



# Funding Framework

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## 1. INTRODUCTION

The National Social Inclusion Foundation (NSIF) is the central body to receive and allocate public funds to NGOs. The Foundation operates under the aegis of the Ministry of Social Integration, Social Security and National Solidarity. The NSIF receives, manages and allocates public funds appropriated by government through the national budget and CSR funds collected by the Mauritius Revenue Authority (MRA) in accordance with section 50L of the Income Tax Act 1995.

The vision of the Foundation is “to be a catalyst for change, driving social inclusion, equity and sustainable development”. Its mission is “to empower and improve the wellbeing of people living in conditions of poverty and vulnerability through impactful and sustainable stakeholder partnerships”.

The Foundation works with and through non-governmental/non-profit organisations (NGOs/NPOs) to undertake programmes and projects in ten priority areas of intervention to the benefit of individuals and families registered under the Social Register of Mauritius (SRM) and of vulnerable groups as defined by its Charter. It aims at generating better social outcomes for the poor and vulnerable groups while ensuring accountability and transparency in the use of public and CSR funds.

The main funding objectives of the Foundation are to:

- Strengthen access to essential services to poor and vulnerable individuals, families and communities
- Encourage social innovation as a way of developing and implementing innovative approaches to address emerging and persistent social needs and problems
- Support community development initiatives promoting social inclusion
- Instil rights-based and outcomes-oriented approaches to programme and project design and in delivering services to beneficiaries
- Promote a culture of performance to ensure effectiveness and efficiency of funding
- Promote strong, principles-based funding relationships with NGOs/NPOs with a focus on shared values of social responsibility, good governance and sound financial management
- Foster collaborative partnerships with and among NGOs/NPOs and other stakeholders in the private and public sectors
- Advance national policy objectives and SDGs relevant to the priority areas of the Foundation.

This document sets out the general policy and framework for funding of NGOs/NPOs by the NSIF. It is expected to evolve based on experience acquired and lessons learnt. The Foundation shall keep the document under review and will amend it as deemed necessary.

## 2. FUNDING STRATEGY

The funding strategy of the Foundation is anchored in the core philosophy of promoting social inclusion equity and sustainable development. The Foundation adopts a rights-based approach and a social investment model to guide its funding decisions.

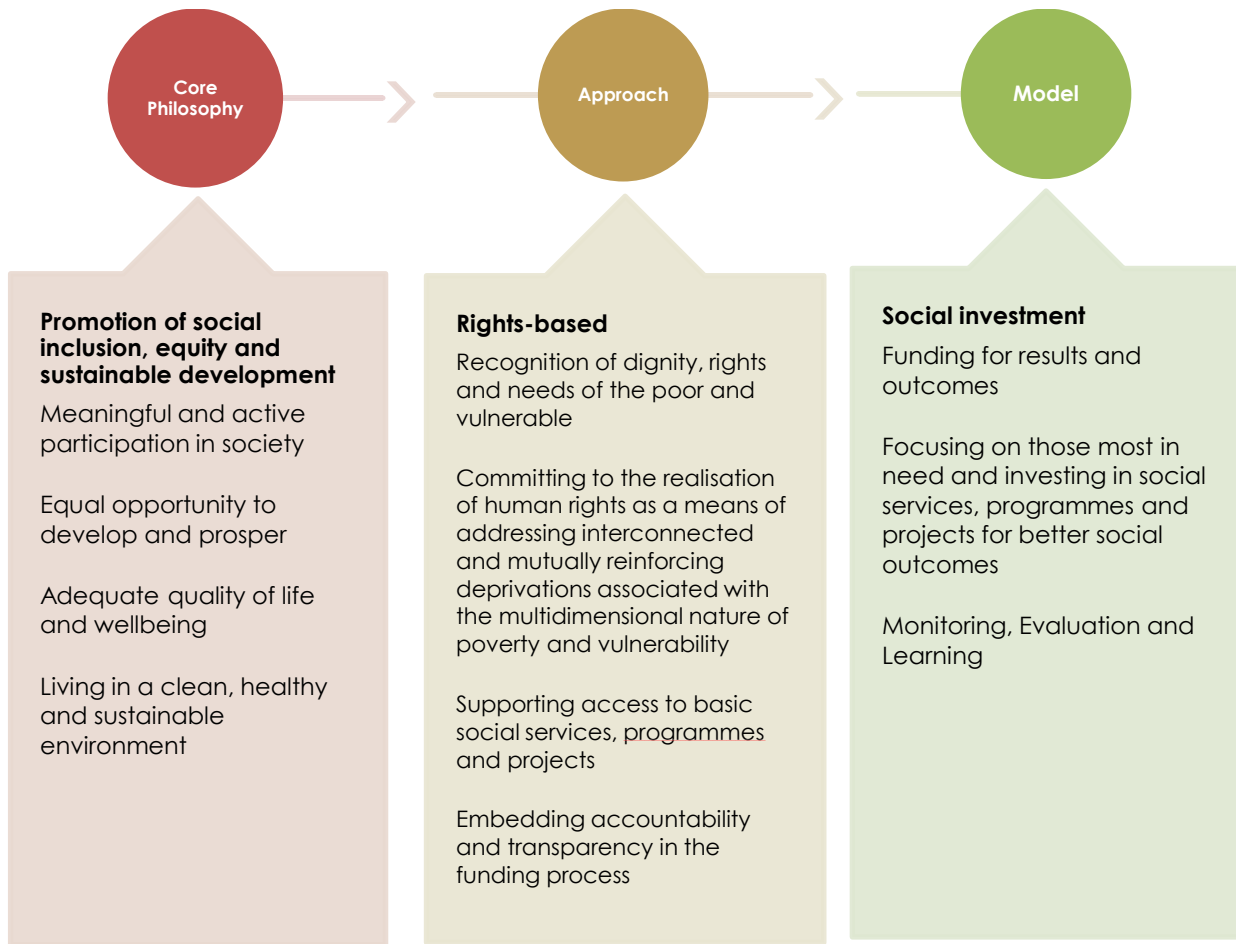
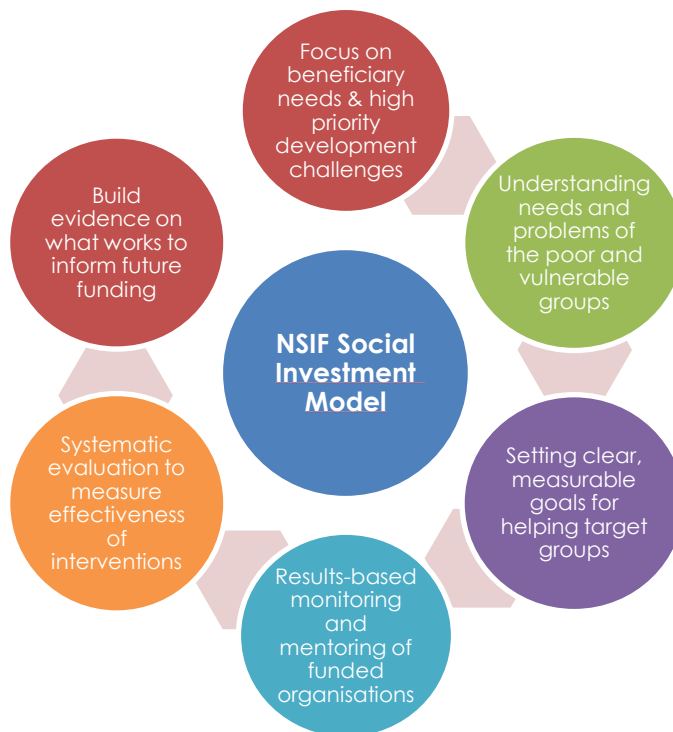


Figure 1: Funding Strategy of the NSIF

## 3. A SOCIAL INVESTMENT MODEL GUIDING FUNDING DECISIONS

The primary consideration of the Foundation is to address the needs of poor and vulnerable groups and contribute to solving development challenges of national priority by investing in services, programmes and projects that demonstrate improved social outcomes.

The Foundation uses a social investment model to guide its funding decisions in order to ensure that funds are invested in interventions that achieve the best outcomes, especially for those most in need. This implies funding for results and outcomes rather than simply paying for inputs and activities.



**Figure 2: NSIF Social Investment Model**

## 4. APPLICATION FOR FUNDS AND GUIDELINES

The Foundation shall notify NGOs/NPOs of available funding opportunities and invite applications for funds through restricted and open calls for applications/proposals/expressions of interest. Communiques will be issued on its website and in the press. Each call will be supported by relevant Guidelines as required.

## 5. GENERAL ELIGIBILITY CRITERIA

Organisations registered with the NSIF are eligible to apply for funds. They should ensure that their proposed intervention is in line with their core objects, services, activities and competencies. Organisations applying for funds should demonstrate the necessary experience, knowledge and expertise in fields related to their proposals.

The Foundation will use their track record and past monitoring and evaluation performances, where applicable, to determine their technical, organisational (governance and management) and financial capabilities for implementing proposed interventions.

The Foundation will consider proposals from collaborative partnerships/networks of organisations. Such proposals should be made by a lead organisation duly registered with the Foundation. The specific roles, responsibilities and activities to be undertaken by each partner organisation should be clearly indicated. The lead organisation will bear accountability for the stewardship of funds awarded by the NSIF.

Organisations acting solely as funding intermediaries and outsourcing their proposed interventions will not be eligible to apply for funds.

All proposed interventions must be implemented in the Republic of Mauritius.

## 6. A FUNDING RELATIONSHIP BASED ON SHARED PRINCIPLES AND VALUES

The Foundation adopts a principles-based funding relationship with organisations it supports. Funded organisations are expected to commit to basic principles of social responsibility, good governance and sound financial management as embedded in the core values of the Foundation as follows.

### **Professionalism, integrity and fairness**

Upholding a professional, honest and ethical behaviour, demonstrating good stewardship of the funds entrusted with and ensuring that they are used for the purpose intended, giving fair consideration and equal opportunity to everyone

### **Accountability and transparency**

Taking responsibility, being open to scrutiny and answerable to stakeholders, disclosing adequate information and data in a clear, accurate, timely and complete manner

### **Partnership**

Working together, promoting effective collaboration in a spirit of reciprocity

### **Impact**

Focusing on delivering positive impacts and best possible outcomes for beneficiaries

**Efficiency and service**

Working towards quality service and project delivery, emphasising efficiency in use of resources and funds and committed to continuous improvement

**Respect and stakeholder engagement**

Giving due regard and respect to expectations of stakeholders, engaging with them in constructive dialogue

## 7. FUNDING CONTRACT AGREEMENT AND FUNDING PERIOD

All funded organisations will be required to sign a Funding Contract Agreement (FCA). The FCA is a legally binding document setting out the general terms and conditions of funding.

The FCA shall indicate the start and end dates of the funding period which will be for maximum duration of 12 months.

Where applicable, renewal of funding will be subject to:

- Positive monitoring and evaluation performance in line with the NSIF social investment model
- Fresh applications for funds submitted by the NGO/NPO and duly approved by the Foundation
- Signature of a new Funding Contract Agreement

## 8. FINANCIAL ALLOCATION

Financial allocations to NGOs/NPOs by the NSIF are aimed at contributing towards expenditures such as technical human resources, specialised tools, aids and materials, management and administrative costs, capital expenditure, communication and visibility actions, capacity building, research and other costs directly related to the delivery of services, programmes and projects. Funding limits may apply.

Every application/proposal must, for that purpose, comprise a budget estimate as per the prescribed template. Applicants should provide the necessary information regarding the total cost of the proposed intervention, the main sources of funds, the amount of funds requested from the NSIF and a breakdown of budgeted expenditures with appropriate computations and justifications.

Any expenditure not directly associated with a proposed intervention will not be eligible for funding. Exclusions and other funding conditions shall be explicitly specified in the relevant application Guidelines.

## 9. FUNDING INSTRUMENTS

### 9.1 Funding Instrument F1: Partnering with Non-Government Service Providers

Access to basic social services is essential to alleviate poverty, vulnerability and social exclusion. The Funding Instrument F1 provides for regular funding support in the form programme grants to NGOs/NPOs delivering ongoing services to poor and vulnerable groups. Interventions must be complementary to public services and consist of programmes that protect and meet the basic needs of poor and vulnerable individuals, families and communities as well as enhance their capacities to respond to economic and social conditions that adversely affect their wellbeing.

### 9.2 Funding Instrument F2: Investing in Social Innovations

Social innovation is required to address the different unmet social needs of poor and vulnerable populations and to help solve both emerging and long-standing social problems. Through the Funding Instrument F2, the Foundation will fund social innovation projects that demonstrate novel ideas, strategies and methods having the potential to deliver better social outcomes. Social innovation includes evidence-based programme design, new approaches, processes and practices and the promotion of collaborative partnerships.

### 9.3 Funding Instrument F3: Building Sustainable Communities

The Funding Instrument F3 seeks to promote community-based interventions aimed at strengthening poor and vulnerable communities by addressing their basic social needs and problems in a holistic, coordinated and targeted manner. Applications for funds under this Funding Instrument should be made in respect of multiple, integrated interventions at community level based on initial needs assessments and preferably delivered by collaborative partnerships/networks of organisations including NGOs/NPOs, the private sector and public institutions.

### 9.4 Funding Instrument F4: Supporting Small-Scale Initiatives

Small actions implemented at the local level can have a big positive impact. Under the Funding Instrument F4, the NSIF will fund micro and small-scale projects that promote the wellbeing and social inclusion of poor and vulnerable groups. Eligibility will be limited to small NGOs, mostly project-based, not considered for funding under Funding Instrument F1.



## 9.5 National Programmes

The NSIF will develop and undertake National Programmes to contribute towards the advancement of national priorities and SDGs. Such programmes will consist of integrated, coordinated and pre-defined initiatives and actions implemented at the national level in response to specific challenges in the priority areas of intervention of the Foundation. Interventions under National Programmes shall be aligned to national policy frameworks and objectives and will be expected to complement existing public services. National Programmes will require multi-stakeholder participation with the involvement of NGOs/NPOs working together with the NSIF and other key institutions, partners and stakeholders in the public and private sectors.

## 9.6 Special Calls

The Foundation may issue Special Calls for Proposals to cater for ad-hoc funding aimed at addressing emerging and specific needs of NGOs/NPOs and beneficiaries. Such funding shall be project-based and allocated to implement targeted interventions.

# 10. PRIORITY AREAS OF INTERVENTION

- Socio-economic development as a means for poverty alleviation
- Educational support and training
- Social housing
- Supporting people with disabilities
- Dealing with health problems
- Family protection including gender-based violence
- Leisure and sports
- Environment and sustainable development
- Peace and nation-building
- Road Safety and Security
- Such other areas as may be determined by the Foundation in consultation with Government

## 11. NON-QUALIFYING ACTIVITIES

The following activities shall not qualify for funding from the Foundation:

- Any activity discriminating on the basis of race, place of origin, political opinion, colour, creed or sex
- Any activity promoting alcohol, cigarettes or gambling
- Any activity targeting shareholders, senior staff or their families for companies liable to CSR and their respective Foundations
- Any contribution to any Government department or parastatal body
- Any contribution to natural disasters mitigation programme
- Any contribution to political or trade union activities
- Any contribution to religious or spiritual activities
- Any sponsorship for the purpose of marketing for companies
- Any staff welfare and training of employees for companies liable to CSR and their respective Foundations

## 12. TARGET GROUP

- Individuals and families eligible under the Social Register of Mauritius
- Individuals and families recognised as vulnerable groups as defined below:
  - Children and/or adults living below the relative poverty line, as defined by Statistics Mauritius
  - Children and/or adults with disabilities and/or suffering from a severe disease
  - Abused children and/or adults
  - Neglected/abandoned children and orphans and children in alternative care;
  - Street children, including children who: live and sleep in the street; and are in the street during the day but sleep in the family home
  - Teenage mothers and children in single parent families
  - Children with parents in prison
  - Children suffering from family conflict
  - Children engaging in violent or delinquent behaviour and children in conflict with the law
  - Out-of-school and illiterate children
  - Illiterate adults
  - Children and/or adults suffering from substance abuse
  - Vulnerable elderly
  - Such other stigmatised, discriminated, most-at-risks group as determined by the Foundation in consultation with Government

## 13. COLLABORATION WITH PRIVATE SECTOR FOUNDATIONS

The Foundation may engage in strategic co-funding initiatives with the private sector in view of supporting solutions to emerging and long term social needs and problems. Private sector foundations duly registered with NSIF will be able to submit proposals to be considered for joint-funding under its different Funding Instruments. Application under Funding Instrument F1 shall be restricted to foundations delivering their own services and programmes directly to beneficiaries.

## 14. ASSESSMENT OF APPLICATIONS AND APPROVAL OF FUNDING

### 14.1 Principles of Assessment

The assessment of applications/proposals for funding shall be made in accordance with the following principles:

- Objectivity
- Transparency
- Fairness
- Merit

### 14.2 Stages from Assessment to Approval of Funding

Four main stages are to be followed from assessment to approval of funding as given in table 1 below.

**Table 1: From Assessment to Approval of Funding**

Stage	Description
1	First screening - administrative checks
2	Technical assessment - programmatic and financial reviews by Technical Committee
3	Validation by Project Management Committee
4	Approval by Council

### 14.3 Technical Assessment Criteria

The technical assessment of applications/proposals will consider the relevance, effectiveness, efficiency, impact and sustainability of proposed interventions. Indicators from the technical assessment grid below may be used as guidance, where applicable, to assess the abovementioned criteria.

Table 2: Technical Assessment Grid

Criteria/Indicators
<p><b>1. Relevance</b></p> <p>Proposed intervention:</p> <p>1.1. Aligns to the priority areas of the National CSR Foundation</p> <p>1.2. Responds to national development challenges/priorities and SDGs</p> <p>1.3. Identifies and addresses particular needs and problems of target group - beneficiary/needs assessment, problem/situation analysis undertaken</p> <p>1.4. Uses innovative approaches to meet needs and problems identified</p>
<p><b>2. Effectiveness</b></p> <p>2.1. Planned activities likely to achieve objectives and expected outputs and outcomes</p> <p>2.2. Beneficiaries appropriately targeted</p> <p>2.3. Action plan and timeframes realistic</p> <p>2.4. Results framework and performance indicators clearly defined</p>
<p><b>3. Efficiency</b></p> <p>3.1. Planned use of resources and budgeted items reflect proposed activities</p> <p>3.2. Budgeted expenditures appropriate, reasonable and justified</p> <p>3.3. Cost effectiveness: objectives and outputs/results likely to be achieved efficiently -</p> <ul style="list-style-type: none"> <li>• Comparison of resources/budgeted expenditures in relation to expected outputs/results</li> <li>• Management and administration cost as a percentage of total expenditures</li> </ul>
<p><b>4. Impact</b></p> <p>Proposed intervention:</p> <p>4.1. Likely to have a tangible impact on target group</p> <p>4.2. Likely to have multiplier effects in the community and society</p> <p>4.3. Contributes to overall national development objectives and advances SDGs</p>
<p><b>5. Sustainability</b></p> <p>5.1. Organisation has adequate technical, governance, management and financial capabilities to implement and sustain the proposed intervention, as evidenced by track record and past monitoring and evaluation performances</p> <p>5.2. Positive impacts sustainable</p> <p>5.3. Collaborative partnerships explored including effective coordination of activities</p> <p>5.4. Scope for scaling up and replication</p> <p>5.5. Complementarity with public services v/s likelihood of duplication</p> <p>5.6. Necessary licences, clearances, permits and approvals available</p>

#### 14.4 Disclosure of Information

The Foundation will require disclosure of all relevant information relating to applications/proposals submitted including particulars of applicants and all sources of funds. It reserves the right to invite applicants for interviews to present and discuss their proposals and to carry out a thorough due diligence process including field assessments where necessary.

#### 14.5 Notification of Status of Applications

Applicants will be kept informed of the status of their application at different stages and notified of the final outcome by correspondence.

#### 14.6 Technical and Financial Validation of Approved Proposals

The Foundation will engage in discussions with successful applicants regarding the technical and financial aspects of approved proposals and the action planning for implementation.

### 15. DISBURSEMENT OF APPROVED FUNDS

Approved funds will be disbursed in instalments:

- A first instalment of 50% of total funds approved will be disbursed upon the signature of the Funding Contract Agreement
- Subsequent disbursements will be made subject to:
  - Compliance with the clauses of the Funding Contract Agreement
  - Utilisation of at least 75% of funds previously disbursed
  - Implementation of activities and delivery of outputs as planned
  - satisfactory monitoring performance
  - Submission of relevant progress reports and supporting information and documentations

Funds will be withheld where the criteria for disbursements are not fully satisfied. The Foundation will inform funded organisations of any shortcomings and provide assistance, where required, for corrective actions.

## 16. MONITORING

Monitoring refers to the ongoing and systematic collection of information, data and evidence on programmes/projects and organisations funded by the Foundation. The monitoring process includes:

- Collection of data and information through qualitative and quantitative indicators
- Submission of periodic reports and supporting information and documentations
- Regular field visits

Funded organisations must ensure adequate systems for data and evidence gathering and reporting. The Foundation will provide necessary assistance where required to ensure compliance with monitoring requirements.

The following key components are systematically monitored.

### **PROGRESS TRACKER**

Activity Monitoring To track progress of activities and delivery of outputs

### **FINANCIAL CONTROL**

Financial Monitoring To ensure correct use of funds

### **COMPLIANCE CHECK**

Compliance Monitoring To check compliance with Funding Contract Agreement and relevant regulations

### **BENEFICIARY ANALYSIS**

Beneficiary Monitoring To ensure accurate targeting of beneficiaries and assess the benefits of programmes/projects to them

### **RISK ASSESSMENT**

Risk Monitoring To identify risk situations with potential impact on programme/project implementation

## 17. MENTORING

Funded organisations experiencing difficulties will be given required assistance to address specific issues and problems encountered during the implementation of their interventions.

## 18. EVALUATION

Funded interventions will be evaluated to assess their effectiveness/success in meeting defined objectives, outputs and outcomes and impact on beneficiaries. This is important to determine key lessons learnt, identify good as well as bad practices and guide future funding. Funded organisations must participate in the evaluation process and are required to provide all necessary information and data required as part of the evaluation exercise.

## 19. DEALING WITH IRREGULARITIES

In dealing with irregularities such as continued monitoring non-compliance, conflicts of interest, misuse of funds, material breach of the Funding Contract Agreement and serious gaps in implementation of planned activities leading to initial objectives not being met, the Foundation reserves the right to take measures it deems appropriate, including:

- Terminating the Funding Contract Agreement and stopping any further disbursement of funds which may also have implications for funding under future Calls for Proposals
- Deregistering the organisation from the register of the NSIF
- Informing the regulatory body (for example, the Registrar of Associations or Companies), where applicable, for necessary actions at its end
- Initiating legal actions to recover any amount already disbursed

Before the Foundation makes its final decision, the concerned organisation will be given a fair chance to present its views to an Independent Review Committee.

## 20. Confidentiality

The Foundation shall not disclose to any person any confidential information. Statutory requirements governing disclosure of information, including obligations of the Data Protection Act, shall be fully respected.

## ANNEX: FUNDING INSTRUMENTS

### Ongoing Programmes/Services

Funding Instrument	Objective	Funding Arrangement	Eligible NGOs	Application
F1: Partnering with Non-Government Service Providers	To support NGOs delivering ongoing services that meet the needs of beneficiaries	Regular funding in the form of programme grants, 12 months renewable based on ongoing funding relationship and satisfactory M&E performance and outcomes	<ul style="list-style-type: none"> <li>• NGOs under Government grants</li> <li>• NGOs financed under the General Call 2018 or Special Call 2019 providing continuous services to a defined group of beneficiaries and having long term/permanent structures and demonstrating satisfactory monitoring performance</li> </ul>	Restricted Call for Applications



## Project-based Interventions

<b>Funding Instrument</b>	<b>Objective</b>	<b>Funding Arrangement</b>	<b>Eligible NGOs</b>	<b>Application</b>
F2: Investing in Social Innovations	To support new projects demonstrating innovative ideas and methods and having the potential to deliver better social outcomes	Project-based funding up to 12 months, renewable for 1 year subject to satisfactory M&E performance and outcomes	All	Open Call for Project Proposals
F3: Building Sustainable Communities	To support multiple, integrated community-based interventions	Project-based funding up to 12 months, renewable for 1 year subject to satisfactory M&E performance and outcomes	All	Open Call for Concept Notes/Project Proposals
F4: Supporting Small-Scale Initiatives	To fund micro and small-scale projects	Project-based funding up to 12 months	Small-scale project-based NGOs	Restricted Call for Project Proposals
F6: Special Calls	To cater for ad-hoc funding based on specific emerging needs and targeted interventions	Project-based funding up to 12 months	All	Open Call for Project Proposals

## National Programmes

Funding Instrument	Objective	Funding Arrangement	Eligible NGOs	Application
F5: National Programmes	To contribute towards the advancement of national priorities and SDGs	Regular funding in the form of programme grants, 12 months renewable based on ongoing funding relationship, satisfactory M&E performance and outcomes	All	Open Call for Expression of Interest/ Proposals