



REPUBLIC OF MAURITIUS

MINISTRY OF SOCIAL INTEGRATION AND ECONOMIC EMPOWERMENT

ANNUAL REPORT ON PERFORMANCE FISCAL YEAR 2016-17

LIFE-SKILL LEARNING
TRAINING
PLACEMENT



About this Report

This is the Annual Report on Performance of the Ministry of Social Integration and Economic Empowerment for the Fiscal year 2016-17 following amendments made to the Finance and Audit Act in March 2015. The Report has been prepared according to guidelines issued by the Ministry of Finance and Economic Development.

The Report is a mechanism of accountability in relation to resources provided by the National Assembly and services delivered thereon. It also provides information for our stakeholders and the public at large.

The Ministry is committed to maintaining accountability and transparency in its activities and continually improving its reporting.

Guide to this Report

Part I: About the Ministry/Department

Part 1 sets out the vision, mission, and overview of the Ministry/Department, its roles and functions as well as its organizational structure.

Part II: Achievements & Challenges

Part II describes mainly the major achievements, status on the achievements of budget measures and a review of how the Ministry/Department has performed during the previous year including the additional internal Key Performance Indicators that it has set for each of its Delivery Units. This section also provides the actions and system put in place in relation to risk management, citizen oriented initiatives and good governance practice.

Part III: Financial Performance

Part III provides the financial highlights for the previous year and an overview discussion of significant changes in financial results. It also includes statements of revenue and expenditure.

Part IV: Way Forward

Part IV provides a situational analysis of the environment in which the Ministry/Department operates and which impacts on its service delivery. It also includes the strategic directions to realize the Ministry's vision, objectives and desired outcomes.

The Annex provides additional information on Departments and Statutory Bodies/Agencies under the purview of the Ministry.

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PART 1: ABOUT THE MINISTRY/DEPARTMENT

VISION

Our vision is the eradication of extreme and chronic poverty and the creation of an inclusive and more equitable society.

MISSION

To support and empower the vulnerable groups who are registered and found eligible under the Social Register of Mauritius with a view to mainstreaming them in society and improving their quality of life in a sustainable manner through the provision of an effective and efficient service delivery, imbued in equity, fairness and impartiality.

OUR CORE VALUES

- Integrity
- Inclusivity and Equity
- Excellence in Service Delivery
- Team work and loyalty to serve with Passion
- Dedication and Readiness to Help
- High sense of Professionalism
- Customer Focus

STATEMENT OF THE HONOURABLE MINISTER



t is with great pleasure that I am presenting the first Annual Report of the Ministry of Social

Integration and Economic Empowerment (MSIEE) for the Fiscal year 2016-17. Within this reporting period, the Ministry has started a far reaching transformation programme with the implementation of the flagship recommendations

of the Marshall Plan against Poverty, advocated in the Government Programme 2015/2019. The Marshall Plan against Poverty was concretely launched in the Budget Speech 2016-17 wherein a number of pro-poor measures were announced to efficiently address the root causes of poverty.

The Annual Report showcases key achievements for the empowerment of the most vulnerable families as recommended in the Marshall Plan. Leading the transition to a new operating model for the empowerment and support system through a revolutionary approach based on the case management system and the Marshall Plan Social Contract to reduce dependency of the welfare benefits and usher the employability of beneficiaries for a sustainable future. The ultimate goal is to promote economic empowerment through employability, training and entrepreneurship.

However, our dedicated team, although limited in number, and other partners namely, the National Empowerment Foundation, the Ministry of the Finance and Economic Development, the Ministry of Social Security, National Solidarity and Environment and Sustainable Development and the UNDP, among others, have collaborated to improve the living conditions of the most vulnerable households in various pockets of poverty across the island.

A national database of vulnerable households living in absolute poverty has been set up under the Social Register of Mauritius (SRM). As at 30 June 2017, more than 9000 households were registered under the SRM and are benefiting from a monthly subsistence allowance, as well as support through various Empowerment Schemes, namely the School Materials Scheme, School Premium, Child Allowance Scheme, Free Exams Fees Scheme and Crèche Scheme.

Moreover, the Social Integration and Empowerment Act was enacted on 9 December 2016 to promote, within the philosophy of enhancing social justice and national unity, social integration and empowerment of persons living in absolute poverty.

Our staff has continuously delivered a high standard of work, mostly in challenging circumstances. I am extremely proud of my dedicated team and I am sure they will continue to perform efficiently in view of forthcoming challenges.

***Hon. Marie Roland Alain Wong Yen Cheong, MSK
Minister of Social Integration and
Economic Empowerment***

STATEMENT OF THE PERMANENT SECRETARY



During this reporting period, the Ministry has registered a number of accomplishments with regard to the implementation of the recommendations of the Marshall Plan against Poverty, provided for in the 2015-2019 Government Programme which has been announced and re-iterated in the Budget Speech 2015-2016.

The present Report details out key achievements, including economic development activities in line with empowering the most vulnerable families. These achievements result mainly from the recommendations of the Marshall Plan that have already been included in the Budget Speech 2016-2017.

The accomplishments of the Ministry towards alleviating poverty are attributed to our dedicated staff and key partners notably the National Empowerment Foundation (NEF), the National Corporate Social Responsibility Foundation (NCSRF), the Ministry of Finance and Economic Development (MoFED), the Ministry of Social Security, National Solidarity and Environment and Sustainable Development with whom we have worked together to improve the living conditions of the most vulnerable people of the Republic of Mauritius. Without the dedication of our key stakeholders, thousands of vulnerable families would not have realized the kind of hope they have today.

In addition, the Marshall Plan Social Contract (MPSC) was developed to define the responsibilities and commitment of the Ministry and the beneficiaries in our endeavour to uplift them from the poverty trap. The MPSC comprises of the monthly subsistence

allowance and a set of empowerment schemes such as Child Allowance, School Materials, School Premium, Free Exam Fees, Crèche scheme and Social Housing.

By signing the MPSC, beneficiaries agree to comply with the conditions of the Marshall Plan and are provided with regular visits by Case Management Officers of NEF to monitor their progress and provide them with appropriate counselling and guidance.

I trust you will find this report very useful. I invite you to join us in the fight against poverty and to strive towards the creation of an inclusive and more equitable society.

Ashis Kumar Hoolass

Permanent Secretary

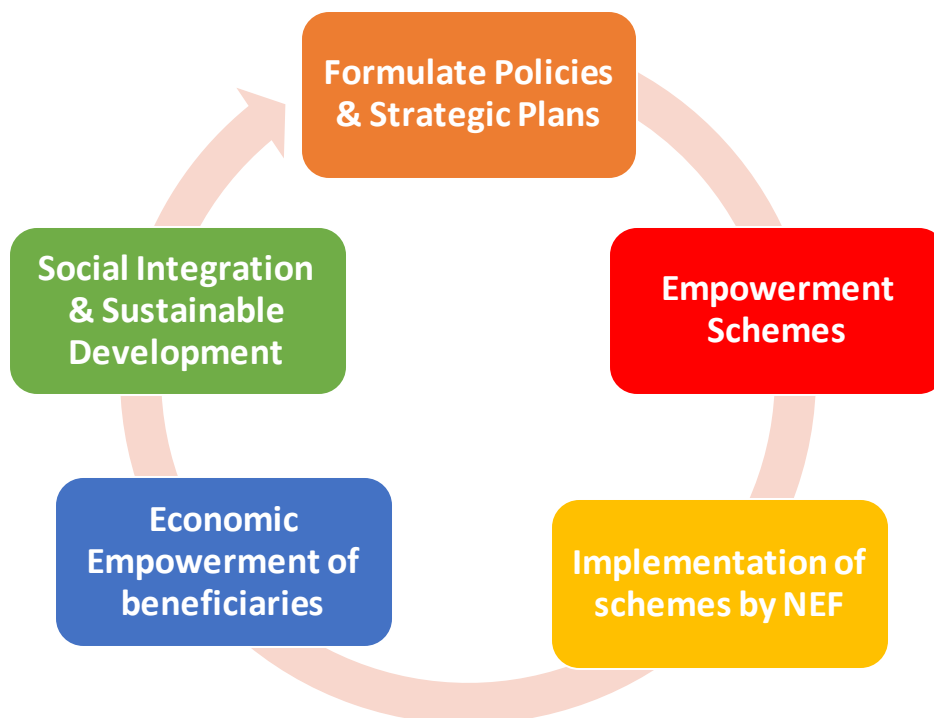
Ministry of Social Integration and

Economic Empowerment

ROLES AND FUNCTIONS OF THE MINISTRY

The roles and functions of the Ministry are as follows:

- ❖ *To formulate policies and strategies to combat poverty and social exclusion.*
- ❖ *To drive and coordinate initiatives for the social integration and sustainable development of vulnerable families.*
- ❖ *To encourage and assist vulnerable families to undertake income earning activities to become economically independent.*
- ❖ *To widen the circle of opportunities for the empowerment of the vulnerable families.*
- ❖ *To eradicate absolute poverty and improve the living conditions of the poor.*
- ❖ *To lay the foundation for sustainable human development and improve the life chances of children of poor families by providing a package of support programmes and opportunities for learning and development from a very early stage.*



SENIOR MANAGEMENT TEAM

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DEPARTMENTS AND OTHER BODIES FALLING UNDER THE MINISTRY

- National Empowerment Foundation (NEF)
- National Corporate Social Responsibility Foundation (NCSR)
- Decentralized Cooperation Programme (DCP)

National Empowerment Foundation

The National Empowerment Foundation is the executive arm of the Ministry and operates under its aegis.

NEF is a not-for-profit government owned company and is managed by a Board of Directors. The day-to-day running and administration of the affairs of the organisation falls under the responsibility of a Chief Administrator, who is answerable to the Board.

The main objective of the NEF is to ensure the case management of the families eligible under the SRM as per the Marshall Plan Social Contract and to deliver a range of empowerment support services namely:

- Identifying persons living in absolute poverty and assessing their needs;
- Implementing and harmonising any integration and empowerment programme or scheme;
- Providing accompaniment and counselling to people living in absolute poverty (Case Management Approach);
- Monitoring of Social Contract signed by beneficiaries to track graduation of the poor out of poverty trap;
- Monitoring and evaluating any empowerment programme or scheme; and
- Keeping under review any change in the social or financial circumstances of any person who is receiving support.

The National Corporate Social Responsibility (NCSR) Foundation

As announced in the Budget Speech 2016-17, the NCSR Foundation was incorporated under the Foundation Act 2012 on 30 December 2016. The NCSR Foundation is managed jointly by the private and public sector and has as its main objective, the allocation of CSR funds to NGOs to enable them to undertake programmes and projects for the benefit of target groups in the approved priority areas.

Businesses are required to contribute at least 50 percent of their CSR money to that NCSR Foundation. The remaining balance may be used by the private companies to implement their CSR programmes in accordance with their existing framework.

The funds endowed to the Foundation are allocated to support civil society actions in the following priority areas namely:

- Socio-economic development as a means for poverty alleviation;
- Educational support and training;
- Social housing;
- Supporting people with disabilities;
- Dealing with health problems resulting from substance abuse and poor sanitation;
- Family protection including gender-based violence;
- Leisure and sports;
- Environment and sustainable development;
- Peace and nation-building; and
- Road safety and security.

Decentralized Cooperation Programme (DCP)

The Decentralized Cooperation Programme II (DCP II) is the successor of the first Decentralized Cooperation Programme implemented between 2006 and 2010. The Programme aims at enhancing the capacity of Non-State Actors (NSAs) to deliver projects that have an impact on poor communities' priority concerns related to poverty and access to resources.

The purpose of the proposed DCP II is to build capacity for the NGOs to access resources and use them effectively towards their goals of poverty reduction. This is in line with Government's four-pillar strategy for NSAs, as developed in 2009. The four pillars comprise:

- Building the capacity of NSAs/NGOs;
- Resource mobilisation ;
- Setting up a professional corps of social collaborators (volunteers); and
- Establishing an appropriate monitoring and evaluation system for NSAs/NGOs in the use of funds and results obtained.

ABOUT OUR PEOPLE

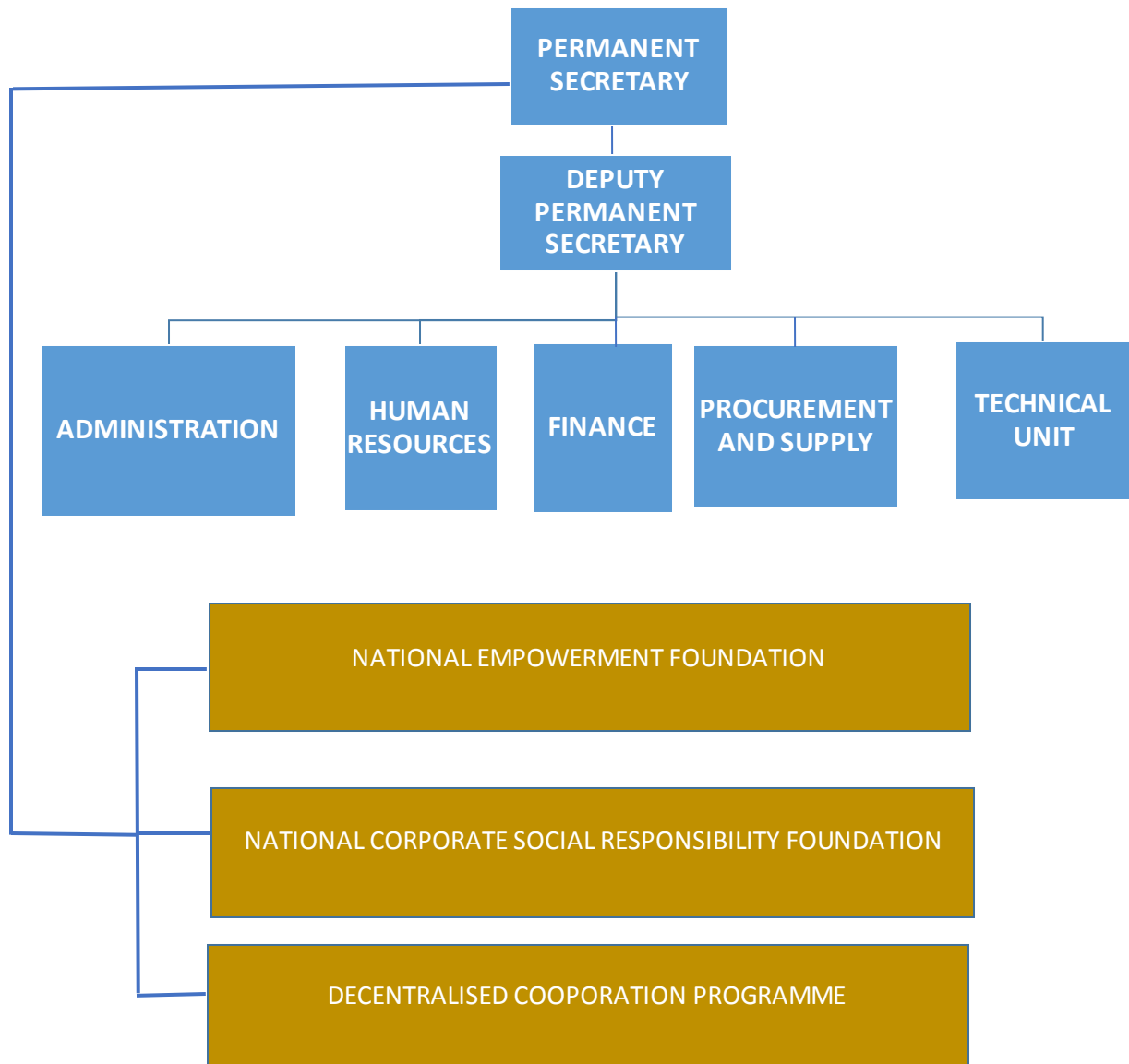
This Ministry has a funded position of 49 for the year 2016/2017. A Permanent Secretary is the head of the Ministry and is assisted by officers of the administrative cadre and other support staff.

The Ministry is in the process of creating a Technical Unit which will comprise of the staff of the ex-NESC, a Coordinator, Research Analyst, Psychologist and Monitoring and Evaluation Officer.

The functions of the Technical Unit are as follows:

- a. Maintaining the database of vulnerable households living in absolute poverty under the Social Register of Mauritius;
- b. Implementation of the various Empowerment Schemes such as Subsistence Allowance, School Premium, Crèche Scheme, Free Examination Fees Scheme and Child Allowance Scheme;
- c. Setting of an Ad-hoc Committee under the Social Integration and Empowerment Act 2016 to examine appeals;
- d. Management of complaints on the Citizen Support Portal of the Prime Minister's Office;
- e. Operationalization of the Poverty Observatory, as recommended in the Marshall Plan against Poverty; and
- f. Carry out monitoring and evaluation of Empowerment Schemes.

ORGANISATIONAL CHART



HEALTH, SAFETY & WELFARE OF STAFF AND WORK-LIFE BALANCE INITIATIVES

The Ministry has already embarked on the development and implementation of the Occupational Safety and Health Management System since January 2017 with a view to better manage risks and providing a framework for addressing specific safety and health issues through the consistent application of methods, systematic allocation of resources and responsibilities and a continuous review of practices and procedures. The Ministry is in the process of finalizing its Safety and Health policy.

Furthermore, flexible working arrangement has been implemented since January 2017, which is a work structure concept that alters the time when work gets done on a regular basis.

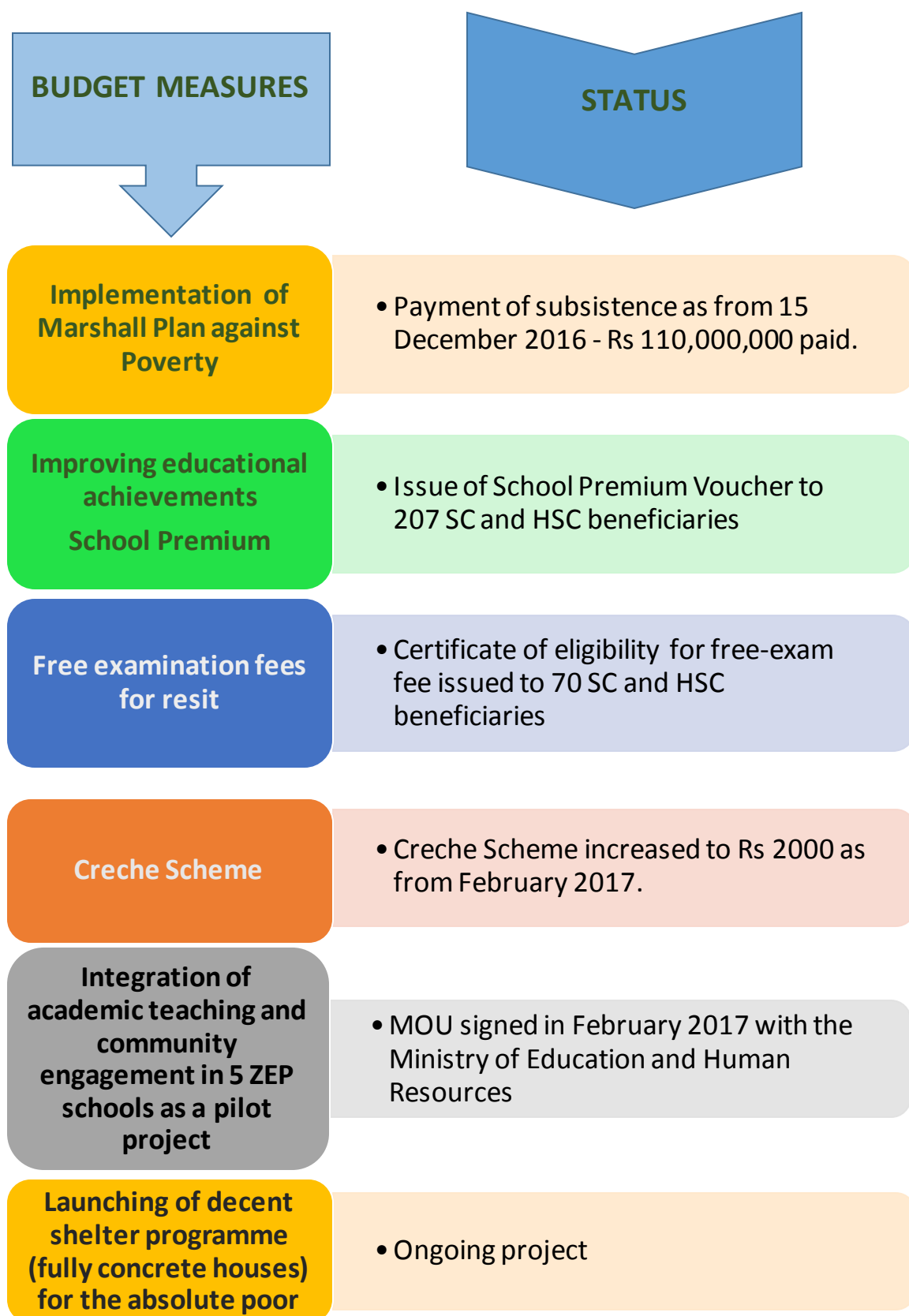
PART II – MINISTRY/DEPARTMENT ACHIEVEMENTS & CHALLENGES

Major Achievements

The major achievements of the Ministry during the Fiscal year 2016-17 comprise the setting up of the Social Integration Management Information System (SIMIS) whereby more than 9000 families have been found eligible, monthly subsistence allowance and other conditional cash transfers.



STATUS ON IMPLEMENTATION OF BUDGET MEASURES



Restructure of NEF

- Ongoing project

Revisit the use of the CSR funds to ensure greater transparency and better outcomes

- Setting up of the National CSR Foundation on the 30th December 2016

Businesses will be required to contribute at least 50 percent of their CSR money to the National CSR Foundation.

- The new CSR framework applicable as from 1st January 2017

STATUS ON IMPLEMENTATION OF KEY ACTIONS

Key Action	Key Performance Indicator	Target 2016/17	Status of Key Action as at 31 December 2016	Milestones for next quarters
Updating of database under the Social Register of Mauritius (SRM) in Mauritius, including Rodrigues	Percentage of beneficiaries registered under the SRM	100%	<p>Completed in December 2016 for the implementation of the new budget measure regarding the payment of subsistence allowance</p> <p>9,100 were found eligible under the new SRM (PMT2) based on the new poverty threshold per adult equivalent.</p>	Registration is ongoing for new applicants.
Construction of fully concrete social housing units of size up to 50 m² for those who own land and those who do not own land	Number of Social Housing units constructed: 1. For those who own land	140	<p>Tender was launched by NEF on 30.10.16 and the closing date was 30.11.16.</p> <p>The Bid Evaluation was completed in December 2016.</p> <p>The next step is the recommendation of the Finance Committee to NEF Board for approval before award of the contract.</p> <p>Presently, NEF is seeking firm undertaking by way of an acceptance letter from the identified beneficiaries (PMT1) on the new modalities: 118 out of 141 beneficiaries have confirmed their willingness under the new Housing Scheme, whereas 13 had declined and 10 beneficiaries remained to be surveyed.</p> <p>Once this exercise is completed, the remaining procurement formalities will be completed for the award of the contract.</p>	

	2. For non-land owners	125	The project will be implemented by the NHDC based on the reserved quota of 10% for NEF clients on all new NHDC housing projects of up to 50 q m for landless families.	
Case Management of SRM beneficiaries facilitated active participation in empowerment programmes	Number of beneficiaries empowered	500	<p>The case management will be based on the new Marshall Plan Social Contract. The modalities for monitoring and enforcement of same are being looked into with the concurrence of UNDP and key Ministries involved for the delivery of specific services to the beneficiaries.</p> <p>A Manual on Case Management has been developed and training is being imparted to the new Case Management Officers for effective case management.</p> <p>A Needs assessment of the beneficiaries will have to be undertaken for preparation of a Family Development Plan to move the beneficiary out of the poverty trap.</p>	
Mapping of vulnerable households under the SRM	Establishment of a Vulnerable Households map	Dec-16	<p>The new database on the Social Register of Mauritius (PMT2) was completed in December 2016 based on the new poverty threshold.</p> <p>The preliminary work for the mapping exercise has started in January 2017 and is on-going.</p>	
Establishment of operational framework for the National CSR Foundation	National CSR Foundation established and CSR guidelines in place	Jan-17	<p>The Council of the National CSR Foundation had been constituted on 30.12.2016.</p> <p>Draft Guidelines have been worked out for validation by the Council.</p>	

RISK MANAGEMENT, CITIZEN ORIENTED INITIATIVES & GOOD GOVERNANCE

Audit Committee

An Audit Committee has been set up at the level of the Ministry to look into processes and advise the Accounting Officer of measures to be put in place to mitigate risks. The Committee is chaired by the Deputy Permanent Secretary.

Help Desk with a hot line “129”

To be more responsive to the plight of the poor households and in a bid to provide timely services, a dedicated **Help Desk** was set up at the level of the Ministry in June 2015. In the same vein, a free hot line service “129” was in operation to receive complaints and take remedial actions. The complaints were referred to the NEF and were closely monitored by the Help Desk Team and feedback was provided to the complainants.

The Citizen Support Unit

The Ministry is implementing the Citizen Support Unit (CSU) Portal, which is an initiative of the Prime Minister’s Office and will become a one-stop department in citizen support covering assistance in handling of complaints, queries and guidance to the citizens through a harmonized and transparent complaints management system with clear timelines and response to citizens.

The objectives of this new complaints procedure are to:

1. Promote transparency and confidence as the citizen would be able to track the status of his complaint at any point in time;
2. Render Ministries, Local Authorities and Parastatal Bodies more responsive and accountable;

3. Harmonize and streamline the various procedures implemented by all Ministries, Local Authorities and Parastatal Bodies in the handling of complaints as some are very effective whilst others lag behind;
4. Empower citizens through this paperless and timesaving method to register their complaints online or through their mobile devices on a 24/7 basis; and
5. Enable the Government to take/review policy decisions based on analysis of the complaints where no solution is found/readily available.

From the inception of the Citizen Support Unit Portal at the level of the Ministry on 02 May 2017 up till 31 July 2017, 1916 tickets have been directed to the Ministry and the NEF through the Portal. Of the 1916 tickets gathered, 1324 tickets have been resolved and closed. Perpetuating the trends observed since the inception of the project, requests for SRM registration remains the prime basis for the tickets, followed by request for housing.

Risk Management Measures

It is to be noted that many Risk Management measures are already inbuilt within the existing operational systems at the Ministry, with checks and balances to mitigate risks. A few examples are:

- The Social Integration Management Information System (SIMIS) - The operations for the Social Register of Mauritius (SRM) are performed through a sophisticated platform in which many control systems are embedded. The processing of SRM forms and Social Contracts at the Ministry is protected by automatic safeguards against many risks and errors;
- The Treasury Accounting System (TAS) - this is a Management Information System implemented by the Treasury department, which already possesses state of the art control mechanisms for the Finance department; and
- Segregation of duties - This measure decreases the risks of fraud, data manipulation, and the possibility of human errors. For example, during the processing of paysheets for the payment of the various Empowerment Schemes at the level of the Ministry, there is one unit in charge of processing the paysheets, one for verification, and one for dealing with the certification of paysheets.

Good Governance

The Ministry complies with the principles of Good Governance and ensures transparency and accountability in its decision making process.

Some examples of measures pertaining to good governance at the level of the Ministry are:

- An internal auditor who advises management on issues related to good governance;
- The setting up of various committees at the level of the Ministry to ensure that compliance to good governance frameworks are being adopted, for instance, the ICAC Committee, the Occupational Safety and Health Committees, the Online Citizen Portal Committee, the Audit Committee, the Committee on Reform Cell (which will eventually evolve into the Transformation Implementation Committee), among various other Committees which are conducted on a regular basis;
- The setting up of an HRMIS system (in process); and
- The adoption of ISO standards at the level of the Ministry (in process).

Events Hosted by MSIEE

GALLERY OF EVENTS





GALLERY OF EVENTS

PART III – FINANCIAL PERFORMANCE

Financial Performance

Financial Highlights

The total budget of the Ministry of Social Integration and Economic Empowerment for Fiscal year 2016-17 stands at Rs 843,000,000 compared to the Budget 2015-2016 which was Rs 415,000,000. In fact, the Budget 2016-17 was increased by 103.13% and is divided into two segments as follows:

Sub- Head 13-101: General

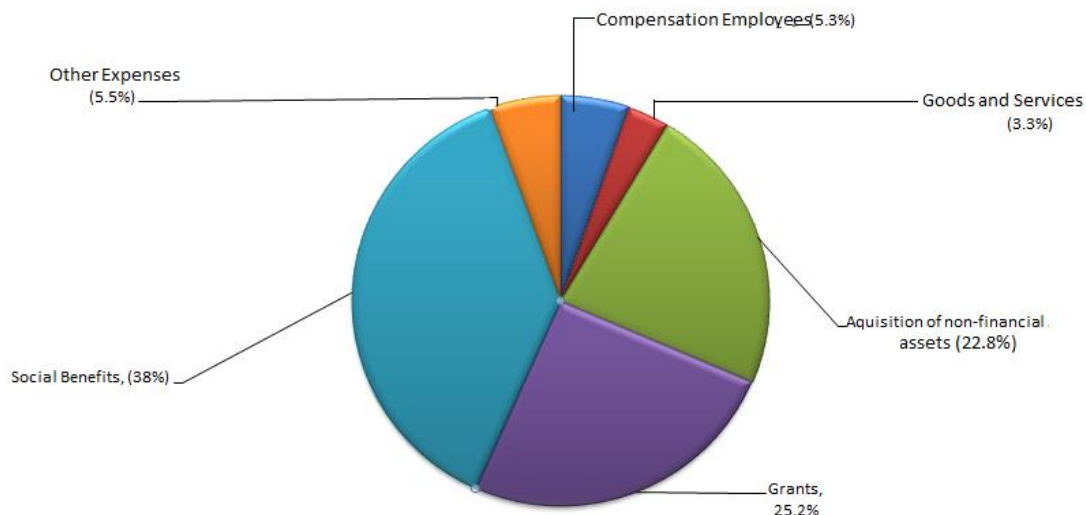
Recurrent Expenditure: Rs 37, 500, 000

Sub-Head 13-102 : Poverty Alleviation and Empowerment

Recurrent Expenditure: Rs 508, 500,000

Capital Expenditure: Rs 297, 000, 000

Figure 1 below provides an illustration of expenditure incurred by MSIEE under Vote 13-1



Analysis of Major Changes

Trend analysis of expenditure over the years could not be carried out since 2015/16 due to the transition period. In the previous years budget have been appropriated and executed on a calendar basis.

Expenditure

One new expenditure component for 2016-2017 was the payment of Social Benefits in cash to beneficiaries after social enquiries and approval obtained. The Budgeted amount for Fiscal year 2016-2017 was Rs 297M.

Statement of Revenue & Expenditure

Statement of Expenditure

Table below provides a summary of total expenditure incurred by MSIEE under Vote 13-1 which includes Sud-heads 13-101: General and 13-102: Poverty Alleviation and Empowerment

Table 1: Statement of Expenditure under 13-1		
Head/Sub-Head of Expenditure	2016-2017 Estimates (Rs)	2016-2017 Actual (Rs)
13-1 MINISTRY OF SOCIAL INTEGRATION AND ECONOMIC EMPOWERMENT		
13-101: GENERAL	37,500,000	36,097,000
Compensation of Employees	22,780,000	22,408,000
Goods and Services	14,720,000	13,689,000
13-102 POVERTY ALLEVIATION AND EMPOWERMENT	805,500,000	384,356,000
Grants	121,500,000	106,154,000
Social Benefits	297,000,000	159,059,000
Other Expenses	90,000,000	23,093,000
Acquisition of Non-Financial Assets	297,000,000	96,050,000
TOTAL EXPENDITURE for Vote 13-1	843,000,000	420,453,000

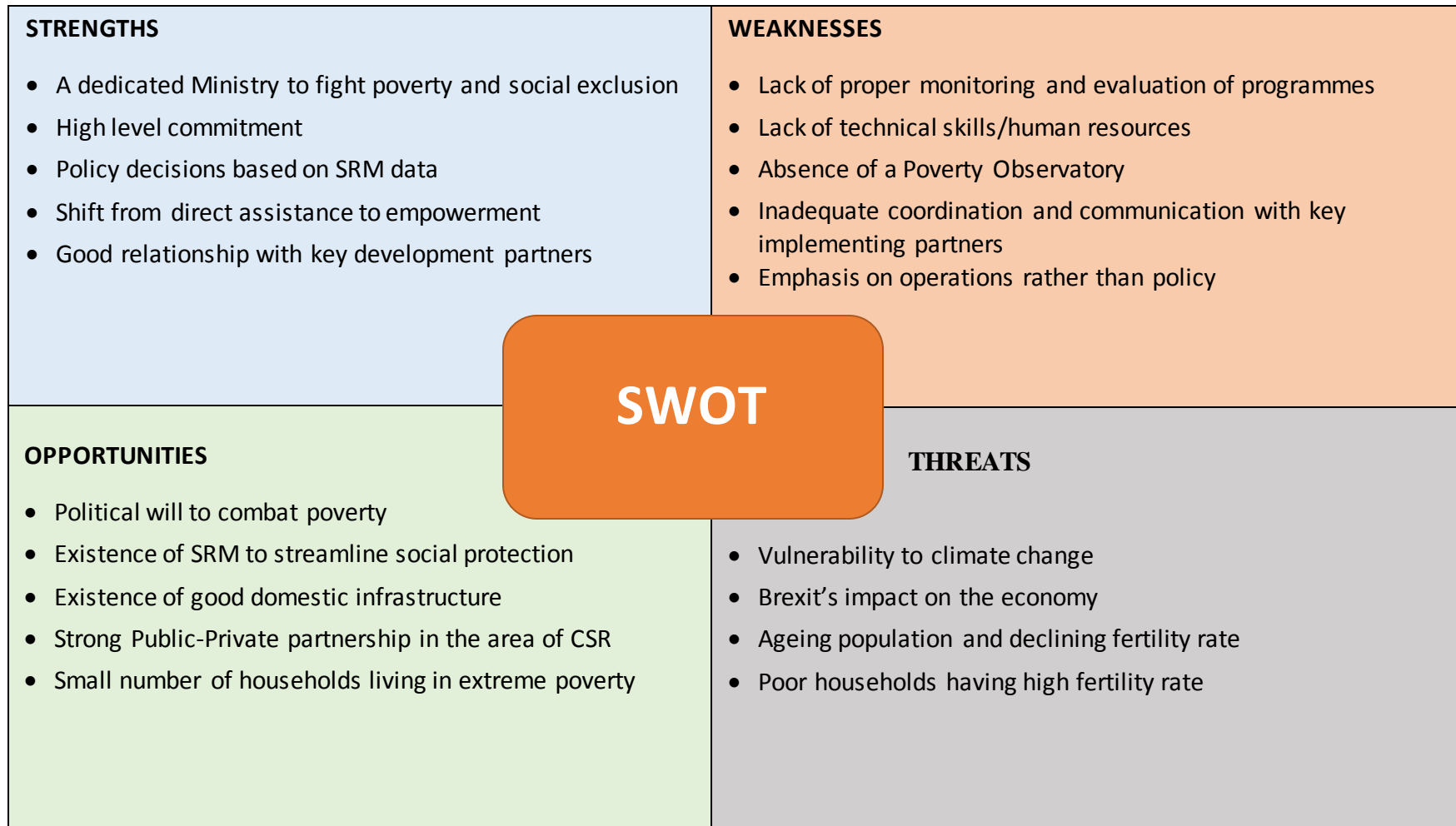
PART IV – WAY FORWARD

Trends and Challenges

The SWOT analysis was performed based on external and internal factors such as:

1. Political;
2. Social;
3. Economic;
4. Environmental;
5. Institutional drivers; i.e. governance, structures, strategy, etc.; and
6. Institutional performance, that is, public service provision (efficiency and effectiveness).

According to the analysis conducted, a list of strengths, weaknesses, opportunities and threats are summarized in the table below:



Summary of Strategic Recommendations

Institutional strategy and M&E Framework - MSIEE should intentionally introduce a routine data collection and regularly reporting at programme or policy level using SRM data.

Programs and Service delivery - There is need to shift from service delivery (direct assistance/cash handouts) to community empowerment. MSIEE should therefore support NEF to develop a Community Development model/approach. The end result is to support the government in empowering communities to take the lead in their own community's development.

Partnerships and Coordination – The Ministry is in the process of setting up a Marshall Plan National Steering Committee in order to ensure that Marshall Plan proposals are fully mainstreamed in national poverty alleviation strategies, plans and programmes. Furthermore, MSIEE should improve communication between key stakeholders for effective delivery of pro-poor programs

Strategic Directions

- Empowerment of vulnerable families through education, employability and improvement of living conditions.
- Adopt and implement holistic, coherent, participatory and time-bound strategies in the fight against poverty through community-based approach and with the engagement of all key stakeholders.
- Promote sustainable human development and improve the life chances of children of poor families by providing support programmes and widening the circle of opportunities for learning and development from a very early stage.

Annex

Bdgt Para	Budget Measures	Target Implementation Date	Status (indicating any bottleneck and remedial action taken)	Milestones/ Planned Actions	Beyond FY 2016/17
299	<p>Introduction of the Marshall Plan Against Poverty:</p> <ul style="list-style-type: none"> new scheme under which every adult on the Social Register will be entitled to a monthly subsistence allowance based on a minimum threshold of Rs 2,720 with a maximum threshold of Rs 9,520 for a family of two adults and three children. This measure was effective as from December 1st 2016. 	Dec 2016	<ul style="list-style-type: none"> The income support is a conditional cash transfer payable to those beneficiaries who have signed a social contract with NEF. A minimum threshold of Rs 500 has been approved. Subsistence allowance paid as from 15 Dec 2016 <ul style="list-style-type: none"> As at mid Mar 2017, some Rs 60.5 M have been disbursed to some 8,200 households (Dec. 2016: Rs 14.9 M, Jan 17: Rs 15.1 M, Feb 17: Rs 15.2, Mar 17: Rs 15.3) <p>Registration under SRM ongoing (new applications being processed)</p>	Completed	
303 - 304	<p>Improving educational achievements:</p> <p>To encourage students from poor families to achieve higher education levels, a cash award will be given as follows:-</p> <ul style="list-style-type: none"> Rs 15,000 for successfully completing the grade 9 level 	Jun 17	<p>The scheme is effective as from March 2017.</p> <ul style="list-style-type: none"> It has been agreed that the Cash Award under the School Premium Scheme is provided through a Voucher which is credited in a Savings bank account at MauBank Ltd. <p>No of beneficiaries (as at 15 March): 207, as follows:-</p> <p>-146 for SC incl. 63 for Rodrigues.</p>	Completed	

	<p>under the nine year schooling</p> <ul style="list-style-type: none"> • Rs 25,000 for successfully completing the school certificate level or equivalent vocational certificate • And Rs 35,000 for those successfully completing the Higher School Certificate or equivalent technical qualification. 		<p>- 61 for HSC incl. 20 for Rodrigues</p> <p>WRT the National Certificate of Education (Grade 9 Level) assessment will be taken in 2020 under Nine Year Schooling.</p>		
305	Free examination fees to students from poor families for exam resit (for second chance) at the School Certificate and Higher School Certificate levels.	Mar 2017	<p>Scheme operational as from March 2017</p> <p>All beneficiaries should be SRM eligible with a view to helping them improve their qualification.</p> <p>NEF to promote the scheme amongst its beneficiaries and submit to MSIEE completed applications for the issue of the Certificate of Eligibility for exemption from payment of examination fees.</p>	Completed	
306	Increase the monthly grant under the crèche voucher scheme for poor families from Rs 1,500 to Rs 2,000 per child.	Jan 2017	<ul style="list-style-type: none"> • Modalities have been finalised <p>MoUs signed (i) between NEF & beneficiaries, and (ii) NEF & Day Care Centre Managers</p> <p>The Creche Scheme became operational as from the February 2017.</p>	Completed	

307	Integration of academic teaching and community engagement in 5 ZEP schools as a pilot project.	Jan 2017	MOU for operationalising the scheme signed in Feb 2017. Implementation started in 5 identified schools: Meetings conducted with 5 Head masters, School Improvement Plans written, Staff meetings conducted, School Improvement Unit meetings ongoing and School reports under preparation	Completed	
311	Launching of decent shelters programme for the absolute poor; construction of at least 800 housing units over the next three years.	2017-2019	<ul style="list-style-type: none"> • Contract for consultancy services awarded on 27 Dec 2016 • Tender documents finalized by Jun 2017. • Works expected to start by Oct 2017 	In Progress	
334	Restructure the National Empowerment Foundation for effective service delivery to the poor and vulnerable groups as per Marshall Plan.	Jan 2017	<ul style="list-style-type: none"> - Draft Report on the Restructure of the National Empowerment Foundation (NEF) submitted by Consultant in Dec 2016. - Final report on restructuring exercise of the NEF submitted on 8 Feb 2017 - Cabinet informed of the Report on 17 Feb - Committee set up to examine proposals and make recommendations on implementation in phases. 		
Corporate Social Responsibility Framework					

335	Revisit the use of the CSR funds to ensure greater transparency and better outcomes.	Jan 2017	New CSR Framework issued on 11 August 2016. Press Communique issued on collection of information from NGOs, CSR Foundations. Status of CSR Database: 293 registrations (267 NGOs; 26 Foundations)	Completed	
336	Set up of a National CSR Foundation to be managed jointly by the public and private sectors. The money endowed to the Foundation will be allocated to support civil society actions in six priority areas namely: - Poverty alleviation; Educational support; Social housing; Supporting persons with severe disabilities; Dealing with health problems resulting from substance abuse, and poor sanitation; and Family protection.	Jan 2017	Foundation registered and Council set up on 30 Dec 2016 - Charter finalized; -Draft Guidelines being updated to reflect changes made in finalized charter.	Completed	
337	Businesses will be required to contribute at least 50 percent	Jan 2017	The new CSR framework applicable as from 1st January 2017	Completed	

	of their CSR money to that National Foundation. This				
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