



REPUBLIC OF MAURITIUS

MINISTRY OF SOCIAL INTEGRATION AND ECONOMIC EMPOWERMENT

ANNUAL REPORT ON PERFORMANCE

FISCAL YEAR 2018-2019



...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 2018-19 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



As Minister of Social Integration and Economic Empowerment, I am pleased to present for the third consecutive year the Annual Report on Performance of the Ministry for the period July 2018 to June 2019.

During this reporting period, the Ministry has a strong record of accomplishments pertaining to the implementation of the various recommendations of the Marshall Plan Against Poverty. This was provided in the Government Programme 2015-2019 and announced in the Budget Speech 2016-2017. A number of pro poor measures were initiated to efficiently address the root causes of Poverty.

These accomplishments have been possible thanks to our dedicated staff at the Ministry and our valuable partners namely the National Empowerment Foundation, the National Social Inclusion Foundation, the

Ministry of Finance and Economic Development, the Ministry of Social Security, National Solidarity and Environment and Sustainable Development (Social Security and National Solidarity Division), and the United Nations Development Programme amongst others, who have collaborated to improve the living conditions of people living in absolute poverty.

Based on principles of broad economic growth and inclusiveness, Mauritius has implemented a six pillar strategy to combat poverty, namely massive investment in education and training for all, the development of an inclusive economic growth model, the consolidation of a strong social security system, increased empowerment support to poor families, combatting social ills including drug addiction and trafficking, and last but not least, addressing the intergenerational transfer of poverty.

As at date, some 11000 families are eligible under the Social Register of Mauritius (SRM) and are benefitting from the services of this Ministry. With an innovative approach to empowering them, the Marshall Plan Social Contract was devised and along with implementation of a Case Management System, my Ministry is aiming to make them become economically independent in a sustainable manner and therefore decrease their dependence on social aid.

The enactment of the Social Integration and Empowerment Act 2016 provides for a series of empowerment programmes and projects that put the vulnerable families at the center of development. Since 2016 to date, funds to the tune of Rs 618 Million have been disbursed under the Subsistence Allowance Scheme to the beneficiaries.

As we all know, education is the key for persons willing to come out of the poverty trap. Around Rs 349 Million have been disbursed on Empowerment Schemes directly related to the field of education, namely the Child Allowance Scheme, the Creche Scheme, the School Materials Scheme, the School Premium Scheme and the Free Examinations Fees Scheme. The Government has innovated further by providing free broadband internet access to the SRM families.

With a view to secure lifelong employability, some 1,182 SRM beneficiaries have completed training in various fields whereas 3,646 persons have attended job fairs organized across the island. Training in Life Skills has also been introduced and is helping towards changing and transforming the mindset of beneficiaries for a better future. Children of vulnerable families have been given the opportunity to take part in recreational and leisure activities so as to promote their emotional and social development. Furthermore, a "Boot Camp" programme has been initiated, in collaboration with the Mauritius Police Force, the Special Mobile Force and the Mauritius Scouts Association, with a view to instill a culture of discipline among these children.

Government is also providing housing support to improve the living conditions of those at the lowest rung of the social ladder. 10% of all social housing units constructed by Government are now allocated to beneficiaries under the Social Register of Mauritius. Moreover, to ensure the active collaboration of all partners in the fight against poverty, Community Working Groups have been set-up in all districts including Rodrigues, thus providing a platform for linking non-state actors, government institutions, NGO's and civil society.

Since its inception in 2017, the National Social Inclusion Foundation, which ensures a better integration of social services and programmes provided by NGOs, has funded a total of 525 projects for 387 NGO's for a total amount of R\$ 514 Million. Out of this, a total amount of R\$431 M has been disbursed for 339 projects involving some 78,000 children.

As a caring Government, we are making every effort to address the needs and concerns of poor families for a healthy and productive population for future generations. But fighting poverty is a collective responsibility. I would therefore call upon each and every one of us to join hands together in the fight against Poverty. Let us together ensure that no one is left behind.

As I look back and reflect on the past 3 years which I spent as Minister of Social Integration and Economic Empowerment, I can humbly express a great sense of accomplishment on the progress that my Ministry has made towards the eradication of poverty. During my term of office, strong foundations have been laid down and I trust that the vision and the mission of this Ministry will be fully attained in the near future.

I would like to express my gratitude to everyone who has contributed to the achievements accomplished so far. I should also have some words of thanks to all our partners and stakeholders who are actively engaged in the fight against poverty for their continued dedication and their invaluable support.

Finally, my thought goes to all those who are overcoming the obstacles in their daily struggle against poverty, and also to all those who, publicly or in anonymity are, without fear or favour, braving the challenges of poverty alleviation.

*Honourable Marie Roland Alain WONG YEN CHEONG, M.S.K
Minister of Social Integration and Economic Empowerment
October 24th, 2019.*

STATEMENT OF THE PERMANENT SECRETARY



Dear Readers,

Two years ago, I was entrusted with the responsibility to serve the Ministry of Social Integration and Economic Empowerment. I have devoted every moment spent at the helm of this Ministry, to the best of my capacity and ability, in fulfilling this responsibility with sincerity and honesty.

I assumed office at a time when the Ministry had already embarked on a highly ambitious and innovative project, the Marshall Plan against Poverty and, as a result, urgent and decisive action was needed.

The project is dedicated to the poor, marginalized and those left behind and the Ministry's primary objective is to work towards empowering them. Numerous measures and schemes have been initiated – from supporting them by means of an income support to empowering them through a personalized support via case management and enhancing their access to services.

The Marshall Plan, which is unique in its scope and ambition, is aligned to the Government Programme 2015-2019, the Government's vision 2030, the African Union's Agenda 2063, and the 2030 Agenda for Sustainable Development, especially Goal 1: "End poverty in all its forms everywhere". To enable its execution, the Ministry has worked towards the introduction of a Social Integration and Empowerment Act 2016 and relevant Regulations relating to the various empowerment schemes, followed by a series of new schemes and activities such as:

- (i) The introduction of a Marshall Plan Social Contract as the point of entry of eligible beneficiaries living in absolute poverty to benefit from the various empowerment schemes based on various conditions.*
- (ii) The Payment of a monthly subsistence allowance to ensure that the basic needs of people living in absolute poverty are effectively met and that they become economically independent.*
- (iii) The payment of other conditional cash transfers such as a monthly Child Allowance, School Premium, Free Examination Fees, School Materials and Crèche Fees, as incentives to motivate children of beneficiaries to be enrolled in registered educational institutions, attend school regularly, improve their performance and be awarded on their successful accomplishment.*
- (iv) The construction of fully Concrete Housing units of up to a maximum of 50 m² to households, who are owners of a plot of land but do not have the means to build a housing unit. The purpose is to make provision for a decent dwelling as well as provision for access to clean water and sanitation, affordable electricity, a safe living environment and a healthy neighborhood concept in line with community development values.*
- (v) The implementation of the "Upgrading of Houses" Scheme to cater for minor renovation works, provision of toilet/bathroom amenities, replacement of roof, partitioning, repairs to Corrugated Iron Sheet housing units, and plastering/flooring for incomplete houses.*
- (vi) The access to a wide-array of empowerment support services in terms of Education and Vocational Training, Employment and Livelihoods, Healthcare and Family Empowerment Programmes as being provided by key service providers so that the marginalised participating families become successfully integrated into society.*
- (vii) Provision of training opportunities through the Mauritius Institute for Training and Development in various fields such as Electrical Installation, Plumbing & Pipe Fitting and Housekeeping.*
- (viii) Organisation of job fairs to regroup potential employers and unemployed beneficiaries for job and training opportunities.*

- (ix) *Provision of training with respect to income generating projects in the fields of bee-keeping, hair dressing and beauty care, manufacture of eco-bags, poultry rearing and home gardening.*
- (x) *Implementation of recreational and sports activities, namely the Unveiling Talents Competition, the Boot Camp programme and the Life Enhancement Education Programme.*
- (xi) *The implementation of the Case Management Approach and Monitoring to promote the paradigm shift from social protection in Mauritius in lieu of 'assistanat'.*
- (xii) *The setting up of the National Social Inclusion Foundation, formerly known as the National Corporate Social Responsibility Foundation, to allocate CSR funds to NGOs to enable them to undertake programmes and projects for the benefit of targeted vulnerable groups in ten priority areas, most of which are directly related to poverty alleviation.*
- (xiii) *The setting up of a Technical Unit at the level of the Ministry and the recruitment and redeployment of staff for the implementation of all the empowerment schemes.*
- (xiv) *The restructuring and functioning of the National Empowerment Foundation.*
- (xv) *The launching of Community Working Groups in all districts of Mauritius and Rodrigues, to provide an excellent platform gathering private and public partners, NGOs and the civil society so as to mobilise resources and collaborate through a holistic manner for the advancement of the community.*
- (xvi) *The introduction of the SMS Mobile System and Citizen Reporting Mechanism to create and facilitate dialogue with the SRM beneficiaries in both Mauritius and Rodrigues.*
- (xvii) *The provision of free access to Broadband internet to all eligible SRM families to ensure inclusiveness of innovation and to bridge the digital divide.*

Reducing poverty and inequality has been one of the top priorities of the Marshall Plan against Poverty and a substantial amount of resources have been put in place to serve the most deserving to move them out of poverty. Uncompromising integrity, relentless rigour and precise communication underpin everything we do. We are meticulous with every scheme, every policy, every project and every programme that we are mandated to execute.

Our goals have been substantially met. We have beneficiaries who have been empowered and have successfully come out of the poverty circle. But more and more challenges are staring at us. This Ministry will continue to strive hard towards meeting its ambitious plans and is resolutely determined in reaching a flourishing future. It is in this context that I would like to thank all staff of my Ministry, the National Empowerment Foundation, National Social Inclusion Foundation and all our partners and stakeholders for their unflinching support, collaboration and assistance in the relentless fight against poverty.

We trust that, more than ever, your renewed support would be available. The mission that we share need to find an echo across the country. And the Ministry is perfectly positioned to accomplish this inspiring goal.

*Ashis Kumar Hoolass
Permanent Secretary*

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



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DEPARTMENTS AND OTHER BODIES FALLING UNDER THE MINISTRY

1. National Empowerment Foundation

The National Empowerment Foundation (NEF) 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 status of any person who is receiving support.

2. The National Social Inclusion Foundation

The National Social Inclusion Foundation (ex-National CSR Foundation) was established by Government on 30 December 2016 and incorporated under the Foundation Act 2012.

The National Social Inclusion Foundation supports NGOs/NPOs in the implementation of programmes/projects in the following 10 priority areas of intervention for the benefit of individuals and families registered under the Social Register of Mauritius (SRM) and of vulnerable groups as defined in its Charter:

- ❖ 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.

The Foundation receives, manages and allocates CSR funds collected by the Mauritius Revenue Authority (MRA) as per section 50 L of the Income Tax Act 1995.

Following the announcement in the Budget Speech 2018-2019 for a coordinated approach with regard to funding of NGOs, the Foundation is the central body to receive and allocate public funds to NGOs as from 1 January 2019.

Its governance structure consists of a multistakeholder composition of representatives from public sector, private sector, civil society and academia.

The objects of the Foundation are to:

- ❖ Establish and update a register of NGOs/NPOs in specific priority areas to allocate funds
- ❖ Request and examine call for proposals for the implementation of programmes and projects by NGOs/NPOs
- ❖ Monitor and evaluate programmes and projects funded by the Foundation
- ❖ Serve as a platform for coordination and communication among stakeholders
- ❖ Liaise with Ministries when required to support project implementation by NGOs/NPOs
- ❖ Promote the UN sustainable Development Goals 2015-2030

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. However, experience has shown that there is still need for NSAs to improve their capacity to manage their organisations and projects effectively.

We are actually implementing the 3rd part of DCP, namely DCP III, which will end by 30th June 2020, inclusive of the closure phase.

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 with 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.
- ❖ For the Financial year 2018/2019, the Ministry has a total of 60 funded positions. Table 1 shows the funded position for financial year 2018/2019 and the number of officers in post as at 30 June 2019.

Table 1

Grade	Funded 2018/2019	In Post as at 30/06/19	Remarks
Minister	1	1	
Permanent Secretary	1	1	
Deputy Permanent Secretary	1	1 + 1	One officer was being paid by GIS
Assistant Permanent Secretary	3	3	
Assistant Secretary General (Ex-NESC)	1	1	
Research Executive(Ex-NESC)	2	2	
Coordinator	1	1	
Research Analyst	1	1	
Psychologist	1	1	
Monitoring and Evaluation Officer	1	0	
Manager, Financial Operations	1	1	
Assistant Manager, Financial Operations	1	1	

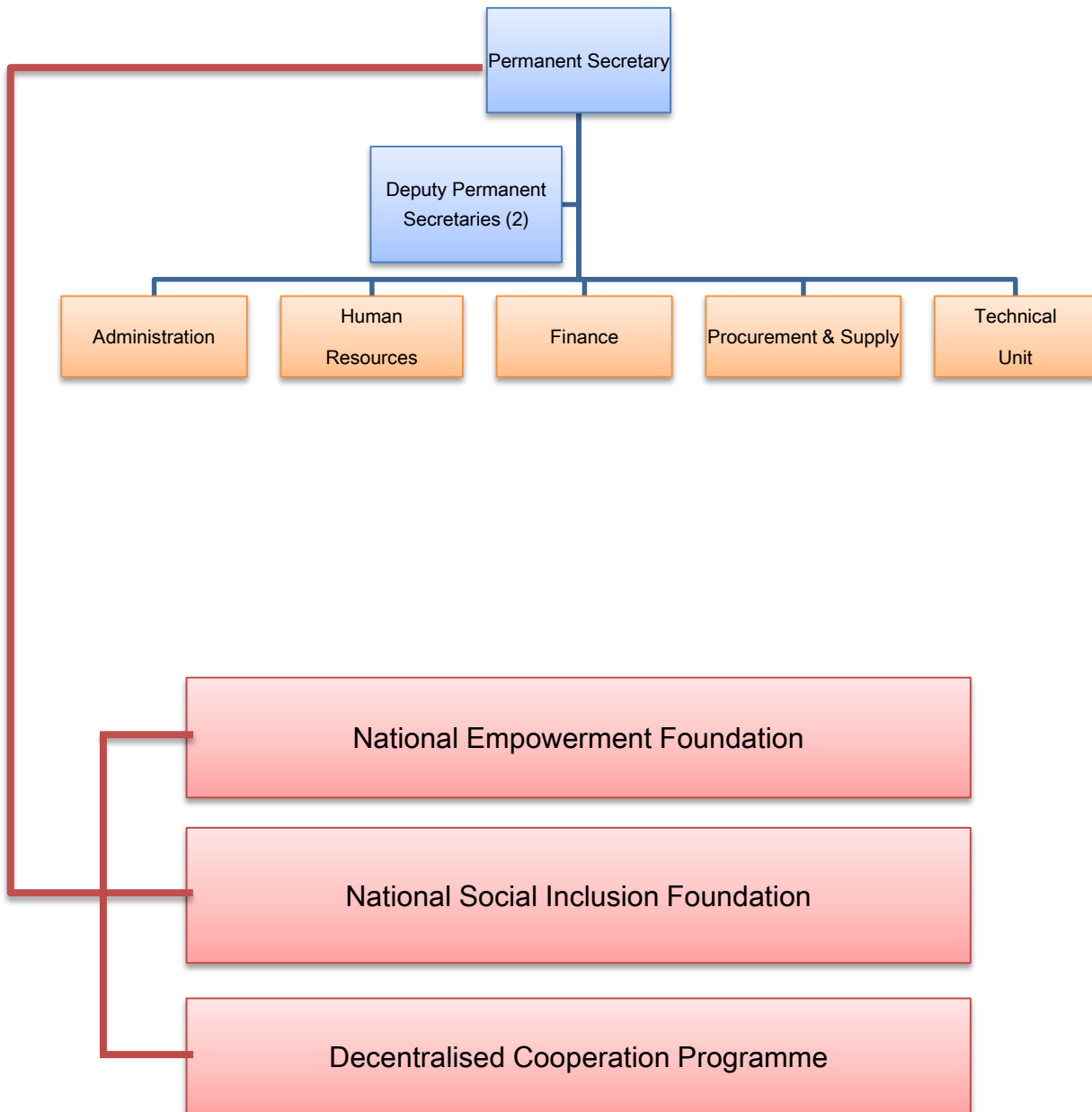
Grade	Funded 2018/2019	In Post as at 30/06/19	Remarks
Financial Officer/Senior Financial Officer	2	2	
Procurement and Supply Officer/ Senior Procurement and Supply Officer	1	1	
Office Management Executive	1	1	
Office Management Assistant	5	5	
Office Supervisor	1	0	
Management Support Officer	15	15	
Confidential Secretary(Ex-NESC)	1	1	
Confidential Secretary	4	4	
Word Processing Operator	3	3	
Receptionist/Telephone Operator	1	0	
Office Auxiliary/Senior Office Auxiliary	5	4	
Driver/Office Attendant (Ex-NESC)	1	1	
Driver	3	2+1	The salary of one Driver was being met by the Ministry of Social Security, NS and Environment and Sustainable Development
General Worker	2	2	
Assistant Manager Human Resource		1	The salary is being met by the Ministry of

Grade	Funded 2018/2019	In Post as at 30/06/19	Remarks
			Civil Service and Administrative Reforms
System Analyst		1	The salary is being met by the Central Information Systems Division
Head Office Auxiliary		1	The salary is being met by the Ministry of Civil Service and Administrative Reforms
Total	60	60	

❖ **Employees on contract:**

Employees	No. in post
Adviser to the Minister	2
Adviser on Information Matters	1
Intern under the Service to Mauritius	1
Trainees under the Youth Employment Programme	2

ORGANISATIONAL CHART

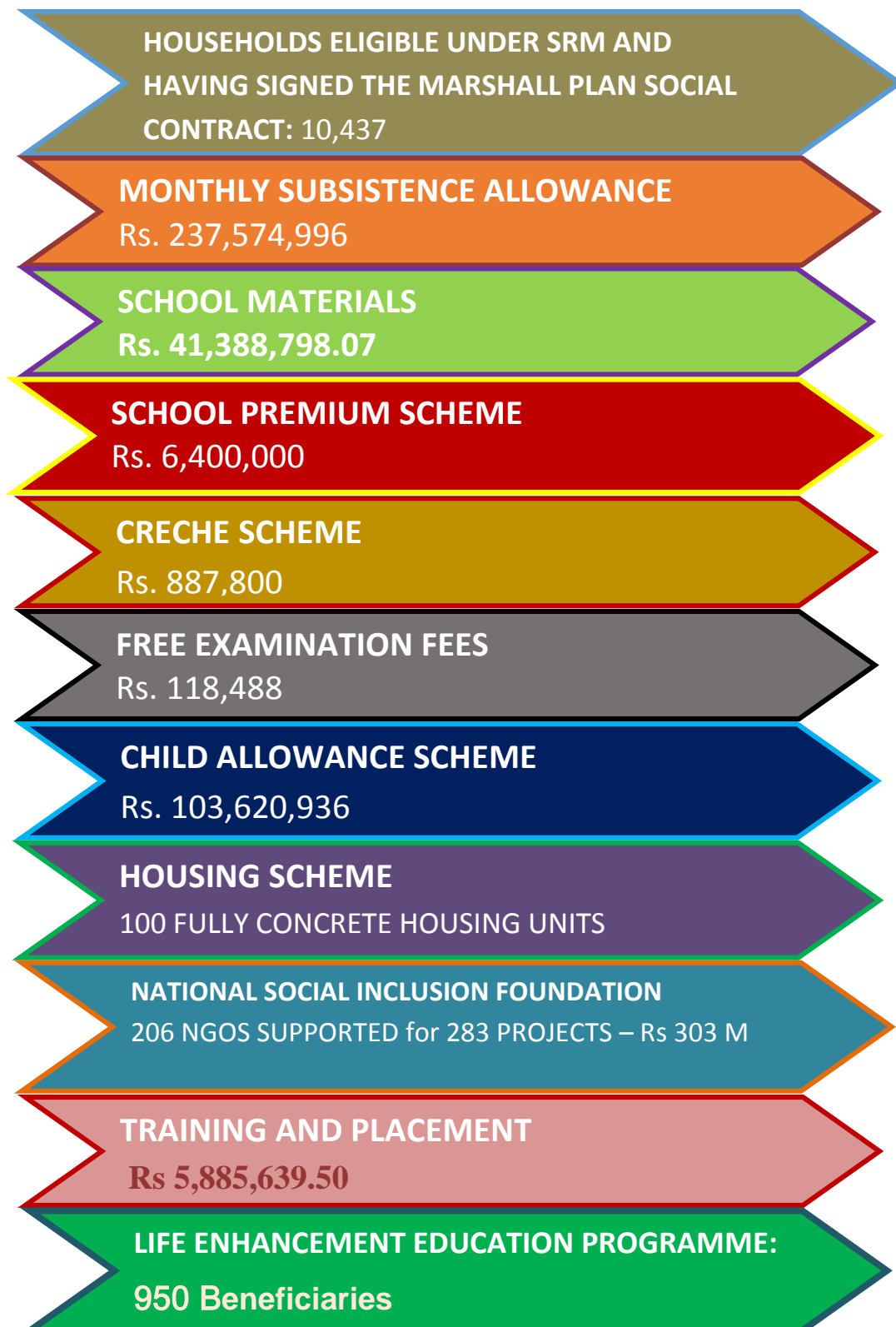


HEALTH, SAFETY & WELFARE OF STAFF AND WORK-LIFE BALANCE INITIATIVES

- ❖ The Ministry participated in a workshop organised for Chairpersons of Safety and Health Committees on the theme “A Safe and Healthy Future at Work”.
- ❖ The staff of the Ministry also participated in training sessions on “Fire Safety and Fire Risk Management” organised by the Ministry of Civil Service and Administrative Reforms.

PART II – MINISTRY/DEPARTMENT ACHIEVEMENTS & CHALLENGES

Major Achievements

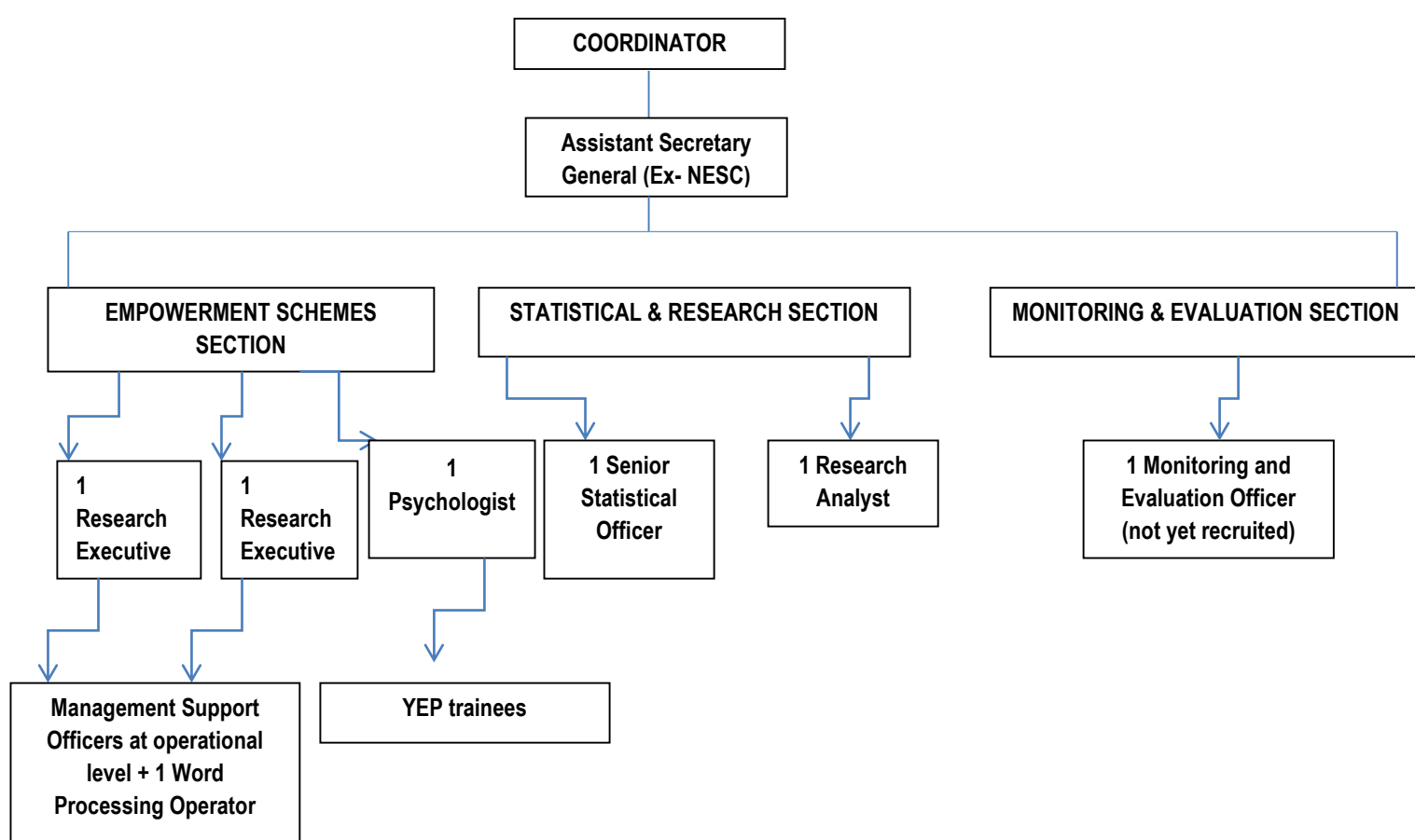


RESTRUCTURING OF THE MINISTRY AND TECHNICAL UNIT

The Technical Unit of the Ministry has been set up in July/August 2018 comprising of Officers of technical cadres.

The Coordinator is heading the Technical Unit of the Ministry of Social Integration and Economic Empowerment and is assisted by the Assistant Secretary General (Ex NESC) in the day to day management of the Unit.

The Organigram is as follows:



The Technical Unit comprises of three sections namely the Empowerment Scheme Section (ESS) which is headed by two Research Executives, the Statistical and Research Section (SRS) which is headed by a Research Analyst and a Monitoring and Evaluation Section which will be set up by January 2020.

The Technical Unit deals with implementation of Empowerment Schemes, pro-poor policies and social integration and economic empowerment programmes which are the core function of the Ministry.

These activities/schemes/programmes/projects are implemented through the three sections. Being the focal point of Sustainable Development Goal 1 (SDG 1), the Ministry also has prepared national country report of SDG 1 for the Voluntary National Review (VNR). The Technical Unit also coordinates fully with organizations operating under the aegis of the Ministry such as National Empowerment Foundation and National Social Inclusion Foundation. The Technical Unit also coordinates with other institutions in areas related to poverty alleviation. More so, the Technical Unit liaises with UNDP national and international consultants posted at the Ministry. It is expected that in the near future that the coordinator will also coordinate with ALL organizations (NGOs, Civil Society Organizations, Foundations etc) and institutions in areas of poverty alleviation, as recommended by the Marshall Plan Against Poverty Report.

EXTENSION OF THE SCHOOL PREMIUM SCHEME TO TERTIARY LEVEL

The School Premium Scheme was introduced in the Budget Speech 2016-17 and it became effective as from March 2017. The objective of the Scheme is to encourage students from poor families who are eligible under the Social Register of Mauritius (SRM) to achieve higher levels of education. A one-off cash award, by means of a voucher, is given to beneficiaries of the Scheme as follows:

- Rs 15, 000 for successfully completing grade 9 under the nine-year schooling;
- Rs 25, 000 for successfully completing the School Certificate examination or its equivalent General Certificate of Education Ordinary Level; and
- Rs 35, 000 for successfully completing the Higher School Certificate examination or its equivalent General Certificate of Education Advanced Level.

In the Budget 2019-20, the School Premium Scheme was extended to tertiary students of SRM eligible families. A cash award of Rs 40,000 will be offered to those who have successfully completed their tertiary studies.

HOUSEHOLDS ELIGIBLE UNDER SRM AND HAVING SIGNED THE MARSHALL PLAN SOCIAL CONTRACT: 10,437

Social Contracts received from NEF are sorted and classified according to batches and subsequently in ascending order of their last 4 digits. A Movement of Social Contracts Book is being used since June 2019 to record all movements of Social contracts from the classified Registry and same is monitored by one officer of the Empowerment Scheme Section.

QUARTERLY REPORT



A report on the “Empowerment Support for SRM Eligible Households under the Social Contract” is being issued on a quarterly basis since the first quarter of 2019.

REGISTRATION SRM

As from 1st October 2018, Registration of SRM beneficiaries are being carried out at the local offices of MSS. After the Registration and eligibility determination, the results are sent to this Ministry for further action (issuing of eligibility notices, follow up by NEF upon signature of contracts).

SIMIS AND CHILD ALLOWANCE MODULE

The Ministry of Social Integration and Economic Empowerment (MSIEE) has an existing computerised system namely the Social Integration Management Information System (SIMIS), which was implemented in 2016. The Ministry of Social Security, National Solidarity and Reform Institution records potential beneficiaries from the Social Register of Mauritius (SRM) forms, performs the Proxy Means Test (PMT) to determine eligibility and updates records of existing beneficiaries. After PMT processing, the eligible and non-eligible cases are pushed to the SIMIS database for payment of subsistence allowance.

SIMIS has been enhanced to cater for the payment of Child Allowance (CA). The CA is payable to eligible families, assessed through the PMT in favour of a maximum of three (3) school-going children, aged between 3 and 23, who satisfy a school attendance criterion of 90 % for normal children and 75 % for disabled children.

Phase 1 of the CA Module has already been implemented and it allows MSIEE to push eligible children to educational institutions in Mauritius and Rodrigues for school attendance. Based on the information pulled from the different educational institutions, payment of CA is processed and generated by SIMIS. Phase 2 of the CA Module allows users to perform additional functions within the CA module namely school transfers, manage payment scenarios such arrears, repayment, overpayment, write off and freeze payment.

SMS AND IMIS PROJECTS OF NEF

Setting up of Integrated Management Information System (IMIS)

In line with the recommendations stipulated in the Marshall Plan against Poverty, an instrumental framework in Government's strategy to deal with the root cause of poverty, National Empowerment Foundation (NEF) is setting up an Integrated Management Information System (IMIS) in accordance with the latest technology and specifications to better implement, monitor & evaluate NEF/ other stakeholder's activities & interventions to address the needs of members of family and also to support the various functions/units across NEF. A consultancy firm has also been appointed for providing

Project Management and Quality review support to NEF over the implementation period of the project. As part of the overall project management support the Consultant firm shall be involved both in Plan & Design Phase and the Build, Test & Deployment Phase. The IMIS is expected to be fully operational by end of September 2020.

Implementation of an SMS Mobile System and a Citizens Reporting Mechanism

In line with the recommendations stipulated in the Marshal Plan against Poverty, the MSIEE in collaboration with NEF have already set up an SMS Mobile System and a Citizens Reporting Mechanism and data analysis tool to make effective use of the existing mobile technology to reach the most excluded households. The development of the system will also allow MSIEE/NEF to assess impact of public service delivery to the poor. The SMS Mobile system is already live and operational.

COMMUNITY WORKING GROUPS

One of the goals of Government's Vision 2030 is to reduce the gap between the rich and the poor.

In this respect, one of the mechanisms put in place by the National Empowerment Foundation is the setting up of Community Working Groups (CWGs) in all districts including Rodrigues. The main objectives of CWGs are:

- Provide a community-based service delivery approach for the empowerment of vulnerable families.
- Link non-state actors and government institutions for collective action and active participation.
- Seek the commitment of stakeholders to support implementation of Marshall Plan.
- Proper monitoring and control over community empowerment projects for poverty alleviation.

Till date interventions have been carried out on 4 main axes, namely Health, Training and Placement, Employment and Education.

HOUSING PROJECTS

1. FULLY CONCRETE HOUSING SCHEME:

As from 2015, the NEF came out with an unprecedented housing policy for its beneficiaries, namely the FULLY CONCRETE HOUSING SCHEME (FCH). The scheme makes provision for the construction of a Fully Concrete Housing Unit to those families' owners of a plot of land / state land, who would never have been able to construct such a housing unit on their own. A housing unit of a minimum size of 40 sq/m - 50 sq/m is provided to vulnerable families at a cost of a maximum of Rs 900,000 (75 % funded by NEF and 25 % by the beneficiary).

The table below depicts the current status of the construction of FCH units across the island:

SUMMARY FCH as at SEPTEMBER 2019						
DISTRICT	COMPLETED FCH Units			CONSTRUCTION ONGOING AND EXPECTED TO BE COMPLETED BY END OF DECEMBER 2019	CONSTRUCTION NOT YET STARTED AND EXPECTED TO BE COMPLETED by latest JULY 2020	TOTAL
	MALE	FEMALE	TOTAL			
Pamplemousses	5	13	18	2	13	33
Port-Louis	4	4	8	21	2	31
Plaine Wilhems	8	13	21	2	2	25
Flacq	5	9	14	0	10	24
Grand-Port	2	4	6	4	10	20
Savanne	3	7	10	1	14	25
Moka	5	4	9	2	6	17
Riviere du Rempart	2	2	4	3	0	7
Black River	3	7	10	1	2	13
TOTAL	37	63	100	36	59	195

2. LANDLESS Potential Beneficiaries 10% NHDC

The National Housing Development Company (NHDC) intends to provide 10% of all NHDC housing units constructed across the island, for beneficiaries of the NEF who are landless and eligible in the SRM, allowing them to acquire a decent housing unit with a view to empower the households.

Accordingly, the NEF came out with a short list of potential beneficiaries for the mentioned scheme (with 100 marks) thro' a set of criteria and methodology and relevant legal procedures for drawing of lots. As at date, the NEF has already purchased 34 housing units at Madame AZOR, Goodlands, Cottage and Souillac for its beneficiaries, the MOU between NEF and NHDC has been finalized and a drawing of lots will soon be carried out for the allocation of the 34 units to the potential beneficiaries.

3. INTEGRATED HOUSING PROJECTS

Summary :

La Valette Integrated Housing Project:	199 families – Completed and delivered – Yr 2008
Sottise Integrated Housing Project :	19 families - Completed and delivered – Yr 2011
Dubreuil Integrated Housing Project :	22 families - Completed and delivered – Yr 2012
Gros Cailloux Integrated Housing Project :	59 families - Yr 2013/14

(i) La Valette

La Valette is a comparatively large village comprising of 199 housing units meant to shelter people from precarious conditions and who have been selected by the National Empowerment Foundation in an attempt to assist these vulnerable households to break the vicious circle of poverty and to integrate the mainstream economy and society, through improvement of their employability and through increased social responsibility , social awareness and skills. 199 houses were built by the NEF at La Valette. 70 squatters who were living in the NHDC houses at Camp Le Vieux came to stay at La Valette. The other houses were given to squatters coming from other regions throughout the island. The overall project cost was Rs 200 million.

(ii) Gros Cailloux

The Ministry of Housing and Lands had vested a plot of land to the extent of 17, 875.59 sqm (i.e. 4Arpt24P) at Gros Cailloux, Petite Rivière to the Ministry of Social Integration and Economic Empowerment to be used for a Social Housing Scheme. An Integrated project was hence designed to accommodate 59 beneficiaries (families) from Gros Cailloux and adjoining areas, namely, Petite Rivière, Richelieu, Albion, Cité La Ferme, Camp La Paille and Bambous. NEF constructed the houses and completed same in 2014. The overall cost of the project was Rs 48.5 million.

(iii) Dubreuil

In June 2010, 102 illegal structures were identified on the plot of State Land adjoining the football ground at Dubreuil. All structures were made of corrugated iron sheet and of wooden type. None of them were provided with basic amenities such as water supply and electricity.

The Ministry of Housing and Lands and the Ministry of Public Infrastructure, gave them shelter in the ex- Tea Factory of Dubreuil. The Ministry of Housing and Lands decided to allocate lots of land (which varies between 170 msq to 212msq) through a draw to these families. In September 2010, the Ministry of Housing and Lands decided to allocate lots of land to them and the Ministry of Housing and Lands requested the Ministry of Social Integration and Economic Empowerment to provide all possible assistance to these squatters who then had moved to the ex-Tea Factory. The Government approved the grant of lease for 22 families for residential purposes and the NEF constructed 22 concrete houses to a total of Rs 7,222,380.

(iv) Sottise Integrated Housing Project

The Ministry of Housing and Land has granted 38 plots of land on lease at Sottise for 38 squatters at Cite Lumiere, Grand Baie. An Integrated project was initially designed for the 38 families; however only 19 families accepted to form part of the project. In 2012, the NEF constructed 19 houses of 50m² with provision of basic amenities such as water, electricity and sanitation; fencing; road network; street lighting and fixing of street name plates, for a total of Rs 8,636,507.

BUDGET MEASURES ON NATIONAL SOCIAL INCLUSION FOUNDATION AND FUNDS RECEIVED

Budget 2019-2020 provides for a number of measures with regards to the National CSR Foundation as follows.

- The Foundation will be transformed into a National Social Inclusion Foundation to strengthen its role as a key Government agency in the fight against poverty and social exclusion and to further consolidate its support to NGOs to the benefit of poor and vulnerable groups.
- The Foundation will devise National Programmes for more impactful actions on poverty alleviation. Special attention will be given to education as means of combating child poverty. The Foundation will thus, in the first instance, propose National Programmes for crèches/nursery and educational support to vulnerable children at primary and secondary level.
- In order to better support vulnerable children and improve their educational performance, 50 primary schools in poverty areas will be converted into Fortified Learning Environment Schools and specialised educational support will be provided to students in the Extended Programme. Rs80 million has been earmarked for this initiative which will be implemented with the support of NGOs.
- The grant-in-aid is being increased by 10 percent and the grant paid for the maintenance of buildings of Residential Care Homes eligible under the Social Aid Act is being doubled.
- The Foundation will undertake a classification of NGOs to improve and better tailor its funding support to different types of NGOs. It will help to maximise the role and effectiveness of NGOs. Concepts of community-based NGOs and NGO d'Utilité Publique will be introduced.

Funds Received 2018-2019:

(i)	<u>Transfer from Accountant General :</u>	
	CSR Funds from MRA	Rs 492,429,665
	Support to NGOs from MOFED	<u>Rs 114,000,000</u>
		<u>Rs 606,429,665</u>
(ii)	<u>Transfer from NGOs Trust Fund</u>	
	Amount transferred to the NSIF being Unused Funds to support Recognition of Prior Learning in Social Work	<u>Rs 961,175</u>
(iii)	<u>Other Income</u>	
	Interest received on Fixed Deposits	<u>Rs 11,300,300</u>
	Other Miscellaneous income	<u>Rs 3,491,295</u>
TOTAL		<u>Rs 622,182,435</u>

RESTRUCTURING OF THE NEF

The National Empowerment Foundation (NEF) is a non-profit Government-owned company fully financed by the Government, created in July 2008 under the Companies Act. The NEF is the implementing arm of the Ministry. Currently, it is headed by a Chief Executive Officer and has a staff of around 250 including staff in Rodrigues.

Provision was made in the Government Programme 2015/2016 and in the Budget Speech 2016/2017 for the restructure of the NEF to render it more proactive and to improve its service delivery.

The consultancy team of the Pay Research Bureau has submitted its report in July 2018 on the review of the salary structure and conditions of service of its employees.

An implementation team was constituted to facilitate the implementation of the report of the PRB. The team consisted of officers of the Ministry of Civil Service and Administrative Reforms, the Ministry of Social Integration and Economic Empowerment and the National Empowerment Foundation.



BUDGET MEASURE ON FREE INTERNET

As per Budget Measure 2019/20 namely, 'The Provision of free access to Broadband Internet to families on the Social Register of Mauritius (SRM)', the government announced that those families who are eligible on the SRM will receive free internet facilities. In this respect, the MSIEE has issued 8,147 notices for families in Mauritius so as they may attend Mauritius Telecom to do an application for the broad band internet.

The notices of the broad band internet were handed to NEF so that NEF could personally hand over the notices to the claimant of the family.

The exercise for the distribution of notices to beneficiaries has started on 22 August 2019 and ended on 23 September 2019.

As at date, some **3740** households have been connected to broadband internet.

STATUS ON IMPLEMENTATION OF BUDGET MEASURES

Key Action	Key Performance Indicator	Target 2017/18	Achievement as at 30 June 2019	Remarks
Empowerment of Beneficiaries under SRM	% of beneficiaries trained and employed	20%	11.9%	<ul style="list-style-type: none"> Number of beneficiaries trained: 1,464 Number of beneficiaries employed: 152
Educational Support to students from vulnerable groups	Number of Students supported	17,500	18,944	Target has been achieved
Support to NGOs by the National Social Inclusion Foundation	Number of NGO projects funded	400	379	379 projects from 268 NGOs were approved for funding during Financial Year 2018/2019

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
Grants to National Empowerment Foundation	The Ministry has always closely monitored and ensured compliance of NEF with the MOU and submission of the Grant Memorandum as per the timeframe set. It has also worked out a protocol to set deadlines for NEF to submit the required information.
Submission of Annual Reports	<p>Since December 2014 there was already a back log of preparation of Annual Reports including Financial Statements.</p> <p>As at June 2019, remedial action has been taken and the Annual Reports for years 2013 and 2014 have already been filed.</p> <p>The National Audit Office (NAO) will shortly finalize the Financial Statement for the years 2015 and 2016/2017.</p>
Submission of Action Plan and Quarterly Progress Report	<p>Close monitoring is being ensured at the level of the Audit Committee. NEF has been requested to ensure that:</p> <ul style="list-style-type: none"> (i) The Action Plan be submitted in the appropriate format, including all details and timeframes for implementation of the various programmes/projects; (ii) approval of the NEF Board is obtained prior to the submission of the Action Plan by the deadline set; (iii) the Quarterly Progress Report be submitted to the Ministry by the deadline set; and (iv) all Quarterly Progress Reports would have to be submitted to the Ministry by the 15th of the month, following the ending period.
Grants disbursed for Social Housing	<p>Funds were kept in abeyance due to the cancellation of certain housing projects.</p> <p>Funds were eventually disbursed to the NEF for the implementation of social housing projects under the “Fully Concrete Housing” Scheme.</p>
Empowerment Support Scheme and Social Contract	<p>Remedial action has been taken for the classification of Social Contracts and storage.</p> <p>The Ministry is in the process of setting up a Monitoring and Evaluation Unit which is expected to be fully operational by January 2020.</p>
Decentralised Cooperation Programme (DCPII) – Internal Control weaknesses	The Internal Control Unit submitted a report on 19 April 2019 and DCP submitted an implementation programme to address the shortcomings.

Gender Policy Statement of the Ministry

In light of the National Gender Policy Framework 2008 and International Conventions to which Mauritius is a signatory party, this gender policy statement highlights key measures taken at the national level to promote social integration and empowerment of persons living in absolute poverty with regard to integrating gender perspective in national sustainable development policies and strategies.

Its main aim is to identify some entry points that provide a framework for mainstreaming gender in policies, programmes and activities of the Ministry, and make appropriate recommendations for promoting full and equal participation of women and men in the development process.

Achieving gender justice is a matter of basic human rights and is a fundamental principle of the Republic of Mauritius, as enshrined in its Constitution.

The Constitution not only grants equality to women but empowers the State to adopt measures in favour of women. Consequently, women and men must participate equitably in the national development process.

While Mauritius has a good track record regarding women's empowerment in terms of policies, legislation, institutional and infrastructural support, prevailing gender gaps still persist. The core role of Government and development actors is to endow its citizens with an enabling environment where women and men are granted the best conditions under which they can develop their full potential.

Government adopted the National Gender Policy Framework (NGPF) in 2008 which embodies a vision of empowering women and recognizes that gender is a cross-cutting issue.

It also argues that adopting and incorporating a gender approach in all developmental issues remain a prerequisite to attain full human development.

The vision is to have "A society in which all girls and boys, women and men live together in dignity, safety, mutual respect, harmony and social justice; thrive in an

enabling environment in which they are able to achieve their full potential, in full enjoyment of their human rights; are equal partners in taking decisions to shape economic, social and cultural development, in determining the values that guide and sustain such development and equally enjoy its benefits”.

Therefore, for the effective implementation of the NGPF, each Ministry should:

- (i) develop its own sector specific gender policy;
- (ii) draw on the policy framework for revising /developing sectoral strategies and ensure coherence among policies; and
- (iii) mainstream gender in programme design, performance indicators and budgetary allocations.

The Ministry’s Gender Policy Statement reflects the commitment it has to mainstream gender in its sector specific interventions having as overall objective to promote gender equity, equality and social justice for a sustainable society.

Having as mandate to eradicate extreme and chronic poverty and create an inclusive and more equitable society, this Ministry has always been empowering women to form part of the mainstream of the society. Several programmes and projects are being implemented at the level of the Ministry to achieve Sustainable Development and Gender Equality. Women have equal access to all the schemes, facilities and support services offered by the Ministry.

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.

So far, the main schemes and programmes implemented by the Ministry of Social Integration and Economic Empowerment for the fiscal year July 2018 to 30 June 2019 are as follows:

- Some **10,437 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 **10,437 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 crèche allowance.

- **Subsistence allowance, amounting to Rs 237,574,996** 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 41,338,798.07** have been distributed to children of pre-primary, primary, secondary schools and pre-vocational institutions.
- **School Premium Scheme, amounting to Rs 6,400,000** 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 allowance, representing Rs 887,800** has been provided in respect of children of SRM households as an incentive to encourage unemployed mothers to take up employment or undergo training. A monthly crèche allowance of up to a maximum of Rs 2000 is being paid to registered day-care centres in favour of each child admitted.
- **Free Examination Fees, totalling Rs 118,488** have been disbursed to provide an opportunity to children of SRM 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 103,620,936** has been paid in respect of children of eligible SRM households, who have achieved at least 90% monthly attendance, as an incentive to encourage them to attend school regularly.
- **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 206 NGOs for the implementation of 283 projects in the ten (10) approved priority areas of intervention through the National Social Inclusion Foundation for a total amount of Rs 303 m.

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.

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.

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.

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.

A range of empowerment support services in terms of Vocational Training, Employment and Livelihoods, Healthcare and Family Empowerment Programmes are also being provided by key line Ministries so that the marginalised participating families can have access to a wide array of services including decent work through active labour market policies.

All unemployed heads of households and dependents from among the MPSC beneficiaries are being referred to the Ministry of Labour so that they are registered as being unemployed and are offered the relevant training and placement.

Training opportunities are being provided to beneficiaries through the Mauritius Institute for Training and Development (MITD) in various fields such as Electrical Installation, Plumbing & Pipe Fitting and Housekeeping so that beneficiaries can develop relevant soft skills to better respond to the market needs all while promoting their social inclusion and cohesion.

Beneficiaries of the training programme are being given a monthly stipend of Rs 5,000 and a travelling allowance of Rs 1,000 to successfully attend the training and any placement opportunities. A toolkit is also being provided so that they can start their own practice or business.

Job fairs are being organised to regroup potential employers and unemployed beneficiaries for job and training opportunities. The holding of Job Fairs across the island is an important tool to create employment opportunities to job seekers. So far, some 3,461 beneficiaries have attended Job Fairs and have been referred to potential employers. 139 beneficiaries have been able to secure a job or start a small business.

Moreover, training with respect to income generating projects is being provided to beneficiaries in the fields of bee-keeping, hair dressing and beauty care, manufacture of eco-bags, poultry rearing and home gardening.

Either through MITD or any other training providers, namely the National Cooperative College, some 1,464 beneficiaries have been trained in the following fields: Pastry, Shoe Making, Domestic Cleaning, Bee Keeping, Quail Egg Production, Poultry Project, Gardening Project, Farming, Beauty Care/Henna Application, and Eco Bag Making.

Recreational and leisure activities, and training in Life Skills are yet other elements forming part of the empowerment process of the needy ones.

With a view to further the empowerment of children of vulnerable families through recreational activities, my ministry has set up the “Boot Camp” programme. This is a leisure-learning type project, addressed to children aged between 12 and 15 years of eligible SRM families whereby the Ministry is having the support of the Mauritius Police Force, Special Mobile Force and Mauritius Scouts Association for the realization of the project.

Life Enhancement Education Programme (LEEP), commonly known as training in Life Skills, is yet another instrument which have been introduced and is helping towards changing and transforming the mindset of beneficiaries for a better future. A package of programmes has been mounted to help address issues such as Self Esteem, Health and Contraceptive measures, importance of education and Family Budgeting,

Entrepreneurship skills & preparing for workplace and ensuring good neighbourhood, Substance Abuse and Moral Values.

For the financial year 2018-2019, some 950 beneficiaries have followed Life Skills training across the island and some 1,200 beneficiaries will be trained in new batches during next financial year.

More than 2,000 beneficiaries have participated in medical screening exercises through the island and many beneficiaries have received medical equipment such as First Aid Kits, Glasses and Condoms, etc.

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 makes provision for gender disaggregated statistics and gender-disaggregated indicators will be developed for monitoring and evaluation with respect to the various Empowerment Schemes.

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.

Taking into consideration the feminisation of poverty, the focus for the next financial year will be on "Empowerment of women and girls, including separated and single mothers".

This 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 BusinessTransformation Implementation Committee, Training Committee among various other Committees which are conducted on a regular basis; and
- ❖ The HRMIS Project.

Events Hosted by the Ministry, the National Empowerment Foundation and the National Social Inclusion Foundation.

School Premium for Academic Year 2018



Remittance of Keys for Fully Concrete Housing Units at Camp Diabie



Remittance of Keys Full Concrete Houses at Petit Raffray



National Social Inclusion Foundation -Launching Call for Proposals 2018



Bootcamp



Inauguration of Learning Corner at Grand Port





Remittance of Keys at Dubreuil



Caravane de l'amitié at Anse la Raie



Futsal Tournament



Launching of IT Corner at Richelieu



PART III- FINANCIAL PERFORMANCE

Financial Performance

Financial Highlights

The total budget of the Ministry of Social Integration and Economic Empowerment for Fiscal year 2018-19 stands at Rs 760,000,000 compared to the Budget 2017-2018 which was Rs 752,000,000. The Budget 2018-19 is divided into two segments as follows:

Sub- Head 19-101: General

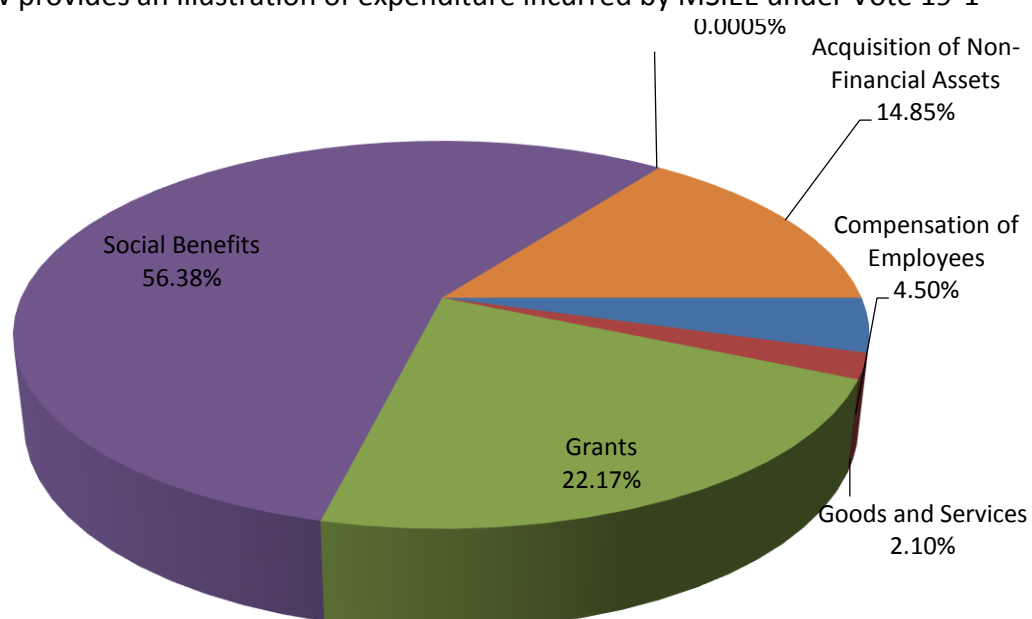
Recurrent Expenditure: Rs 48,900, 000

Sub-Head 19-102 : Poverty Alleviation and Empowerment

Recurrent Expenditure: Rs 607,100,000

Capital Expenditure: Rs 104, 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 social benefits for Fiscal year 2018-2019 was Rs 436 M.

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	2018-2019 Estimates (Rs)	2018-2019 Actual (Rs)
19-1 MINISTRY OF SOCIAL INTEGRATION AND ECONOMIC EMPOWERMENT		
19-101: GENERAL	48,900,000	45,679,000
Compensation of Employees	31,885,000	31,150,000
Goods and Services	17,015,000	14,529,000
19-102 POVERTY ALLEVIATION AND EMPOWERMENT	711,100,000	648,987,000
Grants	156,000,000	153,278,000
Social Benefits	436,000,000	389,902,000
Other Expenses	15,100,000	3,142,000
Acquisition of Non-Financial Assets	104,000,000	102,665,000
TOTAL EXPENDITURE for Vote 19-1	760,000,000	694,666,000

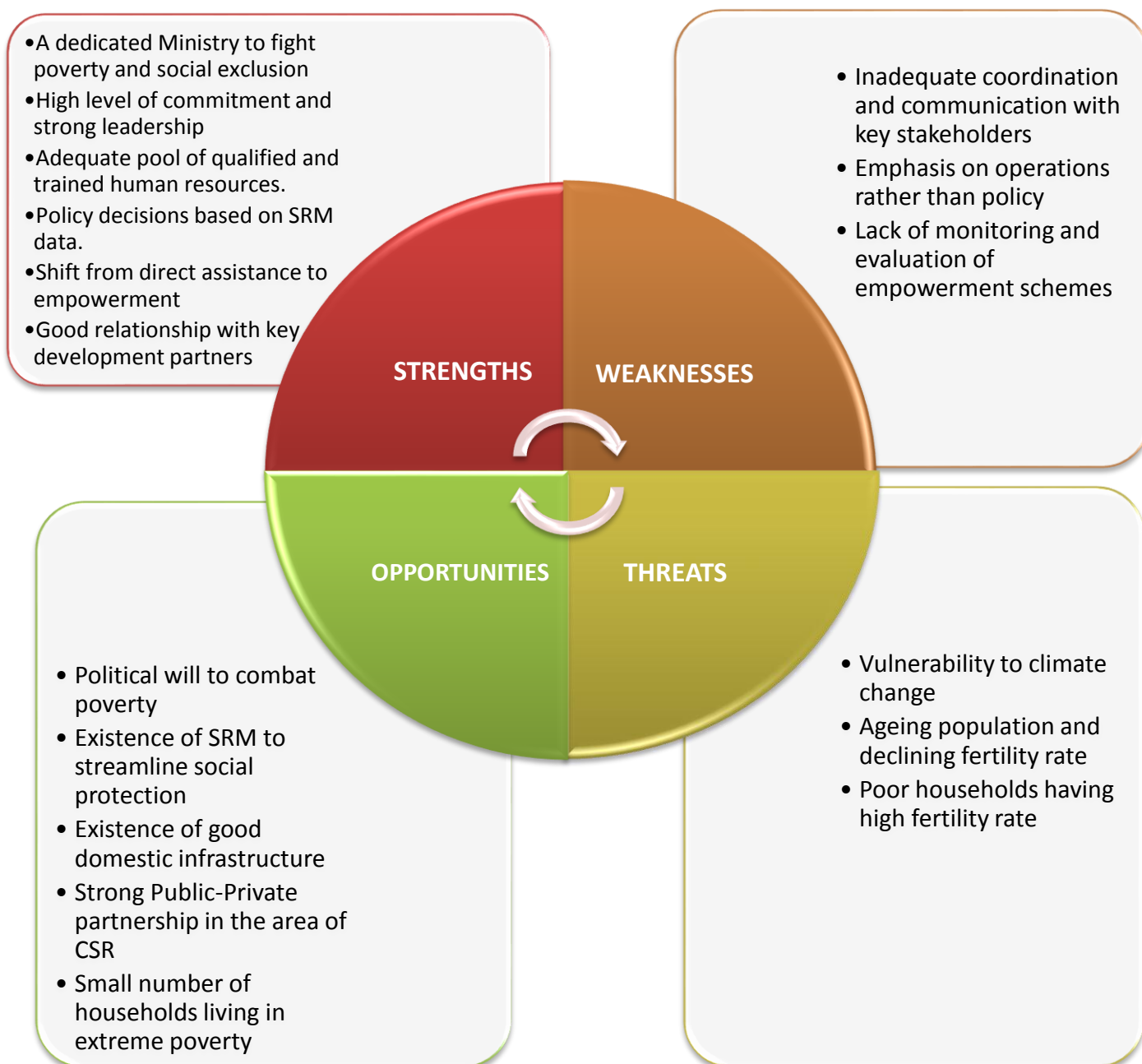
PART IV –WAY FORWARD

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 their livelihood.
- ❖ 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.
- ❖ Harmonize and streamline the various assistance schemes for social protection.
- ❖ Promote a culture of monitoring and evaluation by setting up an integrated Management Information System for informed policy decisions and using mobile technology for better outreach to poor people and setting up of a Monitoring and Evaluation Unit in the Ministry.
- ❖ Enhance collaboration with NGOs and other stakeholders by establishing a coordinated approach through Community Working Groups.
- ❖ Bridging the gap (Digital device and technological innovation).
- ❖ Capacity Building to align our human resource with our strategic objective.