



REPUBLIC OF MAURITIUS

MINISTRY OF SOCIAL INTEGRATION AND ECONOMIC EMPOWERMENT

ANNUAL REPORT ON PERFORMANCE FISCAL YEAR 2017-2018



....Alleviating Poverty & Promoting Social Inclusion through Empowerment

About this Report

This is the Annual Report on Performance of the Ministry of Social Integration and Economic Empowerment for the Fiscal year 2017-18 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



I am pleased to present the second Annual Report of the Ministry for fiscal year 2017-2018.

In December 2016, Government provided a legal framework to combat poverty through the enactment of the Social Integration and Empowerment Act 2016. The main objective is to promote, within the philosophy of enhancing social justice and national unity, the social integration and empowerment of persons living in absolute poverty.

Under this legislation, a panoply of Empowerment Schemes has been put in place to provide support to vulnerable households found eligible under the Social Register of Mauritius. In this context, during the fiscal year 2017-2018, my Ministry has disbursed funds to the tune of Rs. 217,044,561 under the Subsistence Allowance Scheme to some 11,222 SRM eligible households both in Mauritius and Rodrigues, who have signed a social contract.

Government, conscious that education is key in the fight against poverty, has accordingly provided the necessary support to children of SRM beneficiaries, so that they may complete their education, thus enhancing their employment opportunities. As such, a monthly payment of Rs. 893 per child under the Child Allowance Scheme is being paid to SRM beneficiaries to support them in sending their children to school. This payment is made to a maximum of 3 children aged between 3 to 23 years old attending duly-recognized educational institutions.

SRM beneficiaries also benefit from free school materials for their children attending school. Moreover, with a view to improving educational achievements and encourage students from poor families to attain higher levels of education, children of SRM beneficiaries are rewarded by a cash award of Rs. 15,000, Rs. 25,000 and Rs. 35,000 after having successfully completed the grade 9 level under the nine-year schooling, the School Certificate and Higher School Certificate or equivalent technical qualifications respectively.

In addition, the Free Examinations Fees Scheme is being implemented since 2017 through an exemption of payment of fees for those willing to re-sit the SC and HSC examinations with a view to improve their qualifications.

The Crèche Scheme which is being implemented since February 2017, provides for children aged between 3 months to 3 years to be placed in registered child day care centres, thereby allowing their mothers to take up employment or follow a training course for the purpose of their empowerment. Under this Scheme, a maximum amount of Rs. 2,000 per month is paid to daycare centres for each child admitted.

The concept of Community Working Group has been launched in all the districts in Mauritius and in Rodrigues. This Community Working Group provides an excellent platform to regroup private and public partners, NGOs and the civil society so as to mobilize resources, avoid duplication of interventions on the field and collaborate through a holistic manner for the advancement of the community.

My Ministry strives to improve the living conditions of vulnerable families. Social housing support is an essential component of our intervention. According to our new housing policy, fully concrete housing units of around 50 sq m² are constructed throughout the island for SRM families who are owners of a plot of land but do not have the means to build a housing unit. As regards those SRM families who do not own a plot of land, 10 % of housing units constructed by the National Housing Development Company is reserved for them.

I would like to seize this opportunity to thank all my dedicated staff from the Ministry, the National Empowerment Foundation and the National Corporate Social Responsibility Foundation for the implementation of poverty-alleviation programmes.

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

STATEMENT OF THE PERMANENT SECRETARY



I am glad to be associated with the publication of the Annual Report of the Ministry of Social Integration and Economic Empowerment for fiscal year 2017-2018. During this reporting period, the Ministry has pursued the implementation of a series of projects and programmes to promote the Social Integration and Economic Empowerment of the vulnerable families under the Social Register of Mauritius.

The concept of Community Working Group has been launched in all the districts in Mauritius and in Rodrigues. This platform enables private and public partners, NGOS and the civil society to mobilize resources and collaborate through a holistic manner for the advancement of the community.

I would like to thank the staff of the Ministry, those of the National Empowerment Foundation, the National Corporate Social Responsibility Foundation and all our stakeholders for their unflinching support in the fight against poverty.

Ashis Kumar Hoolass
Permanent Secretary
Ministry of Social Integration & 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

| Title | Contact Details |
|--|--|
| Permanent Secretary | Mr Ashis Kumar HOOLASS Phone: 210 0783 Ext: 232 Fax:212 1673 Email:ahoolass@govmu.org |
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| Research Executive | Mrs Reshma JHURRY Email:rjhurry@govmu.org |

DEPARTMENTS AND OTHER BODIES FALLING UNDER THE MINISTRY

1. 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 Executive Officer, 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.

2. The National Corporate Social Responsibility (CSR) Foundation

As announced in the Budget Speech 2016-17, the National CSR Foundation was incorporated under the Foundation Act 2012 on 30 December 2016.

The National CSR 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 National CSR 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.

3. Decentralized Cooperation Programme (DCP)

The Decentralised Cooperation Programme (DCP), funded by the European Union, 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. However, experience has shown that there is still need for NSAs to improve their capacity to manage their organisations and projects effectively.

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

- 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

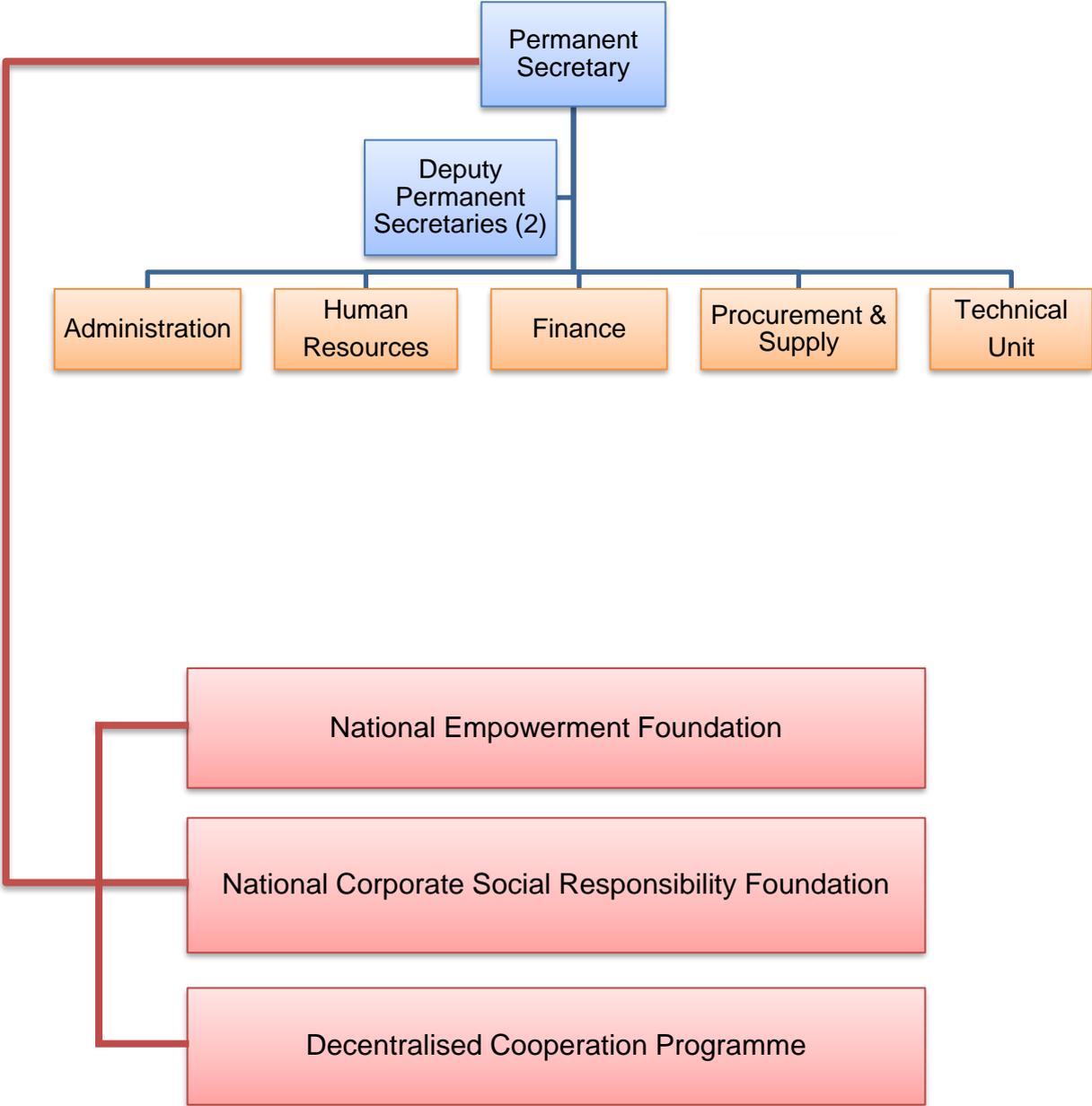
- ❖ The Permanent Secretary is the Administrative Head of the Ministry of Social Integration and Economic Empowerment. He is assisted in his functions and duties by two Deputy Permanent Secretaries, three Assistant Permanent Secretaries and officers from The Technical Cadre, Financial Operations Cadre, Human Resource Cadre, Procurement and Supply Cadre, System Analyst as well as officers belonging to the General Services.
- ❖ One UNDP National Consultant SRM has been posted to provide assistance to the Ministry.
- ❖ For the Financial year 2017/2018, the Ministry has a total of 49 funded positions as shown in Table 1.

Table 1: Funded position as at 30 June 2018

| | Funded 2017/2018 | In Post as at 30/06/18 | Remarks |
|---------------------------------------|-----------------------------|-----------------------------------|---|
| Minister | 1 | 1 | |
| Permanent Secretary | 1 | 1 | |
| Deputy Permanent Secretary | 1 | 2 | One officer was being paid by the Ministry of Social Security, NS and Environment and Sustainable Development |
| Assistant Permanent Secretary | 3 | 3 | |
| Assistant Secretary General (Ex-NESC) | 1 | 1 | |
| Research Executive(Ex-NESC) | 2 | 1 | |

| | | | |
|---|------------------|-----------------------|---|
| Coordinator | 1 | 0 | |
| Research Analyst | 1 | 0 | |
| Psychologist | 1 | 0 | |
| Monitoring and Evaluation Officer | 1 | 0 | |
| Manager, Financial Operations | 1 | 1 | |
| Assistant Manager, Financial Operations | 1 | 1 | |
| Financial Officer/Senior Financial Officer | 2 | 2 | |
| Procurement and Supply Officer/ Senior Procurement and Supply Officer | 1 | 1 | |
| Office Management Executive | 1 | 1 | |
| Office Management Assistant | 3 | 4 | one officer was being paid by the MCSAR |
| Office Supervisor | 1 | 0 | |
| | Funded 2017/2018 | In Post as at 30/6/18 | Remarks |
| Management Support Officer | 9 | 10 | one MSO was being paid by MCSAR |
| Confidential Secretary(Ex-NESC) | 1 | 1 | |
| Confidential Secretary | 3 | 4 | One CS was being paid by MCSAR |
| Word Processing Operator | 2 | 2 | |
| Receptionist/Telephone Operator | 1 | 1 | |
| Office Auxiliary/Senior Office Auxiliary | 4 | 4 | |
| Driver/Office Attendant (Ex-NESC) | 1 | 1 | |
| Driver | 3 | 3 | |
| General Worker | 2 | 1 | |
| Total | 49 | 46 | |

ORGANISATIONAL CHART



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

- ❖ The Ministry participated in workshop organised for Chairperson of Safety and Health Committees on the theme “Optimize the Collection and use of OSH Data”.
- ❖ The staff of the Ministry also participated in training sessions on “Fire Safety and Fire Risk Management” as well as sensitization sessions on Occupational Safety and Health Management System organised by the Ministry of Civil Service and Administrative Reforms.

PART II – MINISTRY/DEPARTMENT ACHIEVEMENTS & CHALLENGES

Major Achievements

SOCIAL REGISTER OF MAURITIUS
11,222 households

MONTHLY SUBSISTENCE ALLOWANCE
Rs. 217,044,561

SCHOOL MATERIALS
Rs. 33,688,808

SCHOOL PREMIUM SCHEME
Rs. 7,225,000 (255 beneficiaries)

CRECHE SCHEME
Rs. 1,312,700

FREE EXAMINATION FEES
Rs. 2,670,390 (249 beneficiaries)

CHILD ALLOWANCE SCHEME
Rs. 90,832,062 (around 12,000 beneficiaries)

HOUSING SCHEME
50 FULLY CONCRETE HOUSING UNITS

NATIONAL CSR FOUNDATION
170 NGOS SUPPORTED

STATUS ON IMPLEMENTATION OF BUDGET MEASURES

| Key Action | Key Performance Indicator | Target 2017/18 | Achievement as at 30 June 2018 | Remarks |
|---|--|----------------|--------------------------------|--|
| Empowerment of Beneficiaries | Percentage of beneficiaries complying with Social Contract | 85% | - | NEF will shortly start the compliance of households with respect to education of their children regarding their school attendance. Some 317 families have moved out from SRM due to a change in their socio-economic conditions or increase in their monthly income. |
| Support towards education of students from vulnerable groups | Number of Students supported | 12,700 | 18,302 | Target achieved. |
| Support to NGOs by the National Corporate Social Responsibility Foundation (NCSR) | Number of NGOs supported | 200 | 170 | (86.5% target achieved) 231 projects from 170 NGOs were approved for funding during FY 2017/2018 |

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.

Implementation Plan To Address Shortcomings Identified In The Director Of Audit Report

| Issues raised by the Director of Audit | Status of Action taken/ Implementation Date |
|---|---|
| National Empowerment Foundation - Submission of Financial Statements and Annual Reports | Financial Statements and Annual Reports for 2013, 2014, 2015 and 2016/17 have been submitted by NEF to the National Audit Office. |
| Monitoring of Attendance | Close Monitoring is carried out on a daily basis. A list of officers with odd punching records, on a monthly basis, has been submitted. |
| Inventory of Assets | The inventory of assets has been completed. |
| Transport Management | Arrangements have been made to ensure that approval is obtained prior to the use of official car by eligible officers. An update of the Maintenance of Vehicle Register, Battery Register and Tyre Register has been carried out and completed in April 2018. Further updates are being carried out as and when required. |

| Issues raised by the Director of Audit | Status of Action taken/ Implementation Date |
|--|---|
| Signature of Social Contracts | <p>The Empowerment Scheme Section of the Ministry has also been requested to ensure that the contracts have been properly signed before processing for payment of subsistence allowance.</p> <p>The Ministry has requested NEF to ensure that all Addendums and new Marshall Plan Social Contracts are signed by an officer at the level of Community Project Executive or above on behalf of the Foundation and with the official seal of the NEF affixed on the contract documents.</p> |

Gender Statement On How Gender Issues Are Being Addressed

1. Since December 2016 to June 2018, over 10,000 families, representing more than 40,000 beneficiaries, have been supported through the various Income Support and Empowerment Schemes under the Social Integration and Empowerment Act 2016.

2. So far, the main schemes and programmes implemented by the Ministry of Social Integration and Economic Empowerment for the fiscal year July 2017 to 30 June 2018 are as follows:
 - Some **10,000 households** have been assessed to be eligible under Social Register of Mauritius and have signed a Marshall Plan Social Contract.
 - The main support includes an income support in the form of a monthly subsistence allowance to the **10,000 households** and educational support to **17,000 school children**. The educational support is provided in the form of a monthly child allowance, school materials, school premium, free examination fees and payment of crèche fees.
 - **Subsistence allowance, amounting to Rs 217 044 561**, has been paid to ensure that the basic needs of people living in absolute poverty are effectively met so that they ultimately move out of the poverty trap.

- **School Materials for the sum of Rs 33 688 808** have been distributed to children of pre-primary, primary, secondary schools and pre-voc institutions.
 - **School Premium Scheme, amounting to Rs 7 225 000**, has been paid to children of SRM households, who have passed the School Certificate and the Higher School Certificate examinations or their equivalent. The amounts of the School Premium awarded are Rs 25000 to students of the School Certificate and Rs 35, 000 to those of the Higher School Certificate.
 - **Crèche Scheme, representing Rs 1 312 700**, has been provided in respect of children of SRM households as an incentive to encourage unemployed mothers to take up employment or undergo training. This Scheme pays a maximum of Rs 2000 monthly to the day-care centres in favour of each child admitted.
 - **Free Examination Fees, totalling Rs 2 670 390**, have been disbursed to provide an opportunity to children of households to have a second attempt, free of charge, at their SC or HSC examinations irrespective of the outcome of their first attempt.
 - **Child Allowance Scheme of Rs 90 832 062** has been paid in respect of children of eligible SRM households, as an incentive to encourage them to attend school regularly and to meet at least 90% of attendance.
 - Fully Concrete Housing units of 50 m² each are being built throughout the island for families living in absolute poverty and who are owners of a plot of land but do not have the means to build a housing unit.
 - Financial support has been provided to 173 NGOs for the implementation of 231 projects in the ten (10) approved priority areas of intervention through the National CSR Foundation for a total amount of Rs 203 m.
3. Having as core mission to support and empower the vulnerable groups, who are registered and found eligible under the Social Register of Mauritius, this Ministry has been working towards the implementation of the Marshall Plan against Poverty with a view to mainstreaming people living in absolute poverty in society and improving their quality of life in a sustainable manner.
 4. The Plan is an approach to tackle the root cause of poverty and exclusion through a community-based approach to service delivery. Promoting gender equality and greater opportunities for young people are integrated themes that run throughout the Plan and cut across all areas related to social protection, employment, social housing, education, health, environment and equity in service delivery, including Rodrigues.

5. As part of this new reform, a range of empowerment support services in terms of Education and vocational training, Employment and livelihoods, Healthcare and Family Empowerment Programmes are provided by key service providers so that the marginalized participating families become successfully integrated into society.
6. The principles of equity and social justice require us to work to ensure that everyone has equal opportunity. The Ministry is therefore fully committed to channelling resources into processes that create a society that values women, men, girls and boys equally.
7. The gender policy statement of the Ministry of Social Integration and Economic Empowerment therefore gives an overview of roles and functions of the Ministry and the different types of empowerment programmes and schemes which are currently being implemented. The Ministry's database provides gender disaggregated statistics and gender-disaggregated indicators are developed for monitoring and evaluation with respect to the various Empowerment Schemes.
8. Based on analysis of data collected in the Social Register of Mauritius, the gender policy document highlights the major achievements of the Ministry and makes recommendation for mainstreaming gender in policies and programmes as per the gender gaps identified.
9. The following gender gap has been identified taking into consideration the feminisation of poverty:
 - Empowerment of women and girls, including separated and single mothers
10. Last but not least, the Ministry's Gender Policy document provides a framework for giving substance to gender considerations, translating policy into action and promoting the full and equal participation of men and women in the development process.

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;
- Implementation of child allowance module;
- 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:

- 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 Public Sector Business Transformation Implementation Committee, among various other Committees which are conducted on a regular basis; and
- The setting up of an HRMIS system (in process).

Events Hosted by MSIEE, NEF and the NCSRF

JOB FAIRS



Launching of Case Management Manual – July 2017



Medical Screening-Cervical & Breast Cancer



Showcase Prefab Housing Unit



Educational Tours



Train the Trainers



Lifeskills Training



School Premium for Academic Year 2017



Induction Course – Award of Certificates National Cooperative College



Launching of training course in basic electrical works



Africa-China Poverty Reduction and Development Conference – September 2017



**Africa-China Poverty Reduction and Development
Conference (Site Visits)**



Remittance of Keys for Fully Concrete Housing Units at Bel Air



Launching of Community Working Group – Savanne / Grand Port



Distribution of School Materials in Port Louis – Dec 2017



Community Working Group Meeting Moka - March 2018



Launching of the Call for Proposals on “Enhancing Civil Society Organisations Contributions to Governance and Development Processes in the Republic of Mauritius”- EU Ambassador- February 2018



Remittance of Keys Full Concrete Houses at La Gaulette – May 2018



RODRIGUES

International Day for the Eradication of Poverty 2017



Inauguration of Rodrigues Information and Support Desk



Launching of Lifeskills Courses for SRM Beneficiaries in English Bay Community Centre, Rodrigues



PART III – FINANCIAL PERFORMANCE

Financial Performance

Financial Highlights

The total budget of the Ministry of Social Integration and Economic Empowerment for Fiscal year 2017-18 stands at Rs 752,000,000 compared to the Budget 2016-2017 which was Rs 843,000,000. The Budget 2017-18 is divided into two segments as follows:

Sub- Head 19-101: General

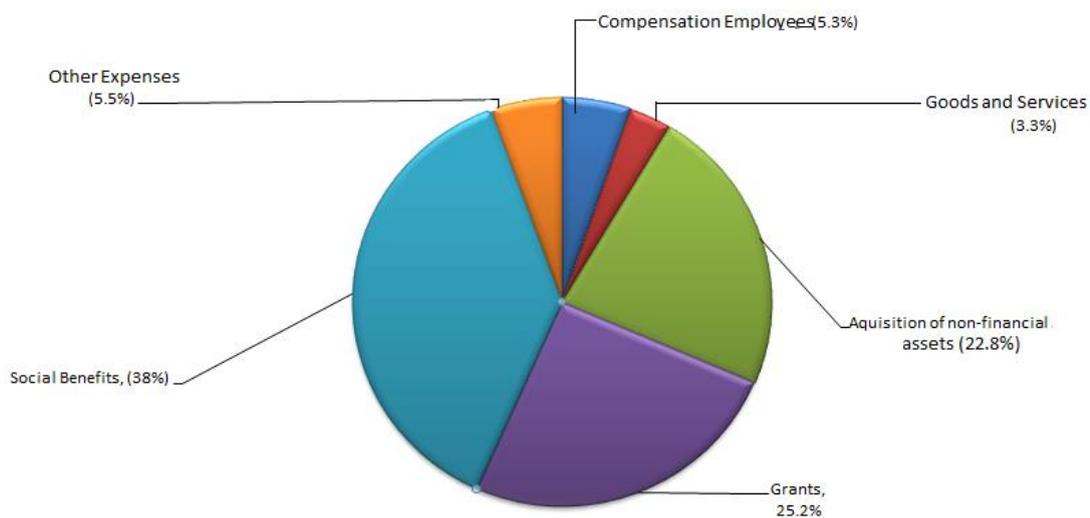
Recurrent Expenditure: Rs 50,000, 000

Sub-Head 19-102 : Poverty Alleviation and Empowerment

Recurrent Expenditure: Rs 577,000,000

Capital Expenditure: Rs 125, 000, 000

Figure 1 below provides an illustration of expenditure incurred by MSIEE under Vote 19-1



Analysis of Major Changes

Expenditure

The Budgeted amount for Fiscal year 2017-2018 was Rs 398.5M.

Statement of Revenue & Expenditure

Statement of Expenditure

Table below provides a summary of total expenditure incurred by MSIEE under Vote 19-1 which includes Sub-heads 19-101: General and 19-102: Poverty Alleviation and Empowerment

| Table 1: Statement of Expenditure under 19-1 | | |
|---|-------------------------------------|----------------------------------|
| Head/Sub-Head of Expenditure | 2017-2018 Estimates (Rs) | 2017-2018 Actual (Rs) |
| 19-1 MINISTRY OF SOCIAL INTEGRATION AND ECONOMIC EMPOWERMENT | | |
| 19-101: GENERAL | 50,000,000 | 41,770,000 |
| Compensation of Employees | 27,270,000 | 26,004,000 |
| Goods and Services | 22,730,000 | 15,767,000 |
| 19-102 POVERTY ALLEVIATION AND EMPOWERMENT | 702,000,000 | 679,665,000 |
| Grants | 128,500,000 | 127,139,000 |
| Social Benefits | 398,500,000 | 362,020,000 |
| Other Expenses | 50,000,000 | 65,507,000 |
| Acquisition of Non-Financial Assets | 125,000,000 | 125,000,000 |
| TOTAL EXPENDITURE for Vote 19-1 | 752,000,000 | 721,435,000 |

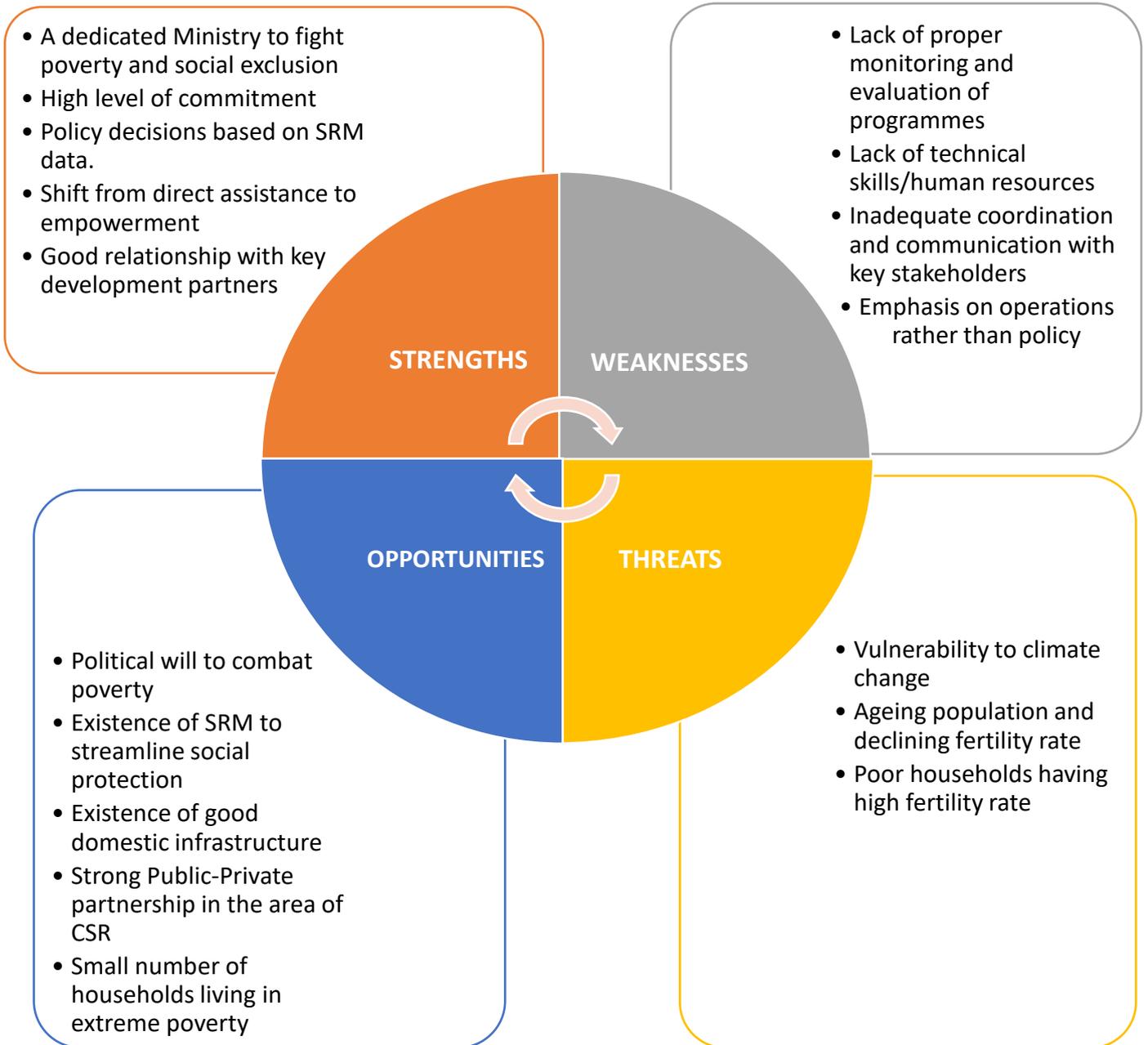
PART IV –WAY FORWARD

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 chart below:



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.
- Promote greater social inclusion by reinforcing the economic empowerment programmes for the absolute poor in terms of income and educational support, employability and improvement in living conditions.
- Promote a culture of monitoring and evaluation by setting up an integrated Management Information System for informed policy decisions.
- Enhance collaboration with NGOs and other stakeholders by establishing a coordinated approach through Community Working Group

