
TOTAL		766 487	996 820	885 500	711 143				3 359 950

UNDP	938 400	28%
Government	900 000	27%
Others (To be mobilized)	1 521 550	45%
TOTAL	3 359 950	100%

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

A Steering Committee will be set up. It will be co-chaired by the Ministry of Finance (MOFED) and the Ministry of Social Integration and Economic Empowerment (MSIEE). This committee will include representatives from the following organizations:

- the Ministry of Finance and Economic Development (MOFED);
- the Ministry of Social Security, National Solidarity & Reform Institutions (MSS);
- the Ministry of Social Integration and Economic Empowerment (MSIEE);
- the Ministry of Gender Equality, Child Development and Family Welfare (MGE);
- the Ministry of Civil Service and Administrative Reforms (MCSAR);
- the Prime Minister Office (PMO) ;
- the National Assembly (Deputy Clerk);
- the National Empowerment Foundation (NEF);
- Statistics Mauritius ;
- the Civil Service College Mauritius (CSCM) ;
- the Mauritius Qualifications Authority (MQA) ;
- the Poverty Observatory;
- MACOSS;
- Business Mauritius ;
- CD platforms network;
- Other organizations involved actively in the project.



MANAGEMENT ARRANGEMENTS

The overall responsibility for the execution and coordination of this programme will be the Ministry of Finance and Economic Empowerment and Ministry of Social Integration and Economic Empowerment, in close collaboration with the respective implementing agencies, i.e. the MGE, MCSAR, MSS, and the National Assembly that will implement the designated programme activities, and as well as through UNDP's Country Office support to National Execution,

Project Board

A Project Board (PB) will be instituted, co-chaired by the MOFED and MSIEE to oversee the holistic execution of the project, whilst sub-committees will provide guidance over the specific outputs. The Board will meet at least every six months.

UNDP will be represented on the PB. Other members will be drawn from the implementing agencies, the, Private Sector, Civil Society, and other development partners as mentioned above. The PB will assume responsibility for overall guidance and monitoring of the execution of the programme (see annexed ToRs).

Implementing Partners

Implementing partners are specified in relation to each component/output:

Component 1: MSIEE (CD)
MSS (Capacity building of operators)
CD support network
NGOs platform (MACOSS or new platform), CD platforms
Business Mauritius / CSR managers' network
CSCM
Statistics Mauritius
MQA

Component 2: MGE
MCSAR (Administrative reforms; e-learning)
National Assembly (Parliamentary Gender Caucus)
Ministry of Local Government

Component 3: MOFED
MCSAR (Administrative reforms; e-learning), CSCM
MTCI

Cost-sharing and management modality

The project is co-financed by the UNDP Country Office and the Ministry of Finance in partnership with other partners.

The project will be managed through both the National Execution (NEX) and the Country Office support to NEX modalities. Disbursement of funds will be effected through requests for direct payment (Face Form -RDP) to the UNDP Country Office. The Country Office support to NIM modality will be partly adopted for the recruitment of experts and consultancy assignments as well as other services. The Ministry will provide in-kind support such as office space, support staff, equipment and office recurrent expenditures.

Management and Technical Advisory Sub-Committees for the three outputs

Three Management and Technical Advisory Sub-Committees (MTASCs) with representatives of the teams for the respective outputs will be created to serve as a feedback mechanism for the project. These sub-committees will

represent a suitable platform to monitor progress of the project components, identify institutional bottlenecks and identify appropriate solutions.

* Prior obligations and prerequisites

Before starting project implementation, the MOFED and MSIEE (executing entity) should appoint the Chair of the Project Board.

Stakeholders representations will be ensured by the mechanism governing the project structure so that voice and participation of all stakeholders including beneficiary representatives are incorporated.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

Legal Context Standard Clauses

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

Risk Management Standard Clauses

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) Assume all risks and liabilities related to the Implementing Partner’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 Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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 into under/further to this Project Document.
4. Consistent with UNDP’s Programme and Operations Policies and Procedures, 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. The Implementing Partner shall: (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.

X. ANNEXES

ANNEX 1 - RISK ANALYSIS

Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted , updated by	Last Update	Status
Insufficient political commitment to support the proposed reform measures	2017-18	Political	Current priorities of Government could be changed Inadequacy of programmed allocation of funds I= P=	Update of Multiyear Action Plan with revised allocation of funds UNDP CO advocacy in the framework of the SDGs agenda Strengthening consultations between Government and civil society organisations	MSIEE, MSS			
Questioning of the Marshall Plan or, at least, of some of its main components, after the next legislative term.	2019	Political	Marshall Plan not anymore considered as reference for poverty alleviation Lower rank of poverty fighting in Government agenda Reducing Government interest for the project achievements I= P=	Update of MYAP UNDP CO and Headquarter advocacy in the framework of the SDGs agenda	MSIEE, MSS			
Delay and/or deviation in the implementation of expected institutional changes (new NEF, CSR Foundation,	2017-2018	Institutional	Critical bottlenecks in the MP implementation Reduction of the mutual confidence between	Update of MYAP UNDP CO advocacy Experts team mobilized for supporting institutional changes	MSIEE, MSS, MGE, MCSAR, MOFED National			

Poverty Observatory, Community Development Fund, Parliamentary Gender Caucus, GVB Observatory, etc)			Government and other stakeholders Decrease of the private sector commitment Limitation in expectations and potential results towards the MP I= P=		Assembly			
Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Updat e	Status
Constraints for mobilizing financial resources - Mobil. of UNDP/Govt - Confirmation of additional funds - Change in CSR funds criteria	2017-2020	Financial	Difficulties in implementing planned activities Shortage in project staff Unreached targets (project, Marshal Plan) Loss of project credibility Key capacity building activities called into question I= P=	Resizing the project components Extending the mobilization of funds	MSIEE, MSS, MCSAR			
Constraints in mobilizing of inputs (national / international expertise)	2017-2020	Operational	Delays in project implementation Parts of the project strategy not implemented Unreached targets I=	Update of MYAP Modifying the ToR and experts profiles (for example : long term to short term) Refocusing on components/groups of activities for which high level expertise is	MSIEE, MSS, MGE, MCSAR, MOFED National Assembly			

			P=	being mobilized				
Limited ownership of reforms in the public sector	2017-2020		Postponed measures of reform Unreached targets and/or results not sustainable I= P=	Mobilizing “champions” Communication campaign Strengthening of participative approach (more consultations with stakeholders) Increasing support to non-State actors	MCSAR, MSIEE, MSS, MGE, MOFED			

Terms of Reference

(1) Community Development International Expert (Mauritius)

BENEFICIARY COUNTRY	:	Government of Mauritius
FOCAL AREA	:	Democratic Governance, Poverty Reduction, Gender Equality
GOVERNMENT AGENCY	:	Ministry of Social Integration and Economic Empowerment, Ministry of Social Security, National Solidarity & Reform Institutions, Ministry of Gender Equality, Child Development and Family Welfare, Ministry of Finance and Economic Development, Ministry of Civil Service and Administrative Reforms
DURATION	:	36 months
DUTY STATION	:	Ministry of Social Integration and Economic Empowerment
STARTING DATE	:	01 March 2017
PROJECT TITLE	:	Inclusive Development and Public Sector Efficiency (2017–2020)

Context and Objective of Project

The “Inclusive Development and Public Sector Efficiency” Project will aim at implementing activities within the priority areas identified under the first Pillar of the UNDP Country Programme 2017-2020. The objective of the project is to support the implementation of the “Vision 2030” in contributing to achieve equitable growth and promote an inclusive society.

The project has three components. The first component is about inclusive development and is based on the proposed the Marshall Plan Against Poverty with three dimensions: consolidation of Community Development (CD), professionalization of field “operators” and development of monitoring and evaluation. The second component deals with gender equality challenges focusing on improving gender mainstreaming in public policies and programmes, supporting women's empowerment initiatives and fighting gender-based violence. The third component aims at contributing to the transformation of the public sector with specific emphasis to strengthening strategic planning and investment monitoring, upgrading standards in quality of public governance and development of e-learning tools.

Global scope of the mission:

The expert will assist the Government in the implementation of the first component of the project, focusing particularly on component 1.1 (Scaling up Community Development strategy). He/she will have an overall mission that will focus on (i) advocacy on the community development approach, communication and capitalization on CD practices in Mauritius, (ii) support for the design and operationalization of the community development strategy as announced in the Marshall Plan; and (iii) management of direct supports for two targeted platforms (iv) Professionalization of the operators in the social field

Specific Responsibilities:

Global support to the component

- Establishment of terms of reference for short-term consultants, in particular regarding the documentation of practices and the production of the toolkit;
- Preparation of the short-term consultants missions in terms of organization, documentation and preliminary data collection;
- Overall follow-up of component 1 (jointly with the M&E expert).

Capitalization / Tools for Community Development

- Support, in close cooperation with the dedicated international consultant, to the activities relating to initial documentation of practices, production of the CD toolkit, design of a realistic plan to expand the platforms and sound funding mechanisms (Community Development Fund or alternative one);
- Periodic Assessment of the needs for updating / adaptation of the CD tool kit.

Assistance to the CD support network and the CD platforms scaling-up process

- Proposing a realistic plan to extend the platforms to the MP Steering Committee Secretariat;
- Establishment of a detailed multiyear performance budget for the two CD pilot programmes targeted by the project;
- Assisting the setting up and design of operating procedures for the CD network;
- Accompanying the CD network in the planning and execution of these support activities for the new platforms;
- Identifying additional inputs necessary for the smooth functioning of the CD support network;
- Identifying a network of expertise and advice (external consultants, research centres, NGOs) that could serve as a reference point for the Mauritian CD support network;
- Mobilizing additional resources, in particular within the framework of the CSR mechanism, in order to increase the funds available to support the progressive scaling up of the platforms in the nine districts.

Production of monitoring and research data

- Conducting regular analyses on the processes and results obtained within the framework of the active community development platforms;
- Assisting the formulation of operational research programs on poverty pockets;
- Preparing a specific annual report on the achievements in community development programmes and on the tangible effects in terms of reducing poverty and social exclusion;
- Facilitating, in close collaboration with the M&E expert, the collection of data specific to the perimeters of each community development platform in order to build a sustainable information system for monitoring the evolution of the situation of households and the community within the platforms.

Information, communication, advocacy

- Preparing, in particular for the Poverty Observatory and the Steering Committee of the Marshall Plan, communications to report on the results achieved and problems met in the implementation of the various community development projects;
- Supporting any initiative aimed at ensuring regular consultations between the main CD platforms operators, the local public services and the relevant central ministries;
- Ensure the necessary inputs for the development of the communication tools on the CD (dedicated website) and ensure the quality and timeliness of the information posted.

Professionalization of Operators (NGOs/Social Workers), in collaboration with international and training institutions:

- Supporting in scaling up the implementation of Recognition of Prior Learning
- Improving the status and training of social workers
- Reforming the legal and operational frameworks for NGOs Interventions

Qualifications and Experience

- Education : A Master degree in social science, project management, international development, or a related discipline;
- A minimum of ten years of working experience, with at least seven in community development projects with position of project manager or CD specialist;
- Previous experience as a project manager for at least five years ;
- Proven experience in local initiatives support, social surveys and grassroots organization mobilization;
- Good knowledge of CSOs and NGOs environment, including legal and institutional issues;
- Good ICT skills.

Personal Skills

- Excellent communication and inter-personal skills ;
- Ability to establish effective working relations both with high level decision makers and with grassroots organizations and people of different social and cultural backgrounds;
- Leadership aptitudes ;
- Excellent organisational, problem-solving, team work and coordination skills ;
- Committed and result-oriented ;
- Respectful and interested in others' cultures;
- Positive approach and attention to detail;
- Ability to work under pressure and to meet deadlines.

Language Requirements: Fluency in spoken and written English and French.

Terms of Reference

(2) Community Development National Expert (Mauritius)

BENEFICIARY COUNTRY	:	Government of Mauritius
FOCAL AREA	:	Democratic Governance, Poverty Reduction, Gender Equality
GOVERNMENT AGENCY	:	Ministry of Social Integration and Economic Empowerment, Ministry of Social Security, National Solidarity & Reform Institutions, Ministry of Gender Equality, Child Development and Family Welfare, Ministry of Finance and Economic Development, Ministry of Civil Service and Administrative Reforms
DURATION	:	28 months on a period of 46 months
DUTY STATION	:	Ministry of Social Integration and Economic Empowerment
STARTING DATE	:	01 March 2017
PROJECT TITLE	:	Inclusive Development and Public Sector Efficiency (2017–2020)

Context and Objective of Project

The “Inclusive Development and Public Sector Efficiency” Project will aim at implementing activities within the priority areas identified under the first Pillar of the UNDP Country Programme 2017-2020. The objective of the project is to support the implementation of the “Vision 2030” in contributing to achieve equitable growth and promote an inclusive society.

The project has three components. The first component is about inclusive development and is based on the proposed the Marshall Plan Against Poverty with three dimensions: consolidation of Community Development (CD), professionalization of field “operators” and development of monitoring and evaluation. The second component deals with gender equality challenges focusing on improving gender mainstreaming in public policies and programmes, supporting women's empowerment initiatives and fighting gender-based violence. The third component aims at contributing to the transformation of the public sector with specific emphasis to strengthening strategic planning and investment monitoring, upgrading standards in quality of public governance and development of e-learning tools.

Global scope of the mission:

The national expert will work jointly with the International CD Expert on the same mandate, that is to assist the Government in the implementation of the first component of the project, focusing particularly on component 1.1 (Scaling up Community Development strategy). He/she will have an overall mission that will focus more on (i) mobilization of NGOs and grassroots organizations towards CD platforms, (ii) close follow-up of CD programmes, especially for the two platforms targeted by the project, (iii) communication with beneficiaries of social programmes, including the Social Contract, and (iv) facilitation in the functioning of the CD support network.

Specific Responsibilities:

Global support to the component

- Collaboration with the International Expert for preparing the short-term consultants, organizing training sessions, collecting data for M&E and reporting on component 1.

Capitalization / Tools for Community Development

- Support, in close cooperation with the dedicated international consultant, to the activities relating to initial documentation of practices, production of the CD toolkit, design of a realistic plan to expand the platforms and sound funding mechanisms (Community Development Fund or alternative one);

Assistance to the CD support network and the CD platforms scaling-up process

- Contributing in the formulation of a realistic plan to extend the platforms to the MP Steering Committee Secretariat;
- Contributing in the establishment of a detailed multiyear performance budget for the two CD pilot programmes targeted by the project;
- Participating in the capacity building of the CD support network and ensure continuous support to the network in all its activities and resource mobilization, especially to the private sector;
- Identifying additional inputs necessary for the smooth functioning of the CD support network;
- Realizing any relevant task that can facilitate the sustainability of the network.

Production of monitoring and research data

- Assisting the International CD Expert in all the activities of operational research, survey and local data collection;
- Support a smoother circulation of information between local communities, CD network and main involved ministries (MSIEE, MSS, Ministry of Housing, etc.) and institutions (NEF, Poverty Observatory, CSR Foundation).

Information, communication, advocacy

- Assisting the International CD Expert in all communication and reporting tasks regarding the Poverty Observatory and the Steering Committee of the Marshall Plan;
- Developing exchange with CMOs in order to connect CD development dynamics with the evolution of the beneficiaries of the Social Contract;
- Developing a more formalized framework with the CSR managers in order to move towards a stronger and more structured involvement of private sector in community development strategy;
- Support the management of the dedicated website for CD initiatives.

Professionalization of Operators (NGOs/Social Workers), in collaboration with international and training institutions:

- Supporting in scaling up the implementation of Recognition of Prior Learning;
- Improving the status and training of social workers;
- Reforming the legal and operational frameworks for NGOs Interventions.

Qualifications and Experience

- Education : A Master degree in social science, project management, international development, or a related discipline;
- A minimum of ten years of working experience, with at least seven in community development projects with position of project manager or CD specialist;
- Previous experience as a project manager for at least two years ;
- Proven experience in poverty alleviation programmes, local initiatives support, social surveys and grassroots organization mobilization;
- Previous working experience with Governmental institutions ;
- Good knowledge of CSOs and NGOs environment, including legal and institutional issues;
- Good ICT skills.

Personal Skills

- Excellent communication and inter-personal skills ;
- Ability to establish effective working relations both with high level decision makers and with grassroots organizations and people of different social and cultural backgrounds;
- Leadership aptitudes ;
- Excellent organisational, problem-solving, team work and coordination skills ;
- Committed and result-oriented ;
- Respectful and interested in others' cultures;
- Positive approach and attention to detail;
- Ability to work under pressure and to meet deadlines.

Language Requirements: Fluency in spoken and written English and French.

Terms of Reference

(3) Monitoring & Evaluation International Expert (Mauritius)

BENEFICIARY COUNTRY	:	Government of Mauritius
FOCAL AREA	:	Democratic Governance, Poverty Reduction, Gender Equality
GOVERNMENT AGENCY	:	Ministry of Social Integration and Economic Empowerment, Ministry of Social Security, National Solidarity & Reform Institutions, Ministry of Finance and Economic Development, Ministry of Civil Service and Administrative Reforms
DURATION	:	24 months
DUTY STATION	:	Ministry of Social Integration and Economic Empowerment / Ministry of Finance and Economic Development / Ministry of Civil Service and Administrative Reforms
STARTING DATE	:	01 July 2017
PROJECT TITLE	:	Inclusive Development and Public Sector Efficiency (2017–2020)

Context and Objective of Project

The “Inclusive Development and Public Sector Efficiency” Project will aim at implementing activities within the priority areas identified under the first Pillar of the UNDP Country Programme 2017-2020. The objective of the project is to support the implementation of the “Vision 2030” in contributing to achieve equitable growth and promote an inclusive society.

The project has three components. The first component is about inclusive development and is based on the proposed the Marshall Plan against Poverty with three dimensions: consolidation of Community Development (CD), professionalization of field “operators” and development of monitoring and evaluation. The second component deals with gender equality challenges focusing on improving gender mainstreaming in public policies and programmes, supporting women's empowerment initiatives and fighting gender-based violence. The third component aims at contributing to the transformation of the public sector with specific emphasis to strengthening strategic planning and investment monitoring, upgrading standards in quality of public governance and development of e-learning tools.

Global scope of the mission:

The expert will assist the Government in the implementation of the first component of the project (for activities 1.3.1 to 1.3.4) and of the third component (for activities 3.1.1 to 3.1.4, 3.2.2 and 3.2.3). In addition, he/she will realize overall follow-up of the component 3 of the project. His/her mandate will be particularly focused on (i) the operationalization of an integrated system of M&E towards the Marshall Plan Against Poverty, both at central and local levels and ensuring a sustainable institutional and technical framework for measuring the results and impacts of all initiatives conducted within the MP, (ii) the development of national evaluation policy and mechanisms operationalized through pilot evaluations, including the MP evaluation, (iii) the strengthening of the citizens information and participation regarding public expenditure use and quality of public service.

With regard to projects falling under the purview of the MSIEE, MOFED and MCSAR, the M&E expert will first report to the respective Permanent Secretaries (or the Senior Chief Executives, whichever is applicable) instead of reporting directly to the Project Board.

Specific Responsibilities:

Strengthening of the Social Register of Mauritius (activity 1.3.1)

- Establishment of a roadmap for strengthening the activities of the MRS for the period 2017-2020;
- Codification of procedures for exchange and validation of information with all the central structures concerned, in particular those involved in the implementation of the Social Contract (MSIE, Ministries of Education, Health, Housing, etc.) ;
- Development of a protocol for data transmission and rapid sample analysis to feed the monitoring and evaluation system of community development projects as they are extended, protocol testing on two DC perimeters and then extension;
- Continuation of the capacity building activities of the SRM Unit to make it fully autonomous, including its data analysis functions;
- Training of the Case Management Officers (CMOs) to collect information on the follow-up of the beneficiaries of Social Contracts.

(Tasks to be specified according to the final products obtained by the in-place assistance whose extension is foreseen until mid-2017)

Implementation of an integrated M & E system for the Marshall Plan management (activity 1.3.2)

- In-depth evaluation of existing tools, including operations manuals;
- Initial and periodic analysis of M&E system features: Results Framework established for PM monitoring (outputs, indicators, targets, etc.); coverage rate of the information system; quality of the data collected ; procedures and deadlines for making the data available;
- Identification of additional requirements (survey statistics or administrative statistics);
- Support for the development of the M&E system and the production of annual and infra-annual reports on the various programs linked to the Marshall Plan;
- Designing and Implementing dashboards for the MP Steering Committee;
- Support for developing M&E database, data collection activities and reporting within the CSR Foundation;
- Proposal to strengthen the use of ICTs and innovative mechanisms to collect perceptions of users on quality of public services.

Developing M&E activities and plan regarding CSR funds (activity 1.3.3)

- Implementing M&E database, information collecting procedures and reporting activities (e.g., Scorecard/Dashboard, KPIs, making effective use of the SRM's Database based on RDI-by-Enumerated Areas, etc.);
- Disseminating online financial information on allocation of funds.

Support in the Setting up Mobile Technology for social programmes management (activity 1.3.4)

- General supervision of the consultant.

Development of an overall M&E culture within the public administration and evaluation policy (activities 3.1.1 to 3.1.4)

- Participation in working groups / initiatives to develop a performance-based management of public services;
- Preparation and / or facilitation of training sessions on M&E, in connection with the body/bodies in charge of the transformation process of the public administration (MCSAR);
- Collaboration with the consultant in charge of developing a national policy evaluation policy;
- Preparation of the first impact assessment of the Marshall Plan.
- Development of foresight capacity in three Ministries on a pilot basis

- Development of operational multi-year plans in the line Ministries
- Strengthening of Project Implementation Units in key ministries
- Setting up a national evaluation framework for policies and framework

Other responsibilities for the implementation of the Marshall Plan

Support to the Poverty Observatory

- Support in the establishment of the multiyear action plan and annual work plans of the Poverty Observatory;
- Development of frameworks for collaboration with different categories of actors, in particular the CD support network ;
- Assistance in the preparation and organization of the Observatory meetings;
- Supporting knowledge sharing initiatives and consultation process within the Observatory on pro-poor programs results analysis;
- Support for the setting up of the Observatory's website and quality control of posted information;
- Establishment of training sessions for the members and main interlocutors of the Observatory;
- Development of any proposals to ensure efficiency in the operationalization of the Observatory

Qualifications and Experience

- Education : A master degree in social science, economics, statistics, international development, or a related discipline;
- A minimum of fifteen years of working experience, with at least seven dedicated to monitoring and evaluation issues;
- Previous experience as a project manager for at least five years ;
- Proven experience and results in developing and operating M&E systems at central (ministries) or decentralized levels in other countries;
- Experience in poverty surveys and/or pro-poor projects assessments is a plus;
- Good knowledge of project monitoring tools;
- Good ICT skills.

Personal Skills

- Excellent communication and inter-personal skills ;
- Ability to establish effective working relations both with high level decision makers and with grassroots organizations and people of different social and cultural backgrounds;
- Excellent organisational, problem-solving, team work and coordination skills ;
- Committed and result-oriented ;
- Respectful and interested in others' cultures;
- Positive approach and attention to detail;
- Ability to work under pressure and to meet deadlines.

Language Requirements: Fluency in spoken and written English and French.

Terms of Reference

(4) Gender National Expert (Mauritius)

BENEFICIARY COUNTRY	:	Republic of Mauritius
FOCAL AREA	:	Gender Equality
GOVERNMENT AGENCY	:	Ministry of Gender Equality, Child Development and Family Welfare and the National Assembly
DURATION	:	24 months
DUTY STATION	:	National Assembly (Parliamentary Gender Caucus Secretariat)
STARTING DATE	:	01 March 2017
PROJECT TITLE	:	Inclusive Development and Public Sector Efficiency (2017–2020)

Context and Objective of Project

The “Inclusive Development and Public Sector Efficiency” Project will aim at implementing activities within the priority areas identified under the first Pillar of the UNDP Country Programme 2017-2020. The objective of the project is to support the implementation of the “Vision 2030” in contributing to achieve equitable growth and promote an inclusive society.

The project has three components. The first component is about inclusive development and is based on the proposed the Marshall Plan against Poverty with three dimensions: consolidation of Community Development (CD), professionalization of field “operators” and development of monitoring and evaluation. The second component deals with gender equality challenges focusing on improving gender mainstreaming in public policies and programmes, supporting women's empowerment initiatives and fighting gender-based violence. The third component aims at contributing to the transformation of the public sector with specific emphasis to strengthening strategic planning and investment monitoring, upgrading standards in quality of public governance and development of e-learning tools.

Global scope of the mission:

The expert will assist the Government in the implementation of all activities linked with the second component of the project. Therefore, his/her mandate will be focused on supporting activities for (i) deepening gender mainstreaming and implementing a Gender Caucus at the National Assembly, (ii) improving the women's social and economic empowerment, and (iii) upgrading mechanisms for eradicating gender-based violence. In addition, he/she will, in close collaboration with the CD expert and the M&E expert, contribute to strengthen the gender awareness in the various CD initiatives and in the information systems for policies, programmes and projects M&E.

Specific Responsibilities:

Support for gender mainstreaming in policies, budgeting and institutional practices

- Drafting of a national action plan on gender mainstreaming;
- Support to MGE (Gender Unit) in organizational sensitization / training of gender perspective / gender focal points / focal points;
- Support and training for gender assessments in three ministries and development priorities (in 2017 and 2019);
- Support of the production of annual reports on gender-sensitive activities in three ministries;
- Advocacy, identification and operationalization of progressive measures for the development of gender responsive budgeting (in collaboration with a dedicated international consultant);

- Contribution to the development of gender-disaggregated data, in cooperation with Statistics Mauritius, MGE and Caucus members (jointly with the M & E expert of the project);

Assistance to the Parliamentary Gender Caucus

- Supporting the elaboration of an action plan for the Caucus;
- Establishing an operations manual;
- Designing and implementing an easy M & E system for monitoring the Caucus activities;
- Preparation and co-animation of Members of Parliament;
- Development gender-based analysis tools for laws and regulations;
- Proposing a framework for an information exchange in the Village Councils;
- Implementation of a Research Studies / Surveys on gender-based inequalities and good practices (call for proposals).

Improving women's social & economic empowerment

- Supporting the enhancement of training sessions in the 15 Women Centres;
- Contributing to the revision of contents and / or creation of new training modules;
- Development of on-line resources in cooperation with the CSCM;
- Launching of initiatives on women empowerment in the private sector in cooperation with Business Mauritius;
- Follow-up of the project support towards Legal Online Counselling Service (LOCOS);
- Support to NGOs initiatives.

Upgrading mechanisms for eradicating gender-based violence (GBV)

- Design and realization of training sessions on gender sensitive reporting, in collaboration with specific consultants;
- Supporting the operationalization of the GBV Observatory (action plan, organizational issues, communication, reporting);
- Participating in the establishment of the Domestic Violence Information System (DOVIS) in collaboration with short-term dedicated consultants.

Partnership

- Encouraging share of experiences with the Indian Ocean Commission in the framework of the IOC Gender Strategy ;
- Coordinating supports to the gender equality policies with AfDB.

Qualifications and Experience

- Education : A master degree in gender, social science, economics, statistics, international development, or a related discipline;
- A minimum of ten years of working experience, with at least five dedicated to gender issues with an adviser or manager position ;
- Proven experience and results in developing both study and operational activities linked to gender equality;
- Good knowledge of best practices in gender mainstreaming;
- Experience in women empowerment programmes is a plus;
- Good ICT skills.

Personal Skills

- Excellent communication and inter-personal skills ;

- Ability to establish effective working relations both with high level decision makers and with grassroots organizations and people of different social and cultural backgrounds;
- Excellent organisational, problem-solving, team work and coordination skills ;
- Committed and result-oriented ;
- Respectful and interested in others' cultures;
- Positive approach and attention to detail;
- Ability to work under pressure and to meet deadlines.

Language Requirements: Fluency in spoken and written English and French.

Terms of Reference

(5) Project Board

Overall responsibilities:

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

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

Composition and organisation:

The composition of the group will be as follows:

- The Permanent Secretary of the MSIEE and the relevant Director of MOFED or designated Focal Point who will be co-chairing/leading meetings of the Project Board;
- The Focal Point representing the implementing agencies (MSS, MGE, MCSAR);
- The Head of SEDU and alternate individuals representing the interests of the parties concerned which provide funding and/or technical expertise to the project;
- Individuals representing the interests of those who will benefit from the project. Their primary function within the Board is to ensure the realisation of project results from the perspective of the project's final beneficiaries.

Potential members of the Project Board will be reviewed and recommended for approval during the PAC meeting.

Specific responsibilities:

Initiating a project

- Agree on the responsibilities of the Project Team ;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage;
- Review and appraise detailed Project Plans and AWP's, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide strategic guidance and direction to the project, ensuring it remains within any specified parameters;
- Address project issues as raised by the Project Team and Focal Points;

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

Closing a project

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