

1 INTRODUCTION TO THE STAP

Clear objectives and stakeholder commitment drive successful projects.”

- World Bank (Logframe Handbook)

1.1 Background

This Short-Term Action Plan (STAP) forms an integral part of the Sustainable Integrated Development Plan for Rodrigues (SIDPR) and should be read in conjunction with the main report. Initially, in its earlier form submitted to the RRA, the STAP had been designed so as to be consistent with the basic elements of a typical Comprehensive Development Framework (CDF) adopted by the World Bank, donors and other international institutions when working out country assistance strategies. However, given the Programme-Based Budgeting (PBB) approach adopted by the Government of Mauritius and the RRA, guidelines have been issued for presentation of the various recommendations contained in the SIDPR in PBB format.

Whilst this does present some presentation and navigational challenges (since PBBs are prepared by each Commission of the RRA, covering responsibilities falling under their purview – and not necessarily by sector or sub-sector as proposed in the TOR of the SIDPR project), care has been taken to draft the matrices in a way that is consistent with the SIDPR. When this is not possible for technical reasons, the reader may refer to the initial logframes in the Annex of this STAP for more detailed analysis.

It is also noteworthy that the cost elements have been excluded at this stage, after discussion with all stakeholders, including the RRA, officials of MOFEE, and UNDP. The cost of the various projects, programmes and initiatives accepted will be worked out by the various Commissions concerned as they prepare their PBB to be submitted to the MOFEE.

1.1.1 Purpose of the STAP

The STAP identifies a portfolio of projects and programmes grounded in a strategy that is demand-driven, locally designed, and based on the resources necessary to yield results as well as the capacity to implement the identified projects, programmes and initiatives.

Following the World Bank methodology¹, the logframes in the Annex of the STAP “*develops causality deductively from a desired set of strategic outcomes and tends to promote demand-responsive analysis.*” The rationale for using this approach is based on the fact that the development of Rodrigues cannot depend on the annual budget obtained from Mauritius. In any case, the capital budget will not be sufficient to finance development initiatives. Support from international financial institutions, donors, organisations within the UN system and friendly countries are key to mobilise the necessary resources to finance development projects. The use of the STAP will generate a strategic and programme framework consistent with donors’ frameworks and will facilitate the definition and design of a strategy for Rodrigues based on the both the PBB approach of the MOFEE and the Country Assistance Strategy of the World Bank.

¹ World Bank, “*The Logframe Handbook: A Logical Framework Approach to Project Cycle Management*”.

The methodology adopted follows the PBB Manual for Programme-Based Budgeting issued by the MOFEE. In the Annex, the logical framework analysis (LFA) or logframes are used to create clear objectives and to build commitment and ownership among stakeholders. It takes into consideration the complete project cycle, from design to implementation to monitoring and evaluation.

1.2 Two main parts of the STAP: PBBs and Logframes

During the Diagnosis phase project and throughout the consultative process that led to the preparation of the SIDPR document, a number of issues and challenges had been identified. The way forward is identified in the main report as well as the long-term strategies and goals. In this STAP, the immediate action points are highlighted in order to work towards the longer-term vision.

The STAP is divided into **two main parts**. The first part comprises the **PBB matrices** prepared for each Commission based on the preliminary drafts PBBs submitted by the RRA to the MOFEE in the context of the 2008/09 budget. They are built up from the existing PBBs of each Commission but the main elements of the SIDPR have been included for completeness.

The second part comprises the **logical framework matrices** submitted to the RRA earlier and following the World Bank LFA format. They are essentially sector-based and not Commission-based and can be use as guidelines during implementation of the various programmes proposed in the PBBs of Part I. The approach, as in the SIDPR, are presented in the following way:

- 1 Kick-starting the Integrated Development Planning & Management (IDP) process in Rodrigues and establishing mechanisms to ensure the survival of the proposed SIDPR Superstructure;
- 2 Implementing sectoral and cross-sectoral development action plans that will contribute to addressing the immediate issues and challenges facing Rodrigues as well as setting the pace for sustainable integrated development. These are further sub-divided as follows:

Sectors	Sub-Sectors
Cross-Sectoral	<ul style="list-style-type: none"> • Integrated Development Planning and Management • Governance • Environment, Land Use and Coastal Zone Management • Water resources management and development • Information Resources-GIS • Energy (and Climate Change)

	<ul style="list-style-type: none"> • Roads
Productive Sector	<ul style="list-style-type: none"> • Private Sector Development (including the macroeconomic climate, the business environment, trade and investment climate in order to stimulate private sector development through SMEs) • Agriculture • Fisheries & Aquaculture • Tourism • Emerging sectors
Social Sector	<ul style="list-style-type: none"> • Health • Education and Training • Gender and Social Issues • Employment



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