



SIGNATURE PAGE

Country:

SEYCHELLES

Country Programme Outcome (s)

Enhanced national capacities for better targeting of social programs to reduce social inequalities by building a complete and autonomous social welfare system; and build capacity of the social institutions and actors in the Seychelles.

Expected Output(s)

- 1) A comprehensive overview of the welfare system to set the country policy direction.
- (2) Establish poverty monitoring system.
- (3) Strategies for better targeting of welfare assistance and program with the longer-term aim of providing the overall socio-economic orientation.

Implementing partner:

Government of Seychelles/Social Welfare Agency

Other Partners:

Ministry of Finance/Ministry of Social Affairs/
National Bureau of Statistics/UNDP

Programme Component: Poverty Reduction and MDG Achievement
 Project Title: Support Plan to the Seychelles Welfare Agency and Social Sectors in Seychelles
 Award ID: 00061184
 Project ID: 00077400
 Project Duration: 2 Years
 Management Arrangement: National Execution (NEX) with CO Support to NEX

Total Project Costs:	USD 101,900
Budget:	
UNDP	USD 85,900
In kind Contribution	
GOS/Social Welfare Agency	USD 8,000
GOS/National Bureau Statistics	USD 8,000
Total allocated resources	USD 101,900

Agreed by:

On behalf of:	Signature	Date	Name/Title
Government of Seychelles Seychelles Welfare Agency		22/01/2011	Jacqueline Pierre Chief Executive Officer
UNDP		26/1/2011	Leyla Tegmo-Reddy UNDP Resident Representative

UNITED NATIONS DEVELOPMENT PROGRAMME
AND GOVERNMENT OF SEYCHELLES

PROJECT DOCUMENT

Support Plan to the Seychelles Welfare Agency and Social Sectors in Seychelles

Objectives: The ‘objective’ of the Support plan is aimed at building a complete and autonomous social welfare system; and build capacity of the social institutions and actors in the Seychelles. This will consist of providing a comprehensive overview of the welfare system that sets the country policy directions and identify strategies for better targeting of welfare assistance and programs with the longer-term aim of improving the overall socio-economic orientation and restoring the country on a sustainable growth path.

Support Plan to the Seychelles Welfare Agency and Social Sectors in Seychelles

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Support Plan to the Seychelles Welfare Agency and Social Sectors in Seychelles

SECTION 1

PART I – SITUATION ANALYSIS

A. Background

Seychelles, an upper middle-income country with high per capita income and human development index, is currently undergoing a major transition from a welfare state to a market-based economy. The country has made remarkable strides in social indicators comparable to many OECD countries and emerging market economies. With a Human Development Index of 0.843, Seychelles ranked 50 out of 177 countries as per the latest 2007-08 Human Development Report and has also met most of the MDGs. Being a small open and service-based economy, it is vulnerable to global and terms of trade shocks, which affect tourist arrivals to the country. Against the backdrop of the large fiscal and external deficits and economic inefficiencies that led to persistent macro-economic imbalances and unsustainable debt burden over the years, the Government of Seychelles has recently launched a reform programme to restructure the country's economy with the support of the International Monetary Fund and other international agencies .

B. Project Justification and Issues to be addressed

As a part of the macro-economic stabilization and a medium-term structural reform process, Seychelles has also gone in for replacement of universal subsidies with a targeted social safety net. Given the substantial reforms at the end of 2008, combined with the global economic slowdown and the change in Government's approach from a universal to a targeted welfare system, there were concerns that poverty and vulnerability may be on the increase. To compensate the poorest sections from the impact on their real incomes and household consumption of the exchange liberalization, the government has designed a new means-tested welfare system. A new Social Welfare Agency, to be funded directly by the government budget rather than social security contributions, responsible for implementing the new welfare legislation has also been operationalised.

In this context, the UNDP Support Plan to Welfare Agency and Social Sectors in Seychelles aims at building a complete and autonomous social welfare system for Seychelles which would be characterized by analytical capacity to administer and improve social programs, based on appropriate data and statistical techniques. Special emphasis would be put on collaborative work with the Social Welfare Agency (SWA) and the National Bureau of Statistics (NBS) and the Ministry of Finance. The UNDP support plan responds to request for assistance from Seychelles Government, following the new IMF intervention.

Part II : PROJECT OBJECTIVES, STRATEGY AND EXPECTED RESULTS

A. Objectives

The Support Plan is aimed at building a complete and autonomous social welfare system; and build capacity of the social institutions and actors in the Seychelles. This will consist of providing a comprehensive overview of the welfare system that sets the country policy directions and identify

strategies for better targeting of welfare assistance and programs with the longer-term aim of improving the overall socio-economic orientation and restoring the country on a sustainable growth path. The primary institutions concerned will be the Social Welfare Agency, the National Bureau of Statistics, Ministry of Finance and Social Institutions.

The National Bureau of Statistics and the Social Welfare Agency should ensure that a Focal Person is designated in each of the institutions to be the local counterpart to the External Consultant throughout the consultancy. In addition, the National Bureau of Statistics should designate a Statistician and the Social Welfare Agency, 2 Data Analysts that will be trained in administering the central social databases. Filling of these key positions is a prerequisite for the first mission of the consultant..

B. Main Activities

a. **Emergency light update of current welfare procedures**

In the current economic crisis, it is advisable to complement the establishment of a modern social system with emergency measures. These measures would respond to inevitable political pressures that may disturb the building of a perennial system of social programs monitoring.

A possibility is to associate the revision of the current formulae of beneficiary selection and benefit calculation with the introduction of new self-targeting procedures. This would provide the country with imperfect while useful updated social welfare rules, in waiting for a better controlled system based on the central social data.

A natural ordering of tasks is:

- Self Assessment of the SWA which should address the following:(1) the context, (2) the institutional and operational organisations, (3) the missions, (4) the human resources and material means, (5) the financial resources, (6) the available databases, (7) the difficulties met so far.
- Investigation and description of the rules for accessing benefits and calculating benefit levels.
- Estimation of predictive equations of living standards from household budget data.
- Design of provisional improved rules to better account for household heterogeneity and needs
- Addition of provisional self-targeting procedures.

b. **Establishment of a poverty monitoring system oriented towards the management and the assessment of social programs.**

A review of the methods used for poverty measurement and analysis in the country would guide the design of this system. A possibility already discussed with the National Bureau of Statistics would be to carry out a light survey at low cost in order to assess basic needs in Seychelles by resurveying households already included by the recent household survey in 2006/07.

- (a) Design of the sample scheme and the survey organization.
- (b) Design of the questionnaire.
- (c) Data entry and checks.
- (d) Design and estimation of poverty lines.
- (e) Estimation of poverty profiles.

The establishment of the poverty monitoring system should be accompanied by capacity building aiming at an autonomous poverty monitoring team at the National of Bureau Statistics.

c. Integration of the information for the management of social programs in a central social database.

This can be done by building on the presences of the National Population Database, the new database to be constituted at the Social Welfare Agency, Social Security files, files from the Department of Social Development and various other databases, including some survey data from the National Statistical Bureau.

- (a) Assessment of current databases.
- (b) Building of new databases.
- (c) Matching of the available databases.
- (d) Test of the global database

d. Training of statisticians and data analysts for the Welfare Agency and the National Bureau of Statistics

This step would be part of a capacity building initiative to provide the country with a team capable of administering the central social database and of producing statistical analyses of social programs.

Additional training of the current statisticians at the National Bureau of Statistics (NBS) should also be planned in coordination with the operations for the support of the Social Welfare Agency. Substantial on-the-job training could be carried out. Once the statisticians are trained, it will be possible to consider the training of data analysts at NBS. The NBS will be provided with the statistical package.

e. Development of a statistical system of assessment of social programs in the Seychelles.

Targeting and efficiency indicators of social programs need be designed and estimated, based on the new central social database. A set of statistical methods to estimate these estimators would be proposed and implemented using the available data.

f. Assessment of current and prospective social programs.

The previous stage would allow the or compilation of data and statistical procedure to produce informed proposal of revision, rationalization and improvement of the social system. The system would be used in priority for social welfare. Moreover, it should be possible to adapt it at low cost to the management and analysis of social security issues at large.

g. Design of methods of budget planning for the welfare agency and other social programs.

Once there is a permanent system of management and statistical assessment of social programs, it would be possible to use it to guide budget planning in the domain of social affairs in general.

Part III. MANAGEMENT ARRANGEMENTS

The project will be financed by the UNDP. The Country Office will coordinate the work of the technical expert assigned to the Project and will undertake to network and obtain inputs from the other UN agencies during implementation of the project. UNDP CO will monitor the project through its Offices in Mauritius and Seychelles. In addition, the UNDP Country Office (CO) will provide advisory and monitoring services throughout the project implementation as well as specific country office support to National Execution both through the UNDP sub-office based in Seychelles as well as the Country Office based in Port Louis, Mauritius. The UNDP country office will monitor the project through its Offices in Mauritius and Seychelles. Regular Meetings will be held to review progress with the Project Management Unit during periodic monitoring mission of the Programme Manager from the Mauritius Country Office.

UNDP will advance funds to the project on a quarterly basis based on agreed quarterly work plan which will be prepared by the National Project Coordinator in consultation with the Project Steering Committee and certified by the National Project Director.

The project will be the implementing partner together with the National Bureau of Statistics and the Ministry of Social Development. The Social Welfare will coordinate project activities and will nominate a National Project Director. The terms of reference for the SC as well as the Project Coordinator and Project Director is provided as annexes to the document. A National Project Coordinator will also be nominated by the Social Welfare Agency to oversee the day to day running of the project. A Project Accountant will be nominated to handle the project finances and prepare the financial request and financial reports.

The National Bureau of Statistics will provide technical support to the Social Welfare Agency. The NBS will conduct the Poverty survey and will provide necessary staff for data entry as well as data analysis.

A Project Steering Committee will be established and chaired by the National Project Director. The Ministry Social Development, Ministry of Finance and Ministry of Foreign Affairs will be members on the Steering Committee. The National Project Director will be the Chair of the Steering Committee. The terms of reference and composition and of the Project Steering Committee is provided in Annex Ia.

PART IV: MONITORING AND EVALUATION

Monitoring and Evaluation will be undertaken according to UNDP's monitoring, evaluation and reporting requirements. The UNDP CO will monitor activities to ensure that they are carried out appropriately and in a timely manner as per the work plan. Quarterly progress reports, including financial reports, will be submitted to UNDP by the implementing Agency, providing a brief summary of the status of activities and output delivery, explaining any variance from the pre-agreed work plan, and presenting work plans for each successive quarter for review and endorsement. A Final Completion Report (APR) will be prepared following the completion of the project.

PART V: LEGAL CONTEXT

This project shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Seychelles and the United Nations Development Programme, signed by both parties on 18th November 1977. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement (SBAA), refer to the government co-operating agency described in that Agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he is assured that the other signatories of the project have no objections to the proposed changes:

- Revisions in, or additions of, any of the annexes of the project document (with the exception of the Standard legal text of non-SBAA countries which may not be altered and the agreement which is a pre-condition for UNDP assistance);
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by rearrangements of inputs agreed to or by costs increases due to inflation; and

Mandatory annual revisions, which re-phase delivery of agreed inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility

PART VI: PROJECT IMPLEMENTATION SCHEDULE AND KEY ACTIVITIES

Intended Outcome: Enhanced national capacities for better targeting of social programs to reduce social inequalities by building a complete and autonomous social welfare system; and build capacity of the social institutions and actors in the Seychelles.																								
Project Title: Support Plan to the Seychelles Welfare Agency and Social Sectors in Seychelles																								
ATLAS Award ID: 00061184																								
ATLAS Project ID: 00077400																								
Key Activities	Time Line																							
	2011												2012											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Emergency light update of current welfare procedures	X	X	X																					
Establishment of a poverty monitoring system oriented towards the management and the assessment of social programs.		X	X	X	X																			
Integration of the information for the management of social programs in a central social database.					X	X	X	X																
Training of statisticians and data analysts for the Welfare Agency and the National Bureau of Statistics.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Development of a statistical system of assessment of social programs in the Seychelles.					X	X	X	X																
Assessment of current and prospective social programs								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Design of methods of budget planning for the welfare agency and other social programs													X	X	X	X	X	X	X	X	X	X	X	

TOTAL BUDGET AND WORKPLAN

Output	Key Activities/results	Impl Agent	Donor	Fund	Account	Description	Amount (USD)		
							Y1	Y2	TOTAL
Establishment of a poverty monitoring system and build capacity to administer and improve social programs, based on appropriate data and statistical techniques	Conduct National Survey to establish Poverty Line	SWA	00012	04000	71400	Cont Individuals	12,000		12,000
		SWA	00012	04000	71600	Travel	1,000		1,000
		SWA	00012	04000	72500	Supplies	8,000		8,000
		SWA	00012	04000	72400	Printing	4,000		4,000
		SWA	00012	04000	74500	Misc. Expenses	3,000		3,000
	Establishment and development of Poverty Monitoring System	SWA	00012	04000	71200	International Con.	38,000	11,000	49,000
		SWA	00012	04000	71600	Travel	5,000	3,000	8,000
		SWA	00012	04000	74500	Misc Expenses	500	400	900
	GRAND TOTAL							71,500.00	14,400

ANNEXES

Annex I

Detailed workplan and timeline for the Poverty Line Survey 2011

No.	ACTIVITY	Pre JAN 2011 Activi-ties	JAN2011		FEB 2011				MAR 2011				APR 2011				MAY 2011				Jun-11		STATUS	
			WK 3	WK 4	WK 1	WK 2	WK 3	WK 4	WK 1	WK 2	WK 3	WK 4	WK 1	WK 2	WK 3	WK 4	WK 1	WK 2	WK 3	WK 4	WK 1	WK 2		
			1	Preparation and translation of Questionnaire	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		-
2	Pilot testing questionnaire	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
a(i)	Training of interviewers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Done by NBS
(ii)	Printing of Questionnaires for Pilot Test	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
(iii)	Refresher training	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
b	Field work	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
c	Data processing and analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2	Printing final survey Questionnaires and Manuals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
3	Printing of Survey EA Maps	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
4	Training of interviewers for main survey	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
5	Publicity (Radio +Nation)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
6	Data collection for main survey	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
7	Software	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
a	Software design	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Done by NBS
b	Storage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
c	Training	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
8	Data processing and analysis	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
9	Report writing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
10	Printing and Dissemination	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
11	Dissemination (meeting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Date to be set
12	Final Report Printing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

Annex II

Terms of Reference for the Project Steering Committee (PSC)

The Project Steering Committee shall be established by the Social Welfare Agency. The National Project Coordinator shall be the Secretary to the PSC. The PSC will hold meetings at least every three months and additional meetings as deemed necessary by the Chairperson. The PSC shall consist of representatives of the following institutions:

Chairperson NPD - Social Welfare Agency

Members

National Bureau of Statistics

Ministry of Foreign Affairs

Ministry of Social Development

Ministry of Finance

UNDP

The PSC will perform the following duties:

- Provide overall strategic policy guidance for the execution, management, implementation (including quality assurance), supervision, monitoring and evaluation of the project.
- Approve the selection of short-term consultants to be recruited under the project.
- Monitor and validate the work of the consultants recruited under the project
- Advise on the format for the various training workshops, as well as information sharing with the general public and media about the project
- Monitor the progress made in the implementation of the project and the results achieved. In this context, receive relevant reports prepared by the project management team and the international consultant
- Review and endorse the quarterly work plan and quarterly progress report, mid-term report as well as financial reports of the project management team
- Perform any other duty that would contribute to the successful delivery of the project.

Annex - III

Terms of Reference for National Project Director

Ib. Terms of Reference of the National Project Director (SWA)

1. The National Project Director shall have overall responsibility for the implementation of the Project. He/she shall oversee the work of the National Project Coordinator on a daily basis.
2. The NPD will be responsible for certifying the Work plan, Financial Reports and Request for advance of funds under the project, ensuring their accuracy and in accordance with the project document
3. The NPD shall be the authorized person who shall certify all payments to be effected under the project after consultation with the UNDP country office
4. The NPD shall be the authorized signatory for contracting services under the project following endorsement by the PSC

Annex VI

Terms of Reference of National Project Coordinator

Under the direct supervision of the National Project Director, and in close collaboration with the UNDP Mauritius/ Seychelles office, the National Project Coordinator will guide the implementation of the activities outlined in the project document and the Work plan. The work will be carried out with the assistance of a Project/Finance Assistant to be nominated by the Social Welfare Agency. The National Project Coordinator will play a key role in successful management of the project and will ensure the involvement of all stakeholders in the implementation of the key activities. Specifically the NPC will:

1. Oversee the implementation of the overall project work plan and ensure timely completion of all activities and timely monitoring and evaluation of the project. In doing so, the NPC should work closely with the NPD, the PSC, the National Bureau of Statistics and the UNDP CO, to mutually agree upon any adjustments that have to be made to the work plan;
2. Collaborate and provide the necessary support to key personnel (consultants) recruited under the project to carry out the specific activities;
3. Plan, organize and attend meetings of the PSC, and provide them with necessary documentation on time. Also serve as secretary to the PSC;
4. In consultation with the PSC, the UNDP office and as well as the consultant recruited, produce and manage the schedule of events;
5. Exercise quality control over the consultancies, and stakeholder consultations, ensuring that documents and reports for the PSC are in adequate form;
6. Serve as the main channel of communications with the selected consultant(s), the UNDP and the project beneficiaries;
7. Identify and contact a core group of key multi- sectoral stakeholders from all relevant agencies and organizations to participate in the project as and when required;
8. Identify national expertise and resources that can be drawn upon and assist in the process;
9. Keep detailed records of all proceedings of the consultative process and PSC meetings;
10. Oversee the administrative and financial performance of the project in collaboration with the National Project Director and the Programme/Finance Assistant;
11. Coordinate all project activities (e.g. workshop and logistical support), logistics and related disbursements and administrative requirements necessary for the smooth running of the project in partnership with the National Project Director and under the administrative oversight of the Project Steering Committee;
12. Develop and implement the yearly workplan and subsequent quarterly work plans submitted to the Project Steering Committee for comment, approval and advance of funds; in close partnership with the National Project Director;
13. Assist the National Project Director and Programme/Finance Assistant in preparing timely the quarterly Financial Report in accordance with UNDP rules and procedures;
14. Review the performance of project activities, monitor key indicators of progress in fulfilment of targets established;
15. Establish an effective project information strategy including provision of relevant information materials to UNDO CO as well as local media as required;
16. Supervise the work of the Finance Assistant
17. Perform any other duties assigned by the National Project Director or the PSC within the scope of the management, coordination and logistical arrangements of the project.