

PART V MANAGEMENT ARRANGEMENTS

The “Planning and Resources Management for Inclusive Growth” project is led by the Ministry of Finance and Economic Development (MoFED), which requires technical advice and assistance in specialist areas. For this purpose, a team of UNDP international and national consultants will provide coordinated technical inputs and advice at various stages of the programme’s implementation.

The overall responsibility for the execution and coordination of this project is the Ministry of Finance and Economic Development. The UNDP Country Office in Mauritius supports the MoFED for the implementation of the technical assistance as needed (Country Office support to National Execution - NEX). The MoFED is responsible for ensuring that the necessary legislative, policy, procedural and human resource development changes are implemented across Ministries / Departments, local governments, Rodrigues Regional Assembly (RRA) and concerned statutory bodies at the time required.

The UNDP technical assistance team currently consists of the Technical Advisor, Public Finance Management, the Project Associate and also includes some international and national specialists on different sectors, including Social Register of Mauritius, Economic and Social Transformation Plan (ESTP) etc. Its overall objective is to strengthen institutional capabilities for accountable, equitable and effective use of public resources.

The Technical Advisor, Public Finance Management works under the overall guidance of the Financial Secretary of the MoFED who is also the National Project Director (NPD) and reports to the Deputy Financial Secretary responsible for public finance management as well as to the UNDP Resident Representative and the UNDP Senior Programme Manager. He is responsible for providing targeted assistance as well as building capacity of counterparts at the MoFED and at the Ministries/Departments. He also advises on international best practices in public expenditure management, and meets the national priorities, specificities, and challenges as they arise. Moreover, the Technical Advisor, Public Finance Management in close collaboration with the UNDP Country Office ensures that there is effective coordination between related project teams and other government agencies, as well as other development partners.

The National SRM Expert who will assist the MSS in the consolidation and extension of the SRM to new schemes will report to the designated officers of the MSS and to the UNDP Senior Programme Manager in Mauritius

The Project Associate who will provide programme support services ensuring high quality, accuracy and consistency of work is under the direct supervision of the UNDP Senior Programme Manager.

A Project Board will be instituted. The Project Board will be co-chaired by the Financial Secretary of the Ministry of Finance and Economic Development (MoFED) or a Representative and by the

UNDP Resident Representative and/or the UNDP Senior Programme Manager, and be composed of representatives (focal points) of concerned implementing agencies (MoFED, MoSS, MSCAR, MSIEE, RRA, Parliament, Ministry of Gender Equality, Statistics Mauritius, etc.), relevant CSOs and development partners. Its role is to oversee the holistic execution of the project. The Board will meet at least once every year.

Implementing Partners

The main Implementing Partners are the Ministry of Finance and Economic Development (MoFED), the Ministry of Social Security, National Solidarity and Institutional Reforms (MSSNSRI) and the Ministry of Civil Service and Administrative Reform (MCSAR). Other partners include Line Ministries and Departments, Statistics Mauritius, the Ministry of Social Integration and Economic Empowerment, National Assembly, Rodrigues Regional Assembly, Local Governments Civil Society Organizations, Private Sector and Development Partners.

Implementing partners are specified in relation to each output:

Output 1: New strategic planning framework operational with allocation of public resources linked to the 10-year Economic and Social Transformation Plan and 3-year PBB Strategic Plans

This component will be co-financed by the UNDP Country Office, the UNDP Regional Centre in Dakar and the Ministry of Finance and Economic Development.

The UNDP Regional Centre, through its Pole on Development Strategies and Public Finance will provide the services of a Planning Specialist to support the formulation of the 10-year Economic and Social Transformation Plan. The Planning Specialist will undertake four missions to Mauritius and will also offer assistance to the ESP Cluster through distance office work. The costs of the Planning Specialist will be borne by the UNDP Regional Centre. The mission costs will be shared between the UNDP Regional Centre and the UNDP Country Office.

The project will support the ESTP Cluster in charge of coordinating the formulation of the 10-year ESTP. It will also support the PBB Cluster responsible for coordinating the design of the 3-year PBB Strategic Plans with a view to strengthen the integration of long-term and mid-term strategic planning. The project will collaborate actively with SMSTs at MOFED as well as the main national and local institutions involved in strategic planning exercises: Ministries, Departments, Rodrigues Regional Assembly, Local Governments and Statutory Bodies as well as the Civil Society organizations, academia and private sector.

Other collaborators will include development partners which provide assistance to national or sectoral planning, especially AFD, EU and World Bank.

Output 2: PBB internal and external accountability framework strengthened

This component will be co-financed by the UNDP Country Office, the Ministry of Finance and Economic Development and France's National Assembly.

The project will support the Financial Secretary's Office in developing a new PFM framework and revising and updating the Finance Management Kit, including the PBB Manual. It will also support the Treasury and the PBB Cluster responsible for introducing annual reporting and assisting Ministries, Departments, RRA, Local Governments and Statutory Bodies in the formulation of annual reports that provide an integrated account of financial and non-financial performance.

Building on the partnership established between UNDP and France's parliamentary institutions, the services of France's National Assembly and Senate will be used to co-organize a high-level seminar on parliamentary oversight of public expenditure and evaluation of public policies. The National Assembly will also make an in-kind contribution to the organization of this seminar by covering the accommodation and meals costs for up to 8 persons for 5 days. The Public Accounts Committee of Mauritius' National Assembly will be the main partner of this exchange and capacity-building initiative. PBB external accountability will also be built through engagement with and support to civil society organizations in budget analysis and review and public expenditure tracking systems.

Other partners will include AFRITAC South (development of PFM legislative framework), IMF African Department and Fiscal Affairs Departments (Article IV missions, FAD missions), World Bank and EU (PEFA assessments, spending surveys, BOOST initiative) and UN Women (gender budgeting, in partnership with Ministry of Gender Equality).

Output 3: Capacities of public officials in PFM and public sector management developed through e-learning

This component will be initially financed by seed funding from the UNDP Country Office to support the setting up of an open-source Learning Management System and the design of an introductory series of web-based PFM courses. It is expected that MCSAR and line Ministries and Departments will progressively allocate part of their resources for training to the design of additional web-based courses in issues related to public sector management and personal development.

The project will use the services of a national LMS consultant to set up the Learning Management System. The LMS will be developed using an open-source (free) IT solution such as Moodle. It is expected that the Learning Management System will be managed by the Training Unit of MCSAR or by the recently announced Civil Service College. MCSAR or the Civil Service College will ensure that the necessary IT equipment (server) is in place and will provide an in-kind contribution through the nomination of an LMS manager who will be trained by the LMS consultant.

Based on the experience of the UNDP Design Lab, the services of a professional e-learning solutions provider will be procured for the design of the web-based courses.

The project will collaborate with MOFED, the Treasury and the National Audit Office for coordinating the content of the web-based introductory PFM course which will target over 10,000 staff. Opportunities to develop other specific courses will be explored with MCSAR, MOFED, Ministry of Gender Equality, other Ministries and development partners.

Output 4: Social Register of Mauritius and Proxy Means Test updated and extended to new and existing social schemes

The extension and updating of the SRM component will be co-financed by the UNDP Country Office and the Ministry of Social Security (MSS). The SRM Unit, which operates under the aegis of the MSS with support from the Ministry of Finance and Economic Development (MOFED), will continue to coordinate all activities of the SRM project.

The three key functions of the SRM, i.e. the design of the system, the data collection process and the database management will be under the responsibility of the Ministry of Social Security. Though the registration process takes place in the different Social Security Offices around the island, all data will be consolidated in real time to produce a national dynamic database. Sub-registries will then be transmitted to other ministries or institutions for policy formulation and implementation. The Ministry of Social Integration and Economic Empowerment (MSIEE), and its anti-poverty implementing arm – the National Empowerment Foundation (NEF) will be among the major users of the SRM data. In this context, the SRM project is closely linked with UNDP's intervention under Pillar 2 (Social Inclusion and Empowerment) of the Country Programme 2013-2016.

Sharing of SRM data between the MSS and other institutions will be effected mainly through the Government Online Centre (GOC) network.

The project will continue to collaborate closely with the State Informatics Limited (SIL) for the development and update of the SRM software using ORACLE, and with Statistics Mauritius (SM) for data requirements and statistical tools development.

The services of an international consultant will be hired to update the PMT design and methodology based on the newly collected HBS2012 data, and to extend its applications to schemes with varying eligibility criteria. The expert will also train staff from Statistics Mauritius and MSS so that local capacity is built to replicate the production of the PMT in the future. The international consultant will be assisted by a national consultant who will also be responsible for the implementation and operationalization of the project in Mauritius and Rodrigues, SRM data analysis for policy formulation, on-the-job training of MSS staff in data collection and data analysis, and adaptation of SRM system to host new schemes and provide gender-disaggregated data.

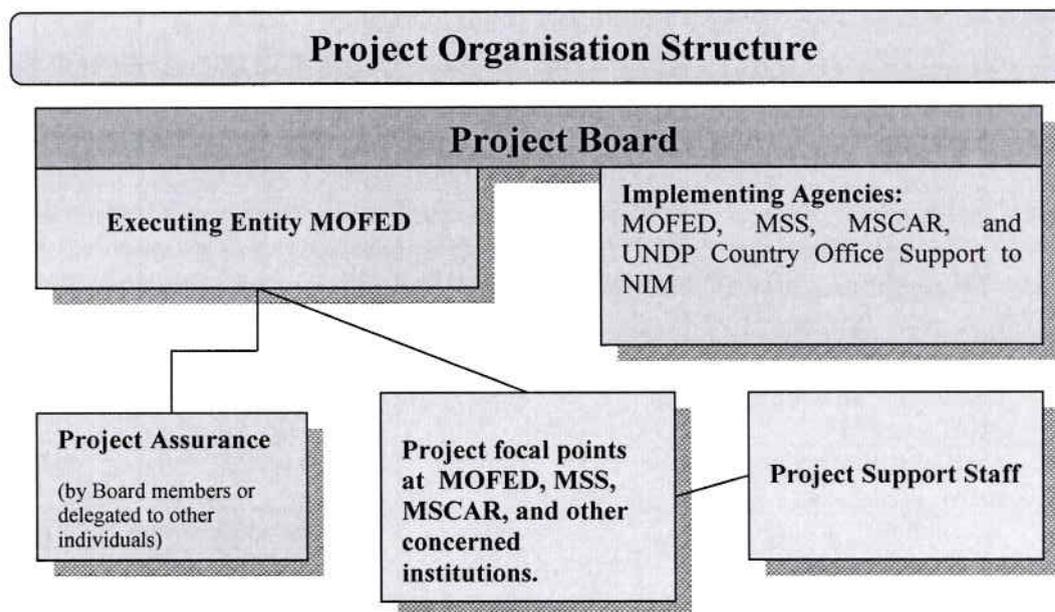
The Ministry of Social Security will provide all in-kind support such as office space, support staff, equipment and office recurrent expenditures.

Poverty alleviation and social protection are very closely linked since in most cases they relate to the same individual or household. For the successful implementation of the interventions mentioned, a holistic approach will be adopted so as to promote close coordination between the different ministries and institutions involved, and in particular between the Ministry of Social Security, National Solidarity and Reform Institutions (MSS) whose mandate relates generally to social protection, and the Ministry of Social Integration and Economic Empowerment (MSIEE), which aims at alleviating poverty. Stakeholders who are closely involved in the poverty alleviation

and social exclusion have expressed the need for the setting up of a high level Central Coordinating Unit with a view to establish national coordination and collaborative mechanisms between ministries and institutions which benefit from the SRM as a core element for addressing social exclusion

A Steering Committee comprising MSS, MSIEE, MoFED and UNDP and relevant line ministries will be established to oversee implementation of the measures, and progress monitored using a time-table of activities (with Gantt Chart), with a range of performance indicators (metrics) and responsible parties. Technical committees (as per table below) will be established to practically implement each activity, except for activity (iii) (social policy reform) which will be under the responsibility of the Steering Committee. The spokesperson/representative of each technical committee will report progress to the larger Steering Committee on an agreed regular basis.

Activity	Composition of Technical Committee
(i) Extension and updating of SRM and PMT	MSS, MSIEE, MoFED, Statistics Mauritius, State Informatics Limited, UNDP
(ii) Central Coordinating Unit of SRM established	MSS, MSIEE, MoFED, NEF, UNDP and relevant line ministries
(iii) Social Policy Reform	Will be under responsibility of Steering Committee
(iv) Analysis/forecasting	MSS, MSIEE, UNDP
(v) Fine-tuning / adjusting legal framework of social programme/s	MSS, States Law Office, UNDP
(vi) Establishing links with administrative databases	MSS, UNDP, MoFED, Government Online Centre, relevant departments
(vii) Build capacity on PMT development	MSS, Statistics Mauritius, MoFED, UNDP
(viii) Build capacity on data analysis	MSS, UNDP
(ix) Awareness creation on SRM and PMT	MSS, MSIEE, UNDP and relevant institutions
(x) Learning mechanisms on SRM and PMT	MSS, Ministry of Civil Service and Administrative Reforms, MoFED, NEF, UNDP and relevant institutions
(xi) Provision of disaggregated data	MSS, UNDP



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:

- Cash transferred directly to the Implementing Partner:
 - Prior to the start of activities (direct cash transfer), or
 - After activities have been completed (reimbursement);
- 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;
- Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

Disbursement

The UNDP Country Office will authorize payments for projects activities after formal approval of the UNDP Senior Programme Manager 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 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.

PART VI MONITORING AND EVALUATION FRAMEWORK

UNDP will undertake joint evaluations of the project with MOFED, MSS, MCSAR and other relevant partners, as per the Evaluation Plan, alongside national implementation modality audits.¹⁰ 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.

In order to facilitate the effective implementation and monitoring of this project, MOFED, MSS, MCSAR, and the other implementing partners will be required to formulate their detailed **Annual Work Plans (AWP)**, following discussions and agreement with the UNDP Senior Programme Manager. 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.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle-

- 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.
- An Issue Log shall be activated in Atlas and updated by the Project Associate under the supervision of the UNDP Senior Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex I), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project's implementation.
- Based on the above information recorded in Atlas, a Project Progress Report (PPR) shall be submitted by the Project Associate to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- 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.** An Annual Review Report shall be prepared by the Technical Advisor and the Project Associate and shared with the Project Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each

¹⁰ Evaluations are planned to take place in 2014 and 2016.

element of the QPR, as well as a summary of results achieved against pre-defined annual targets at the output level.

Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth 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.

QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1 A strategic planning framework operational with allocation of public resources linked to a10-year Economic and Social Transformation Plan (ESTP) and to 3-year Programme Based Budgeting (PBB) Strategic Plan		
Activity Result 1.1	Institutional planning processes operational for the formulation and implementation of the ESTP	Start Date: 2013 End Date:2016
Purpose	Establishing a framework for the transformation of Mauritius in a high-income society with equitable and sustainable growth	
Description	UNDP will provide technical assistance on methodology, guidelines, templates, consultation process, monitoring and evaluation as well as analytical support in specific areas..	
Quality Criteria ESTP used as a guide to PBB allocations.	Quality Method Comparison of ESTP priorities and PBB allocations.	Date of Assessment As from PBB 2015-2017
Activity Result 1.2	BB 3-year Strategic Planning Framework consolidated.	Start Date: 2013 End Date: 2016
Purpose	Ensuring that PBB ceilings and allocations are based on strategic priorities.	
Description	UNDP will provide technical assistance for the review of the 3-year Strategic Planning Framework, alignment with ESTP framework, guidelines for the analysis of Strategic Plans, training of public officers in analysis of Strategic Plans, implementation and monitoring mechanisms.	
Quality Criteria PBB ceilings informed by a prior analysis and policy dialogue on mid-term strategic priorities.	Quality Method Comparison of outcomes and costs of PBB Strategic Plans with PBB; Documented review of PBB Strategic Plans; Minutes of Policy Dialogue	Date of Assessment Yearly assessment.

OUTPUT 2: PBB internal and external accountability framework strengthened		
Activity Result 2.1	New Public Financial Management (PFM) legislative framework developed and implemented;	Start Date:2013 End Date: 2016
Purpose	Prepare a new PFM legal framework which addresses the accountability gaps identified in the current PFM legal framework.	
Description	Review and analysis of White Paper, Review and analysis of draft PFM legal framework.	
Quality Criteria New PFM framework integrates accountability frameworks.	Quality Method Comparison with international good practice; Review by IMF.	Date of Assessment 2014
Activity Result 2.2	Financial Management Kit, including the PBB Manual, revised and implemented	Start Date:2013 End Date:2016
Purpose	Ensure alignment of FM Kit with revised legal framework and current procedures.	
Description	Revision of FM Manual and PBB Manual.	
Quality Criteria FM Kit aligned with revised legal framework and current procedures.	Quality Method Compliance check; Peer Review.	Date of Assessment 2014
Activity Result 2.3	E-budgeting and PBB on-line performance monitoring system operational across all ministries with updated programmatic structure, improved performance measures	Start Date: 2013 End Date:2014

	and analysis and gender dimension integrated in performance information	
Purpose	Improve quality, reliability and accountability of PBB.	
Description	Review and analysis of e-budgeting manuals and format, development of performance reports, scoreboards and scorecards, documentation and review of PBB indicators, review of budget programmes structure, formulation of guidelines for PBB performance framework, design of a gender budgeting framework.	
Quality Criteria E-Budgeting operational; PBB indicators documented	Quality Method Use of E-Budgeting for preparing, publishing and monitoring Budget; Formal assessment of PBB indicators	Date of Assessment 2014-2016
Activity Result 2.4	Annual reports prepared by all Ministries and Departments, Rodrigues Regional Assembly, Local Governments and Statutory Bodies	Start Date: 2013 End Date: 2016
Purpose	Improve external accountability.	
Description	Design of annual reports format and templates, guidelines, training to relevant institutions.	
Quality Criteria Annual report submitted by relevant institutions to MOFED / National Assembly and compliant with format	Quality Method Review of Annual Reports.	Date of Assessment 2013-2016
Activity Result 2.5	Parliamentary oversight on public expenditure strengthened	Start Date: 2013 End Date: 2013
Purpose	Strengthening parliamentary capacity to provide oversight on public expenditure.	
Description	Organize a high-level training seminar for Members of Parliament in partnership with French Parliamentary Institutions.	
Quality Criteria Capacities of Members of Parliamentarians strengthened in oversight of public expenditure.	Quality Method Questionnaire completed by MPs at the end of seminar. Changes in MP methods in budget analysis.	Date of Assessment 2013
Activity Result 2.6	Capacities of Civil Society Organizations strengthened in PBB and budget analysis	Start Date: 2014 End Date: 2016
Purpose	Enhance national policy dialogue and review of public spending and performance	
Description	Training in budget literacy and methodology for PETS, formulation of a Budget Guide.	
Quality Criteria Independent budget analysis published by qualified CSOs.	Quality Method Documentation of CSO Budget analysis.	Date of Assessment 2014

OUTPUT 3: Capacities of public officials in PFM and public sector management developed through e-learning		
Activity Result 3.1	Web-based learning management system set up for the delivery of courses in PFM, public sector management and personal development;	Start Date: 2013 End Date: 2014
Purpose	Extend learning opportunities of public officers.	

Description	Setting up of a Learning Management System.		
Quality Criteria Learning Management System operational.	Quality Method Public Officers have an access to the Learning Management System.	Date of Assessment 2014	
Activity Result 3.2	E-learning PFM courses developed and implemented with all relevant public sector personnel trained and certified.		Start Date:2013 End Date:2016
Purpose	Strengthen capacities of public officers in specific areas where need is confirmed.		
Description	Production of an introductory web-based course in financial management.		
Quality Criteria Number of staff who have successfully completed the web-based course.	Quality Method LMS database.	Date of Assessment 2013-2016	

OUTPUT 4: Social Register of Mauritius and Proxy Means Test updated and extended to new and existing social schemes			
Activity Result 4.1	SRM and PMT updated with HBS2012 data and extended to new and existing social schemes		Start Date:2013 End Date:2016
Purpose	To create an integrated database and strengthen the mechanism to identify beneficiaries of all social programmes		
Description	The SRM application software, the current PMT, and the implementation mechanisms will be enhanced with a view to rationalize and restructure the social protection system. This includes the upgrading of SRM software to include National Empowerment Foundation requirements; the sharing of the SRM database with NEF and other public institutions; the development of PMTs which are not strictly based on the poverty line (using the latest HBS 2012 data)		
Quality Criteria Leakage and under-coverage; avoid risk of duplication	Quality Method Reduce Type I error (exclusion of deserving) and Type II error (leakage to non-deserving); using unique SRM household number and unique individual NID number to avoid duplications	Date of Assessment Continuous – as and when scheme is implemented	
Activity Result 4.2	Setting up of a Central Coordinating Unit for the SRM set up with a view to establish national coordination and collaborative mechanisms between ministries and institutions		Start Date: 2013 End Date: 2014
Purpose	To provide a platform which promotes a holistic approach to poverty alleviation.		
Description	Identify relevant ministries and institutions which will constitute a high level inter-ministerial committee and an agreed ToR which will promote close coordination between stakeholders benefitting from the SRM as a core element for addressing social exclusion		
Quality Criteria	Quality Method	Date of Assessment	
Coordination mechanism set up	Common appraisal meeting with stakeholders	End 2014	
Activity Result 4.3	Operationalization and M&E of a social policy reform		Start Date: 2013 End Date: 2016

Purpose	To rationalize and restructure the social protection system in Mauritius	
Description	Creation of a detailed database of all existing social schemes with a view to harmonize the eligibility criteria among the schemes to enable standard assessment mechanisms using PMT	
Quality Criteria No of schemes harmonized	Quality Method No. of beneficiaries / duplications in the old system/s compared with the harmonized SRM system.	Date of Assessment 2016
Activity Result 4.4	SRM database analyzed to provide information for social inclusion strategies and forecast the budgetary impact of new and existing social schemes	Start Date:2013 End Date: 2016
Purpose	To provide information for the development of future social inclusion policies/strategies and institutional frameworks.	
Description	Analysis of the SRM data will provide a detailed description of the demographic and socio-economic characteristics of households and their living conditions. This information will assist in the formulation of policies and programmes for different categories of beneficiaries, and in the development of appropriate institutional frameworks for the for the implementation of these policies. The National Empowerment Foundation (NEF), which implements programmes to alleviate poverty and empower vulnerable people, will largely benefit from this activity.	
Quality Criteria	Quality Method	Date of Assessment
No. of schemes / programmes formulated	Common appraisal meeting with stakeholders in relation to formulation and implementation of schemes/programmes	Continuous – as and when individual scheme / programme is formulated / implemented
Variances in the budget allocations	Compare budgeted figures with actual figures and take corrective actions if variances are > 10 %	Continuous – as and when individual scheme / programme is formulated / implemented
Activity Result 4.5	Fine-tuning /adjusting legal framework to cater for schemes using SRM and PMT	Start Date: 2013 End Date: 2016
Purpose	Implementation of new Social Aid schemes using the PMT assessment should comply with the Regulations of the Social Aid Act.	
Description	UNDP will assist the MSS to fine-tune the current Social Aid Regulations to cater for schemes which are added to the Social Aid and which will be implemented using the SRM and PMT.	
Quality Criteria Type of technical inputs provided with respect to definitions of concepts and methodologies	Quality Method .Common appraisal meeting / working session with MSS staff in relation to Regulations being made	Date of Assessment Continuous – as and when Regulations are made
Activity Result 4.6	Establish links between SRM database and other administrative databases.	Start Date: 2013 End Date: 2015
Purpose	To cross-check information to improve efficiency and accuracy of verification procedures	
Description	There is a need to cross-verify information reported by applicants for social benefits. Relevant institutions which keep administrative databases will be identified and mechanisms for networking established.	
Quality Criteria No. of links established	Quality Method Common appraisal meeting with institutions hosting administrative	Date of Assessment 2015

		databases.	
Activity Result 4.7	Capacities of staff of Statistics Mauritius, MSS and MoFED strengthened in the development of PMTs for schemes with varying eligibility criteria		Start Date: 2013 End Date: 2014
Purpose	Build capacity of local professionals in the development of PMTs so that they can replicate the work on their own in the future		
Description	Local staff will be trained on refining the current PMT (which is based on the HBS 2006/07 data) using the new HBS 2012 data, and on the development of PMTs which have varying eligibility criteria.		
Quality Criteria Local staff trained and able to replicate work on their own	Quality Method Evaluation of training and materials used. Practical application of the PMT tool for new schemes	Date of Assessment 2014	
Activity Result 4.8	Capacity of MSS Staff developed in data analysis through Stata		Start Date: 2013 End Date: 2014
Purpose	Build capacity of MSS staff in data analysis using Stata, and reporting mechanisms using MS Office, so that they can respond to requests for information from the SRM database.		
Description	On-the-job training with actual SRM data on consistency checks, validation procedures, taking corrective measures so that data are “clean” before uploading on GOC; simple Stata programming to analyze data and generate summary statistics, tables and listings; exporting to MS Office, and reporting results.		
Quality Criteria	Quality Method	Date of Assessment	
MSS staff trained and able to replicate work on their own	Practical application of techniques and ability to respond to official information requests. Common appraisal meeting with counterpart stakeholders (in particular MSS, MoFED and MSIEE).	2014	
Activity Result 4.9	Awareness of the SRM and PMT created among senior civil servants and civil society		Start Date: 2013 End Date: 2014
Purpose	To share information on SRM and PMT concepts, methodologies and procedures with stakeholders with a view to facilitate implementation of social measures using the SRM as point of entry.		
Description	Conduct seminars and presentations with senior officials of the Government, academia from the tertiary education sector, development partners, the media, researchers, labor unions and NGOs in Mauritius and Rodrigues.		
Quality Criteria	Quality Method	Date of Assessment	
No. and types of stakeholders made aware of SRM and PMT concepts	Level and quality of interactions with stakeholders; evaluation of awareness campaign by common appraisal meeting.	2014	
Activity Result 4.10	Training and learning mechanisms established for SRM and PMT		Start Date: 2013 End Date: 2016
Purpose	To promote understanding of SRM and PMT concepts and procedures among civil servants		
Description	Training materials will be developed and training sessions conducted through either e-learning or face-to-face to promote understanding of SRM and PMT concepts and		

	methodologies among civil servants.	
Quality Criteria	Quality Method	Date of Assessment
Civil servants who are involved in poverty alleviation trained on SRM and PMT concepts and procedures.	Evaluation of training and materials used.	2016
Activity Result 4.11	Provide gender and spatially disaggregated data regularly	Start Date: 2013 End Date: 2016
Purpose	To track and reduce gender and spatial disparities among the most vulnerable	
Description	Gender disaggregated data will allow enforcement of gender mainstreaming to reduce disparities, while geographically disaggregated data will allow special attention to spatial disparities.	
Quality Criteria	Quality Method	Date of Assessment
Availability of disaggregated by various demographic and socio-economic characteristics.	Requests for disaggregated data met and used to address disparities.	2016

PART VII LEGAL CONTEXT

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

The executing agency shall:

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

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

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

**PART VIII
APPENDICES**

(I) - Risk Analysis

(II) - (VII) Terms of Reference

APPENDIX 1 - RISK ANALYSIS

Risk Analysis									
Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status	
Change in Government priorities	2015	Political	Current priorities of Government could be changed I=4 P=2	Update of 2015-2016 Action Plans	MOFED				
Change in legal framework for social protection delayed	2013-14	Political	Delay in SRM implementation I=3 P=2	Communication strategy	MSS				
Co-financing difficulties	Dec 2012	Financial	If insufficient co-financing, the project cannot be properly / fully implemented I=4 P=2	Resource mobilization strategy from start of project. Reduction in output delivery	UNDP / MOFED/MSS				
Implementation arrangements are complex, with multiple stakeholders	Dec 2012	Operational	Difficulties in coordinating inputs from multiple partners I=3 P=3	Sound Project Management & coordination structures. Regular & effective Project Board Meetings	UNDP / MOFED				

APPENDIX II

TERMS OF REFERENCE FOR A TECHNICAL ADVISOR, PUBLIC FINANCE MANAGEMENT

I. Context

BACKGROUND

Building on previous achievements in the area of PBB, the Project “Planning and Resource Management for Inclusive Growth” aims at improving the capacity of Government agencies in result-based policy making, planning, performance management and public service delivery.

DUTIES AND RESPONSIBILITIES

The Technical Advisor (Public Finance Management) will be called upon to provide assistance to the Ministry of Finance and Economic Development (MoFED). Under the overall guidance of the Financial Secretary, the Technical Adviser (PFM) will report to the Deputy Financial Secretary in charge of budget strategy and to the UNDP Resident Representative and UNDP Senior Programme Manager. He/she will actively contribute to the implementation of the budgetary reforms especially in deepening and consolidating the Programme-Based Budget (PBB). The Technical Adviser (PFM) will provide technical assistance in (i) developing a strategic planning and budgeting framework with implementation of a 10-year Economic and Social Transformation Plan, (ii) strengthening the PBB accountability framework, (iii) building capacities of public officers in PFM and PBB issues.

II. Functions / Key Results Expected

Summary of Key Functions:

- ❑ Support to the integration of planning and budgeting frameworks and the formulation of the ESTP
- ❑ Programme-Based Budget (PBB) further development and implementation, with a focus on accountability mechanisms
- ❑ Budget Technical Support
- ❑ Medium Term Expenditure Framework (MTEF) / PBB training
- ❑ Support to capacity-building through E-learning

1. Strategic Planning and Programme-Based Budget (PBB) further development and implementation

- ❑ Assist MOFED in the preparation of the Economic and Social Transformation Plan
- ❑ Assist MoFED in preparing a new comprehensive Public Financial Management Law;
- ❑ Assist MOFED in the introduction of e-budgeting, including on-line monitoring of performance;
- ❑ Support Ministries / Departments in preparing, refining, and updating their Strategic Plans in line with Budget calendar through costing of services and overall quality control;
- ❑ Support Rodrigues Regional Assembly, other Local Governments and Statutory Bodies in the formulation of Strategic Plans
- ❑ Support Ministries / Departments in the formulation of Annual Reports
- ❑ Guide and Support SMSTs and Ministries / Departments in refining the structure of programmes and sub-programmes;
- ❑ Guide and Support SMSTs and Ministries / Departments in formulating adequately Service Delivery in line with Government priorities;
- ❑ Advise SMSTs and Ministries / Departments in improving performance specification and documentation through the selection of relevant Service Standards (Quantity, quality, Timeliness, Efficiency, Equity) pertaining to service delivery;
- ❑ Assist SMSTs and Ministries / Departments in following up on recommendations listed in the annual Director of Audit report (National Audit Office); and
- ❑ Provide relevant technical support updating the Financial Management Toolkit;
- ❑ Provide technical support for strengthening the capacities of the National Assembly in budget analysis and evaluation of public policies
- ❑ Provide technical support to Civil Society Organizations in budget analysis and public expenditure tracking systems.

2. Training and Capacity-Building in PFM and public sector management

- ❑ Assist MOFED in reorganizing MTEF-PBB training modules in line with current needs;
- ❑ Provide assistance for the formulation, design and introduction of a web introductory course in PFM
- ❑ Provide assistance for the formulation, design and introduction of specific courses in public sector managementa
- ❑ Give lectures on planning, PBB and other PFM issues and conduct seminars and workshops on request from MOFED and on a demand-driven basis from Ministries / Departments, Local Authorities, Rodrigues Regional Assembly and relevant Statutory Bodies.

3. Budget Technical Support

- ❑ Assist in the technical preparation of the PBB, including and in the printing process;
- ❑ Assist in putting in place effective coordination mechanisms and provide quality control on inputs from SMSTs;
- ❑ Advise MOFED on the proper alignment and provide necessary corrective actions for PBB/PMS;
- ❑ Provide QA support in real time for each budget covering programmes, sub-programmes, performance specification, reporting and reviews including financial control;
- ❑ Provide relevant technical support to regular IMF-FAD missions and also PEFA missions visiting Mauritius;
- ❑ Provide technical assistance for the development of a gender budgeting framework;
- ❑ Work with MOFED staff and Programme Coordinators of Ministries / Departments as per deliverables in the PBB, including in-year and end-of-year reporting on service delivery, sector analysis and quality control on quarterly PBB monitoring reports;
- ❑ Upon request to undertake missions to Rodrigues Island to assist in developing and implementing the PBB.

V. Competencies and Critical Success Factors

- ❑ Demonstrates strong oral and written communication skills and good facilitation skills;
- ❑ Builds and promotes effective skills;
- ❑ Consistently approaches work with energy and a positive, constructive attitude;
- ❑ Demonstrates openness to change and ability to manage complexities;
- ❑ Strong strategic analytical skills combined with an ability to anticipate emerging trends and issues;
- ❑ Demonstrates strong problem-solving skills.
- ❑ Development and operational effectiveness
- ❑ Ability to guide technical implementation teams and working groups
- ❑ Ability to lead strategic planning results-based management and reporting;
- ❑ Ability to implement new systems and affect staff behavioral/ attitudinal change.

VI. Qualifications

Education:	At least Master's degree in Economics, Public or Business Administration, Public Policy or any other related field, or a professional accounting
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	certification (CPA, CA).
Experience:	<ul style="list-style-type: none"> ❑ At least 10 years of work experience in Public Financial Management (PFM); ❑ Adequate awareness of public sector management and accounting; ❑ Familiar with capacity development issues within Central Government Ministries and Departments, Local Authorities and Statutory Bodies; ❑ Good practical knowledge of Performance Budgeting and Performance Auditing issues, especially in developing countries; and ❑ Experience in the usage of computers and office software packages.

APPENDIX III

TERMS OF REFERENCE FOR A PROJECT ASSOCIATE

ORGANISATIONAL CONTEXT

Under the direct supervision of the UNDP Senior Programme Manager, the Project Associate will provide programme support services ensuring high quality, accuracy and consistency of work.

The Project Associate will support the overall implementation of the “Planning and Resource Management for Inclusive Growth” project in terms of administrative, financial and logistical assistance and support the day to day task of the UNDP Technical Adviser, PFM, based at the Ministry of Finance and Economic Development. In addition, the Project Associate will provide support of similar nature to the Socio-Economic Development Unit and to the SRM National Consultant.

The Project Associate will work in close collaboration with the operations, programme and project staff in the UNDP Country Office and with UNDP Headquarters as required to exchange information and to support programme delivery.

FUNCTIONS / KEY RESULTS EXPECTED

SUMMARY OF KEY FUNCTIONS:

- Support to management of the Country Office programme;
 - Administrative support to the Programme Unit;
 - Support to resource mobilization;
 - Support to knowledge building and knowledge sharing.
1. Provides effective support to management of the CO programme, especially to the “Planning and Resource Management for Inclusive Growth” project, focusing on the achievement of the following results:
 - Creation of project in Atlas, preparation of budget revisions, revision of project award and project status, determination of unutilized funds, operational and financial closure of a project.
 - Presentation of information for audit of NIM projects.
 2. Provides administrative support to the Programme Unit focusing on achievement of the following results:
 - Prepare non-PO vouchers for development projects.

- Maintain internal expenditures control system including timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
- Create requisitions in Atlas for development projects, register of goods receipt in Atlas.
- Make budget check for requisitions, POs and vouchers.
- Maintain project records, files and other documentation
- Ensure coordination of administrative and financial arrangements between UNDP and the Project Management Unit and ensure logistics arrangements of workshops and travel;
- Co-ordinate and make arrangements for meetings, and, prepare notes of meeting accordingly
- Assist in the recruitment and selection of national and international consultants
- Provide support in the implementation, monitoring and evaluation of project activities
- Assist project personnel and liaise with other partners accordingly
- Correspond with relevant stakeholders and follow up on correspondence
- Monitor timely preparation of progress reports and workplan
- Support Project Personnel in preparing and processing financial documents for auditing purposes
- Monitoring and reporting on day-to-day financial transactions including issuing payments to support the project activities

In addition, the Project Associate is expected to attend to the following tasks:

- Maintaining project files, ensuring that all correspondence and periodic reports are properly kept and that matters requiring action are brought to the attention of the UNDP Senior Programme Manager and the Technical Advisor, PFM.
- Assisting the UNDP Senior Programme Manager and the TA, PFM in overall administrative and financial activities of the project
- Developing and disseminating all briefing materials/fact sheets, presentations and other communication materials for the Project
- Keeping and maintaining records on the progress of both existing and pipeline projects
- Contribute to reports/articles/write-ups pertaining to SEDU projects
- Supporting the UNDP Senior Programme Manager and the Technical Adviser, PFM, as well as the SRM National Consultant in organising and following up on meetings, workshops and seminars in order to support the implementation of the “Planning and Resource Management for Inclusive Growth”
- Arrange for the recruitment and selection of local and international experts, including the following tasks:
 - . Finalising and formatting terms of reference;
 - . Advertising and disseminating information about the positions;
 - . Compilation of applications and CVs;
 - . Screening of candidates and arranging interviews;
 - . Arrange for contracts, air tickets, transfers, accommodation;
 - . Follow-up and monitoring of activities.
- Performing other tasks as assigned by the UNDP Senior Programme Manager

3. Supports resource mobilization focusing on achievement of the following results:
 - Review of contributions agreement, managing contributions in Atlas.

4. Supports knowledge building and knowledge sharing in the CO focusing on achievement of the following results:
- Participation in training for operations/ projects staff on programme.
 - Contributions to knowledge networks and communities of practice.

IMPACT/RESULT

Accurate data entry and financial information have an influence on the quality and implementation of the UNDP programme. A client-oriented and efficient approach shapes the image of UNDP in the country.

COMPETENCIES

CORPORATE COMPETENCIES

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

FUNCTIONAL COMPETENCIES:

Knowledge Management and Learning

- Shares knowledge and experience;
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills.

Development and Operational Effectiveness:

- Ability to perform a variety of standard tasks related to Results Management, including screening and collection of programme/project documentation, data input, preparation of revision, filing, provision of information
- Ability to provide inputs to business process re-engineering, implementation of new system, including new IT based systems

Leadership and Self-Management:

- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure

QUALIFICATIONS AND EXPERIENCE

- Post-graduate degree in Economics, Development studies, Management or alternative Social Sciences
- At least 3 years of relevant administrative or programme experience is required at the national or international level.
- Experience in using spreadsheet and MS office (Word, Excel, PowerPoint, etc).
- Fluency in UN's official languages and national language of the duty station.

APPENDIX IV

TERMS OF REFERENCE OF THE PLANNING SPECIALIST (ESTP) SUPPORT FROM THE UNDP REGIONAL CENTRE DAKAR

1. Background and rationale

Government has announced in February 2012 the preparation of a 10-year Economic and Social Transformation Plan (ESTP) that will set out the long-term national goals and strategies which seek to achieve a balance between growth, equity and sustainability objectives.

The development of the ESTP will strengthen the framework for medium-term strategic planning, at the level both of central and line ministries, and thus enhance the benefits of Performance-Based Budgeting (PBB). The ESTP is complementary to the work of the MID vision and establishes the important link with the budgeting exercise. The ESTP provides the framework for implementing the ideas generated in the Maurice Ile Durable (MID) process. In turn, the PBB offers the tools to transform the 10 year vision from the MID/ESTP into an implementable programme. The formulation of the ESTP will draw on the work done for the preparation of the Government Programme 2012-2015 and the MID vision, policy and strategy.

In the absence of effective Planning, many Middle-Income Countries get caught in a middle-income country trap. The few that have escaped this trap include had relied on an improved long-term planning process that is integrated into the budgeting framework. Drawing from lessons of such countries as Singapore and South Korea, several countries that are currently trying to escape the Middle-Income Country trap including Malaysia, South Africa and Turkey are enhancing their long-term planning capability.

The challenge faced by Mauritius to move to a High-Income Country is to develop an incentive framework conducive to acceleration of growth through increased human capital, better policies and processes, as well as more complementary public and private investment and productivity advances. Policies, schemes and processes in the public sector will need to be continually reviewed to ensure that they enhance competitiveness and support job and income growth in a sustainable and equitable way. The ESTP aims at addressing all these facets.

2. New Planning and Implementation Framework

The Government of Mauritius is institutionalizing a new Planning and Implementation Framework which provides a uniform and integrated approach to strategic planning and operationalising the agreed plans across all Ministries. Strategic planning within most Ministries is recently limited to the Programme Based Budget process which incorporates a

rolling 3 years Strategic Plan and the services to be provided. Only in a minority of cases, mainly by Public Utilities, were long-term sector strategies being developed with cost estimates.

The new framework recognizes the following three levels of planning:

- National visionary planning: Identifying the national goals and strategic priorities (through the formulation of 10-year ESTP Vision Frameworks)
- Long-term sector planning: Identifying the sector objectives, deficiencies, reform and investment programmes needed to address the national goals and strategic priorities
- Operational planning: Setting out the short-term resource requirements for the implementation of the reform and investment programmes (Programme Based Budgeting)

3. Objectives of the Economic and Social Transformation Plan

The ESTP will ensure that the 3 year operational plans are clearly linked to the long term outcomes being pursued. The long term outcomes will be derived from an updating of the objectives set out in the Government Programme with attention to what can be realistically achieved given the Human Resources and Financial Constraints faced by Mauritius. It will be organized as follows:

1. Formulation of 10-year Vision Frameworks by Ministries and Departments, focusing on key 10-year outcomes, targets, ways and means, associated costs and role of stakeholders
2. Macro-fiscal framework for the coming 10 year period
3. Allocation of resources to sectors/Ministries within this framework
4. Strategies by Thematic Axe
5. 10-year HR Plan
6. 10-year Investment Plan
7. Overall Summary integrating the sector analysis and linking to the PBB

The Ministry of Finance and Economic Development will ensure coherence and coordination and coherence to ceilings within which long term objectives have to be set.

4. Scope of Work

The UNDP Regional Planning Specialist will provide direct support to the ESTP Team in charge of coordinating the ESTP formulation at the Ministry of Finance and Economic Development. The services expected from the Planning Specialist include:

1. Assist with the methodology and processes for overall coordination and formulation of the ESTP.
2. Provide quality control and continuous assistance to the ESTP Cluster in the development of the ESTP and implementation of planning processes.

3. Assist with the adaptation and institutionalization of the new planning and implementation framework, including the setting up of an outreach and interactional matrix with Civil Society, especially non-governmental organizations.
4. Assist with the development of a Monitoring and Evaluation plan with performance thresholds for the ESTP.
5. Provide training and transfer skills by assisting Ministries with strategic planning in terms of the framework and associated guidelines and templates.
6. Provide specific support (including analytical support) for the integration of the following dimensions in the ESTP:
 - a. Initiatives to improve the Human Development Index and Ranking of Mauritius
 - b. South-South cooperation
 - c. Inclusive growth and social inclusion

5. Expected Outputs, Tasks and Calendar

The expected outputs and timeframe are as follows:

- ESTP Methodology, Processes and Templates finalized (December 2012)
- Draft contribution to the ESTP submitted by Ministries / Thematic Groups (end April 2013)
- Indicative ESTP approved by Cabinet (end August 2013)
- Updated ESTP approved by Cabinet (July 2014)

The tasks to be completed by the UNDP Planning Specialist will be planned in two phases and will include 5 missions to provide direct support and interaction to the ESTP Cluster and selected Ministries; additional office-based support will be provided between missions:

- Phase 1: Support to the formulation of the indicative ESTP (November 2012-August 2013) – 3 missions
- Phase 2: Support to the formulation of the updated ESTP (September 2013- July 2014) – 2 missions

The detailed calendar and list of tasks to be completed under each expected output is presented in annex 1.

6. Reporting

The UNDP Planning Specialist will report to the ESTP Cluster Leader (Ministry of Finance and Economic Development) and to the UNDP, in particular to the Resident Representative/Senior Programme Manager and the Technical Adviser (PFM).

7. Required Skills and Experience of the UNDP Regional Planning Specialist

The Planning Specialist should have a Master degree in Economics, Public Administration or a related field.

Work Experience:

- Minimum 10 years of progressive work experience in the areas of strategic and operational planning within the public sector environment.
- Significant experience in the specific fields in which analytical support is requested:
 - o Improving the Human Development Index and Ranking of Mauritius
 - o South-South cooperation
 - o Inclusive growth
 - o Social inclusion and integration
- Proven practical experience in project and programme formulation and management using results-based management principles.

Skills:

- Strong leadership and planning skills
- Excellent written and presentation skills (English and/or French)
- Strong communication skills
- Ability to work in the multi-cultural team environment and to deliver under pressure/meet deadlines
- Ability to network with partners on various levels
- The necessary computer skills with competence in MS office package

8. Language:

Fluency in English/French language required

ANNEX 1: Key Outputs, Tasks and Calendar for Support from UNDP Regional Planning Specialist in ESTP Coordination and Formulation

Key Deadlines
 Mission
 Office-Based Support

KEY OUTPUTS	KEY TASKS	INDICATIVE TIME FRAME																				
		2012			2013					2014												
		Q4			Q1		Q2		Q3	Q4		Q1		Q2		Q3						
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
1. ESTP Methodology, Processes and Templates finalized	1.1 REVIEW EXISTING STRATEGIC AND SECTORAL DOCUMENTATION																					
	Review existing planning and budgeting frameworks (PBB Strategic Plans, PBB, P SIP, etc)																					
	Review existing sector strategies (Health Sector Strategy, Education Sector Plan, ICT Development Strategy, etc)																					
	Review ESTP materials (ESTP Concept Note, ESTP Vision Frameworks, Proposals to unlock Growth, Government Programme 2012-2015, etc)																					
	1.2 SUBMIT PROPOSALS FOR OVERALL METHODOLOGY, COORDINATION AND CONSULTATION PROCESSES																					
	Formulate a proposal for a methodology and detailed calendar/steps for ESTP formulation and overall coordination																					
	Formulate a proposal for establishing a consultation process with stakeholders																					
	Share international examples of processes and methodologies in designing transformation plans																					
2. Draft contribution to the ESTP submitted by Ministries / Sectoral Groups	2.1 PROPOSE METHODOLOGY FOR MINISTRY SUBMISSION																					
	Propose methodology for Ministry/Dpt/Thematic Group formulation of ESTP contribution on Strategies/HR Plan/Inv Plan																					
	Propose format and templates for Ministry/Dpt/Thematic Group contribution																					
	2.2 SUPPORT MINISTRIES IN PREPARING CONTRIBUTION TO THE ESTP STRATEGIES																					
	Provide direct support to selected Ministries / Thematic Groups																					
	Provide capacity building and training on strategy formulation for selected Ministries																					
	2.3 REVIEW SUBMISSION OF MINISTRIES AND SECTOR GROUPS																					
	Review submission of selected ministries / sectors																					
	Provide comments and recommendations to improve the contributions																					
3. Indicative ESTP approved by Cabinet	3.1 PROVIDE QUALITY CONTROL ON INDICATIVE ESTP																					
	Review initial draft of indicative ESTP																					
	Provide comments and guidance to ESTP Cluster on indicative ESTP																					
	Provide quality control on indicative ESTP prior to submission to Cabinet																					
	Provide a synthesis of lessons learned from the ESTP exercise																					
	3.2 ASSIST WITH THE DEVELOPMENT OF A MONITORING AND EVALUATION PLAN FOR THE ESTP																					
	Design a monitoring and evaluation plan for the ESTP																					
	Design a proposal for the ESTP annual report's format																					
4. Updated ESTP approved by Cabinet	4.1 ASSIST WITH THE DEVELOPMENT OF A COMPLETE ESTP																					
	Assist ESTP Cluster in coordinating the formulation of a complete ESTP																					
	Review submission of selected ministries / sectors																					
	Provide capacity building for the finalization of the ESTP strategies in selected ministries																					
	Provide quality control on updated ESTP prior to submission to Cabinet																					

APPENDIX V

TERMS OF REFERENCE FOR THE SETTING-UP OF A LEARNING MANAGEMENT SYSTEM AND THE DESIGN OF E-LEARNING COURSES IN PFM
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1. SUMMARY

The Government of Mauritius is willing to break technological barriers in the Civil Service to improve the efficiency and quality of public service delivery.

It is proposed to develop e-learning in the Civil Service as from 2013 to rapidly scale up the capacities of the 50,000+ civil servants through web-based and self-paced training courses in three areas: (i) financial management; (ii) public sector management; (iii) ethics and personal development.

The ambition is to place the Civil Service in Mauritius as a regional leader in e-learning and promote an environment of professional and personal development, excellence in public service delivery and continuous innovation.

This note proposes a progressive approach in 3 phases with concrete deliverables, specific targets and reasonable costs for developing e-learning. MCSAR and the Civil Service College will decide on the exact choice and nature of courses.

PHASES	TARGET GROUPS	ESTIMATED COSTS 2013-2015 (in Rs)		
		2013	2014	2015
Phase 1 – Launch of a web-based course on financial management for all staff	10,000 technical and general services staff from various cadres	750,000 (funded by UNDP)		
Phase 2 – Launch of 10 specialised web-courses in public sector management	Over 3,000 staff from relevant cadres		1,200,000	1,050,000
Phase 3 – Launch of 6 courses in personal development and ethics (3 in 2015 and 3 in 2016)	50,000 staff			900,000
Total		750,000	1,200,000	1,950,000

Since 2005, UNDP has developed a wide range of electronic learning media with the introduction of a Design Lab dedicated to design and develop online courses following a rigorous methodology and industry standards, placing the organization as a leader of e-learning in the UN.

The UNDP will provide technical, advisory and financial support to the Government of Mauritius for the development of e-learning in the Civil Service. As indicated in the table above,

UNDP's proposed financial contribution will cover the cost of providing a self-paced and adapted e-learning introductory course in financial management to over 10,000 staff in 2013.

2. RATIONALE

One area where a significant technological breakthrough could be made is training and capacity-building in the Civil Service. Currently training courses which are mainly taught in a traditional way (seminars with a lecturer) without taking full advantage of IT solutions have a relatively limited audience. On the other hand, the impact would be much larger if web-based courses could be made available to all civil servants to complement existing training approaches.

Enhancing e-learning in the Civil Service in Mauritius will have outstanding advantages both to Ministries and Departments and to the Staff:

Advantages of e-learning to the Government of Mauritius:

- Reduced overall cost: no travel cost for bringing employees to a centralized workshop or seminar; actual staff time required for training reduced as self-paced training is on average more time-effective than instructor-led training
- Increased retention and application to the job.
- Consistent delivery of content
- Proof of completion and certification can be automated, boosts professionalism and provides a ready picture of staff skills and capacities
- Computers, browsers and internet connections are widely available in the Civil Service
- E-learning can be easily managed by HR Managers for large groups of staff.
- Integration with the Performance Management System (PMS): Completion of e-learning courses will be linked to the PMS and become a core component of staff performance evaluation.

Advantages of e-learning to the Staff:

- On-demand availability enables government officials to complete training conveniently during office hours or from home
- Self-pacing for slow or quick learners reduces stress and increases satisfaction
- The individualized approach allows learners to skip material they already know and understand and move onto the issues they need training on.
- Interactivity through different learning styles and variety of activities engages users, pushing them rather than pulling them through training
- Successfully completing computer-based courses and certificates will build knowledge and self-confidence and encourage civil servants to take responsibility for their learning

3. STRATEGY

The principles guiding the development of e-learning in the Civil Service in Mauritius are expected to include:

- Universal access to learning solutions to support staff motivated to actively pursue professional growth. The goal is to provide everyone in the Civil Service, regardless of position, access to learning activities
- Cadre-based curricula: Learning profiles and paths will be defined and based on competencies. Each government official will be required to have broad-based learning in core competencies and skills. In addition, cadre-based courses will be developed to focus on benchmarked mastery in substantive or functional knowledge domains
- End-to-end integration: All learning will include knowledge and practice concepts will be integrated into a continuous, self-renewing talent management cycle
- Blended learning: Learning solutions will be a progression of activities using a blend of media and resources with opportunities to practice and knowledge transfer to the job. They will be developed to support different learning styles and acknowledge cultural and language diversity.
- Certification: Completion of the course will require passing a web-based test composed of multiple-choice questions. Passing of the test will give access to a certificate that will validate that the competencies have been acquired.

The United Nations Development Programme (UNDP) will provide support for the design a series of web-based courses that will deliver substantive learning to all staff regardless of geographical location and position in the Civil Service to strengthen professional and personal development.

A Learning Management System (LMS) will be set up to allow access to the courses as well as tracking, monitoring, facilitating learning history and linking with PMS. Two options for LMS are possible: (i) the proprietary LMS, fully outsourced, cost a licence of around \$12 per user each year; (ii) open-source solutions can handle distance/mediated learning in conjunction with self-paced learning for very large number of employees. It is proposed to use an open-source solution (such as Moodle) to reduce costs in the introduction of e-learning. The LMS to be set up will be developed as per the requirements of the MCSAR. Over and above the functions mentioned earlier, it is proposed that the platform also make provision for some facilities to be used for traditional face-to-face learning.

4. TIMELINE, CONTENT AND TARGETS OF WEB-BASED COURSES

This section proposes a plan to develop e-learning courses in 3 phases. Exact content and timeline will have to be decided and approved by MCSAR and Civil Service College.

Phase 1– Launch on an E-Learning Course on Financial Management (for all Staff) – September 2013

A first web-based self-paced course in financial management will be designed and made available to all civil servants. Building on traditional training materials already developed for MCSAR by MOFED, the Treasury and NAO, this course will focus on essential knowledge in PBB, financial operations, accounting, internal control and auditing. It is proposed to extend this 3.5 hour introductory course in financial management mandatory to a large number of cadres.

Financial Management E-Learning Course – What Every Staff Should Know (self-paced)	Hours	Target Groups
Module 1 – Key PFM Concepts and Legal Framework	0:30	Admin. Cadre, Analyst Cadre, Financial Operations Cadre, Technical Cadre
Module 2 – PBB	1:00	
Module 3 – Financial Execution, Accounting and Reporting	1:00	
Module 4 – Internal Control and Auditing	1:00	

Target: Completion of the Financial Management Introductory Web-Based Course and Certificate by **10,000 professional and administrative staff** in all Ministries and Departments by **December 2013**

Phase 2 – Launch of Specialised Courses in Public Administration – 2014-2015

10 specialised courses could be introduced progressively to strengthen the capacities of civil servants in specific fields of public administration management. Relevant courses will be built on materials developed for the Certified Course in PBB and Strategic Management developed in collaboration with UTM.

E-Learning Courses (self-paced)	Hours	Target Groups
PBB and Strategic Planning	3:00	Admin. Cadre, Analyst Cadre, Financial Operations Cadre, Technical Cadre
Public Investment Planning and Management	2:00	Analyst Cadre, Technical Cadres
Government Accounting and Reporting	3:00	Financial Operations Cadre
Public Procurement Management	2:00	Analyst Cadre, Procurement and Supply Cadre
HR Management	2:00	Human Resource Management Cadre
Internal Control and Risk Management	2:00	Admin. Cadre, Analyst Cadre, Financial Operations Cadre
Cost Management in the Public Sector	2:00	Admin. Cadre, Financial Operations Cadre
Policy Analysis and Evaluation	2:00	Admin. Cadre, Analyst Cadre
Project Management	3:00	Admin. Cadre, Analyst Cadre, Technical Cadres
Auditing	2:00	Auditors

Phase 3 – Launch of 6 courses in ethics and personal development – 2015-2016

The scope of e-learning courses could be extended to 6 courses on personal development, ethics, gender equality and diversity. These courses would be offered to all staff.

E-Learning Courses on Personal Development, Equity and Diversity	Hours	Target Groups
Managing Conflict	2:00	All Government Officials
Change Management	2:00	
Organizational Effectiveness	2:00	
Disability, Access and Universal Design	2:00	
Gender Equality	2:00	
Engaging with Diversity	2:00	

5. TECHNICAL AND FINANCIAL SUPPORT FROM UNDP

Phase 1: UNDP will support in 2013 the production of the first introductory web-based course in financial management, including the financial cost. UNDP will provide:

- (i) advisory support on course content formulation by the UNDP Technical Adviser (PFM) based at MOFED
- (ii) support for the formulation of technical requirements, selection of the e-learning design provider and review of project plans, storyboards, alpha and beta release of courses
- (iii) financial contribution to fully cover the design cost of the first e-learning course on financial management (estimated costs: \$25,000)

Phases 2 and 3: UNDP will provide advisory and technical support to the Government of Mauritius in the development of e-learning courses:

- (i) advisory support on course content formulation
- (ii) support for the formulation of technical requirements , selection of e-learning design provider, review of draft versions

6. COSTS AND FINANCIAL IMPACT

Cost of designing web-based courses is composed of (i) cost to produce content of the course and (ii) cost to design and format the web-based modules.

It is proposed that the production of content will be done internally by the relevant Ministries and Departments, with support from development partners if necessary. Existing training materials developed for traditional courses will be updated and adapted and new content will be produced when necessary.

The design and format of the web-based courses will be achieved through procurement of the services of specialized e-learning solution provider. The average cost per finished hour of custom development of an e-learning course produced by external IT providers is estimated at around \$5,000.

PHASES	DELIVERABLES			
	2013	2014	2015	2016
Phase 1 – Launch of a web-based course on financial management for all staff	3.5-hour course available to 10,000+ staff			
Phase 2 – Launch of 10 specialised web-courses in public sector management		4 courses available to 3,000+ staff	3 additional courses available to 3,000+ staff	3 additional courses available to 3,000+ staff
Phase 3 – Launch of 6 courses in personal development and ethics			3 courses available to 50,000+ staff	3 additional courses available to 50,000+ staff

PHASES	ESTIMATED COSTS 2013-2015 (in Rs)			2016
	2013	2014	2015	
Phase 1 – Launch of a web-based course on financial management for all staff	750,000 (funded by UNDP)			
Phase 2 – Launch of 10 specialised web-courses in public sector management		1,200,000	1,050,000	1,050,000
Phase 3 – Launch of 6 courses in personal development and ethics			900,000	900,000
Total	0	1,200,000	1,950,000	1,950,000

APPENDIX VI

TERMS OF REFERENCE OF THE INTERNATIONAL CONSULTANT FOR THE SOCIAL REGISTER OF MAURITIUS (SRM)

1 - BACKGROUND

The Social Register of Mauritius (SRM) has been designed to be the national, integrated, and dynamic database of all social programme beneficiaries. It is an instrument developed with the intention to assist government in general, the Ministry of Social Security, National Solidarity and Senior Citizens Welfare & Reform Institutions (MSS) and other government agencies which are involved in social protection and poverty alleviation in identifying the beneficiaries of each programme and deciding the level and type of assistance for each beneficiary.

The SRM project was institutionalized through Government's decision to utilize the SRM and Proxy Means Test (PMT) to implement the new housing and crèches schemes announced in the 2012 budget. The government is proposing to extend the use of the SRM and Proxy Means Tests to all new social programmes to improve the effectiveness and efficiency of social spending.

In addition, a holistic approach for social protection and poverty alleviation need be adopted so as to promote close coordination between the different ministries and institutions involved. This concerns in particular the Ministry of Social Security, National Solidarity and Reform Institutions (MSS) whose mandate relates generally to social protection, and the Ministry of Social Integration and Economic Empowerment (MSIEE), which aims at alleviating poverty.

Capacity building of local professionals in the development of SRM and PMT concepts and tools and in their use during implementation, and creating awareness among users and the general public are other important elements of the project.

The project has reached a key stage and, as a result, requires further expertise. In this context an International Consultant will be recruited to assist the MSS in the updating of the PMT using newly available data from the Household Budget Survey 2012, the rationalization of the social protection system in Mauritius, build capacity of local professionals and create awareness among senior officials, academia and the civil society.

He will be under the direct authority of the UNDP Senior Programme Manager in Mauritius.

Expected Outputs, Tasks and Calendar

- Update the PMT using with the Household Budget Survey (HBS) 2012 data and extend its use to social schemes with varying eligibility criteria;
- Formulate the strategy for the operationalization and monitoring and evaluation of a social reform policy with implementation plans, with a view to rationalize and restructure the social protection system in Mauritius;

- Assess and forecast the budgetary impact of using PMT for existing and new schemes
- Train staff of Statistics Mauritius and MSS in the development of PMTs for schemes with varying eligibility criteria so that local capacity is built to replicate the work in future;
- Create awareness of the SRM and PMT among senior officials of the Government, academia from the tertiary education sector, development partners, the media, researchers, labor unions and NGOs;

Duration of the assignment: A total of 30 days mostly homebased. The consultant will be expected to undertake one mission of 5 days in Mauritius in 2013 and two further missions of 5 days each in 2014.

Competencies :

- Ability to communicate effectively with staff at all level of the organization;
- Ability to work and adapt well with people of different national, ages, cultural, gender, religious, and racial backgrounds;
- Ability to work independently, multi-task, and work under pressure;
- Maintain confidentiality and discretion when dealing with sensitive issues;
- Ability to make timely and quality judgments and decisions;
- Able to work in a team, organize work and projects; and
- Fluency in English and French languages required.

Qualifications :

- Post-graduate qualification in Economics and Statistics;
- A minimum of 10 years practical experience in implementing technical cooperation programs and public finance at the international level

Methods and Approach

Type of Contract: Individual Contractor (IC)

Documents to be submitted with proposal

Technical Proposal

- Candidate CV
- Personal History Form (P11)
- Motivation letter describing their interest in the position and why they are the most suitable for the work.
- A brief methodology of how he/she will approach the work.

Financial Proposal

The financial proposal will specify the daily fee. If applicable, UNDP will provide entitled air tickets to Mauritius and daily subsistence allowance (DSA). Payments of fees are made to Individual Consultants based on the number of days worked.

UNDP will not cover travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class, he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

It is suggested that all documents are to be uploaded in one electronic file in PDF or Word format. Evaluation Criteria: Please refer to part 6 of the procurement Notice available on the local website <http://un.intnet.mu>The award of the contract will be made to the Individual Consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specified below (Technical Criteria weight (0.7), Financial Criteria weight (0.3))

Only candidates obtaining a minimum of 60 points out of 70 would be considered for the Financial Evaluation.

Criteria	Weight (%)
Relevance to the educational requirements	20
Relevance to Experience in implementing technical cooperation programs and public finance at the international level	30
Projects/Team work ability	10
Language ability (English and French)	10
Financial Offer	30
Total point obtainable	100

APPENDIX VII

TERMS OF REFERENCE OF THE NATIONAL EXPERT FOR THE “SOCIAL REGISTER OF MAURITIUS”

BACKGROUND

The Social Register of Mauritius (SRM) has been designed to be the national, integrated, and dynamic database of all social programme beneficiaries. It is an instrument developed with the intention to assist government in general, the Ministry of Social Security, National Solidarity and Senior Citizens Welfare & Reform Institutions (MSS) and other government agencies which are involved in social protection and poverty alleviation in identifying the beneficiaries of each programme and deciding the level and type of assistance for each beneficiary.

The SRM project was institutionalized through Government’s decision to utilize the SRM and Proxy Means Test (PMT) to implement the new housing and crèches schemes announced in the 2012 budget. The government is proposing to extend the use of the SRM and Proxy Means Tests to all new social programmes to improve the effectiveness and efficiency of social spending.

In addition, a holistic approach for social protection and poverty alleviation need be adopted so as to promote close coordination between the different ministries and institutions involved. This concerns in particular the Ministry of Social Security, National Solidarity and Reform Institutions (MSS) whose mandate relates generally to social protection, and the Ministry of Social Integration and Economic Empowerment (MSIEE), which aims at alleviating poverty.

Capacity building of local professionals in the development of SRM and PMT concepts and tools and in their use during implementation, and creating awareness among users and the general public are other important elements of the project.

The project has reached a key stage and, as a result, requires further expertise. In this context a National Consultant will be recruited to assist the MSS in the consolidation and extension of the SRM to new schemes. He/she will report to the designated officers of the MSS and to the UNDP Senior Programme Manager in Mauritius. He/she will also provide regular technical support for the extension and implementation of the SRM to the UNDP International Consultant and will act as a liaison officer between the local institutions which benefit from the SRM as a core element for addressing social exclusion

He will be under the direct authority of the UNDP Senior Programme Manager in Mauritius.

DUTIES OF THE NATIONAL CONSULTANT

- Apply statistical methods and perform statistical analyses on the SRM database to provide information for policy formulation/strategies
- Assist in the planning, coordination, execution and monitoring of activities related to scheme/programme implementation
- Responsible for the development and adaptation of new field instruments, the corresponding new SRM specifications, and assist in the implementation of the software and computer systems for new schemes;
- Assist the MSS staff in general, and staff of the SRM Unit in particular in the execution of data validation checks during the registration process;
- Assist in the design, adaptation and implementation of all new social schemes; ;
- Provide training to MSS staff in data collection techniques, data analysis and reporting results;
- Provide various technical assistance and guidance at various stages of the programme implementation, when asked by the UNDP Senior Programme Manager;
- Assist in the establishment of a national coordination and collaborative mechanism between ministries and institutions which benefit from the SRM as a core element for addressing social exclusion;
- Assist in the operationalization and monitoring and evaluation of a social reform policy, strategy and implementation plans with a view to rationalize and restructure the social protection system;
- Provides technical inputs to review the legal frameworks of existing social protection programmes to cater for schemes using the SRM and PMT;
- Coordinate the setting up of links which need to be established between the SRM and other administrative databases to perform cross-checking to improve efficiency and accuracy of verification procedures;
- Assist in building awareness of the SRM and PMT among senior officials of the Government, academia, and the civil society;
- Establish education and learning mechanisms (either through e-learning or face-to-face) to promote understanding and information on SRM and PMT concepts and procedures in ministries and institutions which deal with social exclusion.
- Make available gender and geographically disaggregated data to track and reduce gender and spatial disparities among the vulnerable groups.

QUALIFICATIONS, EXPERIENCE and PROFILE

- At least a Master's degree in Statistics, Econometrics, Economics, or any other related field, or a professional statistics certification (C.Stat, GradStat)
- At least 10 years' relevant professional work experience
- Strong analytical skills and knowledge and application of quantitative techniques
- Good experience in relevant statistical software for analyzing large datasets (e.g. Stata, SPSS)
- Substantive experience in analysis of socio-economic and poverty data, or in the study of social trends
- A good understanding of the Mauritian social system and the SRM

- Experience in skills transfer and building capacity
- Fluency in English, French and Creole.
- Successful experience of supervision of working groups in economic or statistical fields
- Good understanding of the human development paradigm and its policy implications
- Strong communication and writing skills

Duration of the contract: 1 Year (renewable)