



# Strategic Plan 2017-2019

Towards a New CSR Framework  
for Collective Action on  
**Social Inclusion and Equity**



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# Executive Summary

**The growing trend of poverty and inequality is a global cause for concern. There are risks of social imbalances becoming structurally ingrained in societies worldwide, including in Mauritius.**

Government has a strong commitment to alleviate poverty and promote greater social justice as evidenced by the various social protection, welfare and redistributive policies and the formulation of a Marshall Plan against poverty.

However, to effectively address the multifaceted and complex issues of poverty, inequality and social exclusion, calls for collective action that engages not only government but also the business community, NGOs and the broader civil society.

Since 2009, the CSR legislation has provided a regulated framework for channelling business support to programmes and projects implemented by NGOs. The setting up of the National CSR (NCSR) Foundation, as announced in the Budget Speech 2016-2017, seeks to bring greater transparency in the use of CSR funds and better outcomes for the disadvantaged and vulnerable segments of our society.

The Foundation aspires to an inclusive and equitable society. It has as mission “to empower people living in conditions of poverty and vulnerability and to improve their wellbeing through impactful and sustainable stakeholder partnerships.”

The purpose of the NCSR Foundation Strategic Plan 2017-2019 is to create a solid institutional structure, enabling the Foundation to leverage collaborative partnerships with NGOs, the business community and other stakeholders with the overarching aim of helping to improve the ability of the poor and underprivileged to live in dignity and in respect of universal human rights.

### The Plan sets out four strategic goals:

1. Ensure effectiveness of programmes and projects supported by the Foundation
2. Promote stakeholder collaboration and coordination
3. Empower NGOs to improve the impact and efficiency of their actions on the ground
4. Build and uphold a principled, professional and service-oriented organisation culture and reputation

## The key drivers and strategies to realise the above goals are as follows:

### Impactful programmes

Impactful programmes that meet the needs of beneficiaries and advance national priorities and SDGs

### Evidence-based approach

Rigorous research and analysis guiding policies, strategies and programmes

### Effective Coordination of NGO Funding

A coordinated framework for funding of NGOs

### Strong image and reputation

Recognised and trusted organisation that commands stakeholder confidence

### Positive stakeholder relationships

Consistent communication and dialogue to promote constructive stakeholder relationships

### Effective guidance and capacity Building

Dedicated platform for information, guidance and capacity building

### Organisational efficiency

Operations supported by high performing staff, efficient processes and advanced IT systems

# 1

# Overview

Mauritius in the 21st century faces an increasingly challenging duality: the coexistence, on the one hand, of a growing and modernising economy that is progressing towards high income status and, on the other, deepening poverty along with widening inequalities based on unequal distribution of income.

The risk of emerging social imbalances becoming rooted in society is real if the continuing structural transformation of the Mauritian economy, driven by rapid globalisation and technological change, is not to the betterment of all.

The national development agenda outlined in the Vision 2030 shows strong government commitment to alleviate poverty. Various social protection, welfare and redistributive policies, strategies and programmes are aimed at promoting greater social justice, economic empowerment and social integration. A Marshall Plan making key recommendations for a framework of action against poverty has also been formulated.

Government, though, cannot by itself resolve the daunting, complex and multidimensional issues and challenges related to poverty, inequality and social exclusion.

Successful efforts in achieving more inclusive, equitable and sustainable development outcomes require stakeholder engagement and collaborative partnerships embedded in an approach that is people centred and human rights based.

Collective action engaging government, the business community and crucially mobilising nongovernment, not-for-profit organisations is vital in the fight against poverty.

NGOs have historically played a central role in society through targeted programmes and services to the benefit of the most disadvantaged and vulnerable segments of society.

Recognising the need for providing greater support to the work of NGOs, Government introduced the CSR legislation in 2009 as a regulated framework for businesses to fund NGO programmes and projects.

The setting up of the National CSR (NCSR) Foundation, as announced in the budget speech 2016-2017, aims at ensuring greater transparency in the use of CSR funds and generating better outcomes for beneficiaries.

The Foundation's primary drive is to create a more structured, coordinated and impactful framework for collective action on social inclusion and equity. In doing so, it seeks to trigger transformational change in the CSR, NGO and social landscapes.

This, however, requires a robust institutional architecture which the Strategic Plan 2017-2019 sets out to deliver.

# Vision, Mission & Mandate

## 2

### Vision

The vision of the National CSR Foundation is **“to be a catalyst for change, driving social inclusion, equity and sustainable development ”**.

The Foundation aspires to an inclusive and equitable society where:

- Everyone can fully participate and prosper
- People live a decent quality of life and their basic needs are fulfilled
- People have access to the services and support they need and the opportunity to develop and realise their full potential
- Income, wealth and resources are fairly distributed.

### Mission

The Foundation has as mission **“to empower and improve the wellbeing of people living in conditions poverty and vulnerability through impactful and sustainable stakeholder partnerships”**.

In pursuing this mission, the Foundation seeks to make a positive change in the lives of the poor and vulnerable, helping them to live in dignity and in respect of universal human rights.

### Mandate

The NCSR Foundation undertakes programmes and projects for the benefit of individuals and families registered under the Social Register of Mauritius (SRM) and of vulnerable groups. The Foundation focuses its actions around ten national priority areas of intervention as follows.

## Ten Priority Areas

- n **Socioeconomic development as a means for poverty alleviation**
- n **Educational support and training**
- n **Social housing**
- n **Supporting people with disabilities**
- n **Dealing with health problems**
- n **Family protection including gender-based violence**
- n **Leisure and sports**
- n **Environment and sustainable development**
- n **Peace and nation-building**
- n **Road safety and security**

### **The other key functions of the Foundation are to:**

- n Establish and update a register of NGOs in specific priority areas to allocate CSR funds
- n Request and examine call for projects by NGOs in the priority areas
- n Monitor and evaluate CSR programmes
- n Serve as a platform for coordination and communication among all stakeholders
- n Liaise with relevant Ministries when required to support project implementation by NGOs
- n Promote awareness of the UN Sustainable Development Goals (SDGs).



# 3

# Core Values

The Foundation is committed to a principled way of working. The following core values are at the heart of the policies, decisions and actions taken in executing its mission and mandate.

## NCSR Foundation Core Values

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

The NCSR Foundation upholds a professional, honest and ethical behaviour at all times. It gives fair treatment and consideration to everyone.

### **Accountability and transparency**

The Foundation takes responsibility and is answerable to stakeholders for its policies decisions and actions. It is committed to disclosing in clear, accurate and complete manner its activities and performance.

### **Partnership**

The Foundation believes that more can be achieved by working together. Its work is grounded on the fundamental basis of effective collaboration with stakeholders.

### **Impact**

The NCSR Foundation works with and through NGOs to deliver programmes that have a positive impact on the lives of the poor and vulnerable people.

### **Efficiency and service**

The Foundation is committed to delivering a responsive, efficient and high quality of service to stakeholders.

### **Respect and stakeholder engagement**

The NCSR Foundation gives due regard to the views and expectations of stakeholders and is committed to engaging with them in constructive dialogue.

# Strategic goals

4

The NCSR Foundation Strategic Plan 2017-2019 sets out four strategic priority goals.

## NCSR Foundation Strategic Goals



The above goals reflect the key strengths of the Foundation, notably, in terms of an independent institutional structure and the availability of technical capabilities. The goals seek to leverage the opportunity for the Foundation to bring transformational change and take on a leadership role by acting as a catalyst for collective action on social inclusion and equity.

They also address some observed constraints of the prevailing CSR and NGO landscapes, in particular, the ad-hoc, fragmented and uncoordinated approach to NGO funding, the lack of a performance, monitoring and evaluation culture and limited scope for impact due to restricted replicability and scalability of projects.

Potential risks relating to governance issues, low impact, unmet expectations, negative perception and inherent bureaucracy that may affect the activities and goodwill of the Foundation are taken into consideration.

Goal

1

## Ensure effectiveness of programmes and projects supported by the Foundation

Goal 1 entails a strategic, impact-driven and performance-oriented approach to supporting programmes and projects so that they can improve the well-being of the poor and vulnerable groups and contribute in a meaningful way to the advancement of national priorities and SDGs.

Goal

2

## Promote stakeholder collaboration and coordination

Goal 2 seeks to foster dialogue, collaboration and coordination between the NCSR Foundation, Government, NGOs and the business community. It aims at establishing a coordinated framework to allocate funds for NGOs.

Goal

3

## Empower NGOs to improve the impact and efficiency of their actions on the ground

The Foundation recognises the laudable work of NGOs and their engagement to the interests and benefit of the poor, marginalised and vulnerable segments of society. Goal 3 is about harnessing and enhancing their capacities to achieve more effectiveness and efficiency in their actions.

Goal

4

## Build and uphold a principled, professional and service-oriented organisation culture and reputation

Goal 4 aims at building the image of the Foundation to inspire trust and respect as a professional, efficient and responsive organisation having a highly principled way of working.

# Key Drivers 5 and Strategies

The key drivers and strategies to attain the strategic goals of the Foundation are as follows.

## Key Driver 1

### Impactful Programmes

#### Expected Outcome:

Impactful programmes and projects that meet the needs of beneficiaries and advance national priorities and SDGs

#### Objectives

**Establish a comprehensive funding framework**

#### Strategies

- n Define an appropriate funding strategy
- n Develop objective and transparent guidelines, efficient processes and systems for registering NGOs, examining proposals, allocating funds, monitoring and evaluation, reporting
- n Define appropriate windows to request calls for proposals, establish predefined timeframes for examination and approval of proposals and ensure timely communication
- n Set clear contractual obligations relating to award of funding
- n Maintain appropriate databases of NGOs, projects, funding allocations, monitoring and evaluation

Objectives	Strategies
<b>Advance national priorities and SDGs</b>	<ul style="list-style-type: none"> <li>n Tailor calls for proposals to address specific priority issues and SDGs</li> <li>n Align programme/project objectives to SDGs</li> <li>n Promote social innovation and social entrepreneurship</li> <li>n Devise national programmes for greater impact</li> <li>n Spur collaborative partnerships and action platforms around national priorities and SDGs</li> <li>n Raise awareness and understanding of SDGs</li> <li>n Set goals for contribution towards national priorities and SDGs</li> </ul>

## Key Driver 2

### Evidence-based Approach

#### Expected Outcome:

Rigorous research and analysis guiding policies, strategies and programmes

Objectives	Strategies
<b>Spearhead strategies</b>	<ul style="list-style-type: none"> <li>n Prepare papers, documents and reports guiding policy and strategic decisions both at the organisational and national levels</li> <li>n Conduct research, engage in consultations, gather data, information and feedback to inform specific policy and strategic approaches</li> <li>n Contribute to the development, implementation and evaluation of organisational strategies</li> </ul>
<b>Fill knowledge gaps with insights and evidence on national socioeconomic issues</b>	<ul style="list-style-type: none"> <li>n Develop a research agenda/plan and a calendar for dissemination</li> <li>n Conduct research to understand emerging issues, trends and challenges in different priority areas of intervention</li> <li>n Assess the characteristics and needs of beneficiaries (SRM and vulnerable groups)</li> <li>n Promote collaborative research with academia</li> <li>n Participate in/contribute to national and international conferences, workshops and events</li> </ul>

Objectives		Strategies
<b>Inform strategic and impactful allocation of funds</b>	n	Systematically collect and analyse relevant information and statistics
	n	Map services provided by government, public institutions and NGOs
	n	Undertake needs assessment and service delivery capacity of NGOs
	n	Identify emerging gaps, challenges, areas of need and under-funding
	n	Devise relevant plans to spur action/initiatives in areas of need and under-funding
	n	Advise on design of evidence-based programmes
	n	Undertake reviews/evaluations and impact assessments of programmes
	n	Survey relevant CSR actions advancing SDGs
<b>Generate high quality contents</b>	n	Develop relevant, insightful publications
	n	Create dynamic web contents

## Key Driver 3

### Effective Coordination of NGO Funding

#### Expected Outcome:

A coordinated framework for NGO funding

Objectives		Strategies
<b>Promote coordination and collaboration in the area of NGO funding</b>	n	Identify relevant stakeholders and establish contact and dialogue
	n	Set up formal linkages with relevant authorities and create a framework for coordination of public sector funding to NGOs
	n	Facilitate mutual sharing of information with private foundations and companies
	n	Create a database of NGOs mapping their different sources of funds

# Key Driver 4

## Strong Image and Reputation

### Expected Outcome:

Recognised and trusted organisation that commands stakeholder confidence

Objectives	Strategies
<b>Build a coherent image of the Foundation based on transparency and accountability</b>	<ul style="list-style-type: none"><li>Undertake an image building exercise</li><li>Define the Foundation's core philosophy and promise</li><li>Craft visual identity system</li><li>Create compelling and appealing messages</li><li>Leverage internal capabilities (people, processes and infrastructure) to uphold the values of the organisation</li><li>Develop a culture of accountability and public reporting</li><li>Create policies and tools to ensure good governance, ethical conduct, transparency and enable consistent and comprehensive reporting to stakeholders</li><li>Conduct regular studies on stakeholder perception/opinion of the Foundation</li></ul>

# Key Driver 5

## Positive Stakeholder Relationships

### Expected Outcome:

Consistent communication and dialogue to promote constructive stakeholder relationships

Objectives		Strategies
<b>Secure stakeholder and public awareness of the role and work of the Foundation</b>	n	Develop a comprehensive PR and communication plan
	n	Put in place adequate content and systems to report the activities of the Foundation on a regular basis
	n	Engage in consistent media relations, PR and other promotional activities using different channels to communicate the image and work of the Foundation and promote awareness of its role and goodwill thereof
<b>Enhance stakeholder engagement</b>	n	Devise appropriate outreach/networking activities/events to engage and build rapport with stakeholders
	n	Provide a platform/forum for dialogue and collaboration with private CSR foundations and companies
<b>Ensure an effective online presence</b>	n	Define a clear digital strategy
	n	Upgrade the functionalities and design of website and optimise its visibility notably through SEO
	n	Create a robust social media presence



# Key Driver 6

## Guidance and Capacity Building

### Expected Outcome:

Dedicated platform for information, guidance and capacity building

Objectives	Strategies
<b>Provide effective guidance</b>	n Provide up to date information on legislation, policies and administrative arrangements
	n Develop an online library of useful guidance materials and resources
<b>Set up a highly responsive enquiry management system</b>	n Put in place a helpdesk and clear protocols for dealing promptly with enquiries (including online queries)
	n Assign and train staff for responding to queries
	n Provide adequate office space for meetings
	n Gather regular feedback on customer service
<b>Build up NGO capacity</b>	n Identify capacity building needs of NGOs
	n Undertake a classification of NGOs
	n Use research outputs to guide NGO capacity building
	n Generate relevant materials to help build capacity of NGOs
	n Organise regular capacity building activities/events
	n Set up learning networks to facilitate exchanges of ideas, explore new opportunities and innovation

# Key Driver 7

## Organisational Efficiency

### Expected Outcome:

Operations supported by high performing staff, efficient processes and advanced IT systems

Objectives	Strategies
<b>Build a culture of performance</b>	<ul style="list-style-type: none"> <li>n Adopt an outcome-oriented approach, set goals and formulate clear expectations for individual staff performance in line with management priorities</li> <li>n Devise performance enhancement plans identifying opportunities for improvement</li> <li>n Develop productivity enhancing work methods</li> <li>n Empower staff to lead, make decisions and take responsibility for their actions and performance</li> <li>n Introduce staff welfare and flexible working policies</li> </ul>
<b>Ensure timely, reliable and professional services</b>	<ul style="list-style-type: none"> <li>n Implement simplified administrative processes and workflows that promote efficiency and productivity</li> <li>n Clearly designate roles and responsibilities</li> <li>n Ensure technological infrastructure and connectivity are of high standards</li> <li>n Continuously assess and improve the efficacy of processes</li> </ul>
<b>Foster learning, collaboration and innovation</b>	<ul style="list-style-type: none"> <li>n Promote teamwork</li> <li>n Establish an effective internal communication/information sharing system</li> <li>n Create a learning environment for staff to share and acquire knowledge and assimilate best practices into their work</li> <li>n Encourage project based working approach</li> <li>n Encourage staff to innovate, develop new ideas and approaches</li> <li>n Invest in training and capacity building of staff including participation in international conferences</li> <li>n Establish links with local and international organisations in CSR, socioeconomic and sustainable development fields</li> </ul>
<b>Transparent and prudent financial management</b>	<ul style="list-style-type: none"> <li>n Adhere to principles and practices of good governance</li> <li>n Maintain proper financial management processes, adequate records keeping, internal controls and financial reporting standards</li> </ul>



**Address**

National CSR Foundation,  
7th floor, Garden Tower,  
La Poudriere Street,  
Port Louis.

**Phone**

+230 4055152  
+230 4055169

**Online**

Email : [info@ncsrfoundation.org](mailto:info@ncsrfoundation.org)  
Website: [www.ncsrfoundation.org](http://www.ncsrfoundation.org)