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# **Mid-Term Review**

## **UNDP Mauritius Country Programme 2013-2016**

### **Final Report**

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## List of Acronyms and Abbreviations

AEO	African Economic Outlook
AFB	Adaptation Fund Board
AFD	Agence Française de Développement
AWP	Annual Work Plan
CCACZM	Climate Change Adaptation for Coastal Zone Management
CP	Country Programme
CPD	Country Programme Document
CZM	Coastal Zone Management
CPAP	Country Programme Action Plan
DAC	Development Assistance Committee (OECD)
DaO	Delivering as One
DCP	Decentralized Cooperation Programme
DP	Development Partner
CP	Country Programme
CPD	Country Programme Document
CO	Country Office
CSR	Corporate Social Responsibility
EF	Economic Function
ELS	Electronic Learning System
ESTP	Economic and Social Transformation Plan
EU	European Union
FY	Fiscal Year
GCF	Green Climate Fund
GCPSE	UNDP Global Centre for Public Service Excellence
GEF	Global Environment Facility
GEF-6	Global Environment Facility, 6th Cycle 2014-2018
GVB	Gender-Based Violence
GoM	Government of Mauritius
HBS	Household Budget Survey
HRDC	Human Resource Development Council
HDI	Human Development Index
ICT	Information and Communication Technology
IVM	Integrated Vector Management
IWRM	Integrated Water Resource Management
KRN	Kolektif Rivier Nwar
LDC	Least Developed Country
LM	Line Ministry
MACOSS	Mauritius Council of Social Service
MAIFS	Ministry of Agro-Industry and Food Security
M&E	Monitoring and Evaluation
MCSAR	Ministry of Civil Service and Administration Reform
MDG	Millennium Development Goal

MEPU	Ministry of Energy and Public Utilities
MESD	Ministry of Environment, Sustainable Development, and Disaster and Beach Management
MGE	Ministry of Gender Equality, Child Development and Family Welfare
MID	Maurice Ile Durable
MIS	Management Information Systems
MOFA	Ministry of Foreign Affairs, Regional Integration and International Trade
MoFED	Ministry of Finance and Economic Development
MOHL	Ministry of Housing and Lands
MOI	Mauritius Oceanography Institute
MoInd	Ministry of Industry, Commerce and Consumer Protection
MLIR	Ministry of Labour, Industrial Relations, Employment and Training
MOOC	Massive Open Online Courses
MQA	Mauritius Qualifications Authority
MSIEE	Ministry of Social Integration and Economic Empowerment
MSS	Ministry of Social Security, National Solidarity and Reform Institutions
MTE	Mid-Term Evaluation
MTR	Mid-Term Review
MYS	Ministry of Youth and Sports
NDU	National Development Unit
NEF	National Empowerment Foundation
NGO	Non-Government Organisation
NIM	National Implementation Modality
NSA	Non-State Actor
OECD	Organization for Economic Cooperation and Development
PAC	Public Accounts Committee
PBB	Programme/Performance Based Budgeting
PDIA	Problem Driven Iterative Adaptation
PFM	Public Financial Management
PMT	Proxy Means Test
POPs	Persistent Organic Pollutants
PRMIG	Planning and Resource Management for Inclusive Growth
RSC	UNDP Africa Regional Service Centre
PV	Solar Photovoltaic Power System
RAA	Rodrigues Regional Assembly
RFF	Results and Resource Framework
RBA	Regional Bureau for Africa
ROAR	Results Oriented Annual Reports
RPL	Recognition of Prior Learning
SGD	Sustainable Development Goal
SIE	Social inclusion and Empowerment
SIDS	Small Island Developing State
SIDSDOCK	Support to clean energy investment & technical assistance in SIDS
SM	Statistics Mauritius
SNSM	Strengthening the NGO Sector in Mauritius
SME	Small and Medium Sized Enterprises
SP	UNDPs Strategic Plan 2014-2017
SRM	Social Register of Mauritius

TA	Technical Assistance
TNA	Training Needs Analysis
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
UNV	United Nations Volunteers
UoM	University of Mauritius
WB	World Bank

## Executive Summary

The UNDP Country Programme Document 2013-2016 (CPD) is a combined UN effort according to the Delivering as One (DaO) approach. The programme, which has three outcomes, is implemented according to three separate projects (Pillars) within 1) Democratic Governance, 2) Poverty Reduction and Social Inclusion and 3) Environment and Sustainable Development.

Both Pillars 1 and 2 are guided by overarching project documents, signed by the Government, while Pillar 3 is implemented with support from vertical funds (GEF and AFB). Projects under Pillar 3 are guided by individual project documents; formulated, monitored and managed according to GEF and AFB guidelines. The CPD is executed by national partners (the NIM modality). Pillars 1 and 2 are, each steered by a project board, while projects under Pillar 3 have individual steering committees. All projects are implemented according to Annual Work Plans (AWPs) and the results and resource framework (RFF) of the project documents are the main monitoring instruments of the CPD. Funding for Pillar 3 exceeds 85% of the country programme budget.

The mid-term review (MTR) of the CPD took place during the period August-October 2015. It was carried out in a participatory manner and comprised of three short phases: 1) A desk study, 2) a twelve-day in-country mission with interviews of all key programme stakeholders in Government, civil society, the private sector and among international development partners, and 3) a final phase of analyses and drafting the MTR report.

The four main objectives of the review were the assessment of:

- a) Relevance and strategic positioning of UNDP support to Mauritius on Democratic Governance; Poverty Reduction and Social Inclusion; and Environment and Sustainable Development
- b) Frameworks and strategies devised by UNDP for its support on Democratic Governance; Poverty Reduction and Social Inclusion; and Environment and Sustainable Development, including partnership strategies, and whether they are well conceived for achieving the planned objectives.
- c) Progress made towards achieving the three outcomes, through specific projects and advisory services, and including contributing factors and constraints.
- d) Lessons learned for future UNDP support to Democratic Governance; Poverty Reduction and Social Inclusion; and Environment and Sustainable Development and areas of programme re-positioning and re-focusing within the current Mauritius development context, and in light of UNDP's new strategic plan.

The MTR was conducted according to seven evaluation criteria and included assessments of programme alignment to Government priorities and to UNDP's strategic plan 2013-2017, programme performance, DaO support and partnerships, funds mobilisation, and promotion of UN values.

### Relevance

The strategic position of UNDP as a key partner for Government and NSAs remains unchanged. With the UNDP CO as the only donor with broad development engagements with the Government, the CPD is a unique platform to assist Mauritius and to leverage partnerships and synergies among local and international partners. UNDP's role as a neutral and credible partner for the Government and for NSAs was underlined during all meetings conducted by the MTR team.

The support rendered by the country programme has maintained its relevance vis-à-vis Government priorities and support to NSAs. The main reasons behind this achievement

are: a) the flexible manner in which the support is delivered in response to changing priorities of the new Government and b) the ability of the CO to mobilise support through the DaO approach and through quite significant international funding linked to the global conventions on sustainable development. The ability of the UNDP CO to respond to changing Government priorities is perhaps best illustrated by the present support to the MCSAR for a foresight exercise and to the Government for the formulation of the Marshall Plan against poverty. Both engagements support key elements in the new Government programme and this cooperation will also identify where future UNDP support will be needed and provide inputs for the preparation of the new CPD (2017-2020).

The relevance of UNDP support is further documented through the strong policy support rendered to Mauritius' development agenda and participation in international forums as well as contributions to strategic and small-scale development projects supplementing the CPD.

### **Programme achievements**

There is evidence of significant achievements within all three pillars of the CPD. The establishment of the Social Register of Mauritius (SRM) as the backbone of social policies as well as the Electronic Learning System (ELS) as a new platform for in-service training of civil servants are two tangible results, which are pivotal for improved poverty alleviation and governance, respectively. The Kolektif Rivier Nwar (KRN) pilot on community development is another tangible result, which has a very promising scalability potential within the upcoming Marshall Plan against poverty.

In addition, the support to energy and environment serves as a strong catalyst for the work towards sustainable development in Mauritius, and assists the Government in achieving good progress in the implementation of international conventions. The concurrent message from counterparts in sustainable development is that Mauritius could not have achieved its present level of development without the significant funding and TA mobilised by the UNDP CO. External evaluations of individual GEF/AFB projects confirm the good progress. This notable performance has also gained the UNDP CO a regional role as environmental project manager, being responsible for development and management of regional environmental projects in the SIDS countries in East and West Africa and in the Maldives. Since mutual sharing of experience is an integrated element in all regional projects, they serve as a strong driver for South-South cooperation on environment in the region.

These achievements have also contributed to MDG achievements as the CPD has significant linkages to MDG 1, 3 and 7. According to the latest national MDG report for 2015, Mauritius has achieved its targets within all three MDGs, although some unfinished business remains, such as addressing growing income disparity. Through the support rendered by UNDP, significant contributions were made in order to reach these targets, such as the establishment of SRM as the backbone of social policies and the support to environment and energy feeding directly into Government programmes for sustainable development, and linking targets and funding of global conventions to implementation of national and local commitments/ priorities.

Although Government priorities in long-term strategic planning and Programme Based Budgeting (PBB) have seen significant changes, with a deviation from the approaches which UNDP and the Government previously worked on, good progress towards building capacity for more accountability and governance has still been made. The MTR team noted during the meetings and field visits that a 'performance culture' in both public sector and among NSAs now seems to be emerging as a result of the support.

It is also worth noting that the UNDP Country Office in Mauritius is among those having the smallest number of staff (44<sup>th</sup> position in Africa) and smallest TRAC resources. However, the efficiency of the Country Office is comparable to the top 25% of Country offices. In the last RBA composite ranking, published in May 2015, Mauritius progressed from the 33<sup>rd</sup> place to the 27<sup>th</sup> out of 45 countries in the region. The CO obtained a score of 69 and, with an additional point, it would have been at the 22<sup>nd</sup> place. It is also useful to highlight that, at the time of the conduct of the MTR, the overall expenditure of the CO had already exceeded 60%.

### **Issues & challenges**

Not all targets are likely to be met, however and the support to gender equality, implementation of line ministry gender strategies and the work of the gender cells are areas which have seen modest progress. In general, more ownership in the areas of gender equality and gender mainstreaming is needed in order to achieve better results.

Repetitive cuts of UNDP core resources and unfulfilled budgetary commitments from other partners have resulted in scaling down of operations, as they reduced the ability to organize mobilization activities and to replace some staff, notably the Project Manager and the UNDP/UN Women Gender Focal Point under Pillar 2. The support to Rodrigues has also suffered from lack of progress, caused by differing opinions on project staff recruitment.

It was also noted that the SRM Unit is faced with sustainability issues, which require the attention of management, but the MTR team is convinced that the stakeholders can iron out these issues within the present programme phase.

The projects under Pillar 3 have seen significant delays in some cases, not because of a lack of relevance and ownership, but rather due to a combination of inefficient NIM and perhaps too optimistic project designs. From an international perspective, however, Mauritius is doing well and learnings from previous projects may serve to mitigate some of the delays encountered.

Finally, despite the good achievements in leveraging partnerships and international cooperation, there seem to be an untapped potential for further donor cooperation. Mauritius is not a signatory to the Paris Declaration on Aid Effectiveness and donor harmonisation currently happens on a case-by-case basis. The MTR team concluded from the discussions with representatives from IMF, EU, WB and AFD that regular donor meetings should be organised to discuss current developments and to share lessons learned and upcoming plans, for the benefit of one and all.

### **Recommendations**

The MTR team proposes fifteen recommendations for refocus and improvement of programme implementation effectiveness; efficiency and sustainability. These recommendations will also assist the CO in its CP alignment with UNDPs Strategic Plan:

***Table. Summary of MTR Recommendations***

#	Pillar 1
1	The project board for Pillar 1 should outline an exit strategy for the support to the SRM unit with a staffing plan and clear job descriptions, clarifying the need for in-house statistical capacity to link SRM/PMT data to broader social policy formulations and clarifying working relationship with other ministries.
2	PAC should receive support to a second study tour to France and the UK on a cost-sharing basis provided that a) permanent secretarial support for the committee be established, b) the necessary law amendment to the PAC mandate be made to allow for more independent

	auditing, and c) PAC audit reports can be tabled in the National Assembly and shared with the public.
3	Support should be extended to NSAs in public expenditure tracking as originally foreseen in the project document.
	<b>Pillar 2</b>
4	The preconditions and process leading to the KRN community development strategy should be documented in order to facilitate learning and scalability
5	UNDP should support MGE in mobilizing support from Government and the National Assembly to its National Action Plan for Gender Mainstreaming
6	UNDP should support the upcoming MGE initiative on 'Women back to work' and MSIEE on "Women Entrepreneurship"
7	Continued support should be rendered to the professionalization of social work in two areas: (a) Support to changes in the NGO legal and regulatory framework (amendment to the Registration of Association Act, New Remuneration Order), and, b) support to RPL work towards National Level 5 Certificate for social workers.
8	Support should be rendered to MSS in its scheduled TNA for NSAs and to the design and implementation of a strategic NSA training plan addressing generic and specific NSA needs
9	UNDP should accept the invitation from MYS to become member of the NVS steering committee in order to monitor progress, to discuss lessons learned and share best practices
10	The Marshall Plan against poverty will no doubt require M&E capacity at various levels (at both institutional and NSA levels). It is therefore recommended to maintain the M&E function based at MSIEE but with a broader mandate to pursue building capacity in the area of (and hence a culture of) Planning, Monitoring and Evaluation
11	The project board should be convened at least twice a year to keep track of the many initiatives and ensure proper coordination and managerial backing
	<b>Pillar 3</b>
12	Best practice management should be promoted to all agencies, including the parallel implementation approach and use of direct procurement of goods; National Project Directors and Procurement Officers should be sensitised and trained to understand the rationale behind the Public Procurement Act.
13	UNDP (and GEF, if possible) should assist executing agencies in recruitment of international experts, either through access to corporate expert rosters and websites, or by sharing a selection of CVs of pre-screened experts with the agencies.
14	UNDP should promote the application of proper project management information systems (MIS) whenever projects are designed. It is important to ensure proper recording, data management and reporting as well as to facilitate broader sharing of knowledge.
	<b>Donor Coordination</b>
15	UNDP should initiate regular meetings with other Development Partners to discuss about current issues and developments, as well as to share lessons learned and upcoming plans.



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## Acknowledgements

The mid-term review (MTR) of the UNDP Country Programme 2013-2016 took place from 21 August to 16 October 2015. The review included a desk study and an in-country mission from 31 August to 15 September 2015, where interviews were conducted with key programme stakeholders in Government, civil society, the private sector as well as with international development partners.

The MTR team would like to thank all stakeholders for the warm hospitality and open discussions during all meetings and for having shared valuable lessons learned. The team has done its best to reflect the views expressed during the discussions, but ultimately the findings and recommendations in this report represent the assessments of the team and are subject to further review and discussions between UNDP and the Government of Mauritius.

The assignment could not have been accomplished without logistical support from UNDP staff and the team would like to extend special thanks to the UNDP CO for all arrangements made, above all those relating to meetings, transportation, and accommodation.

16 October 2015,

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## 1. Background

The UNDP Country Programme Document (CPD) 2013-2016 was approved by the Executive Board in September 2012 and is a combined UN effort according to the Delivering as One (DaO) approach. It defines three outcomes, which represent the anticipated development change to be achieved by end of 2016. The programme is implemented according to project documents with Annual Work Plans (AWPs) derived from the CPD outcomes and the results and resource framework (RRF) of the project documents, which are the main programme monitoring instruments.

The CPD has three pillars (components) and three outcomes within 1) Democratic Governance; 2) Poverty Reduction and Social Inclusion, and, 3) Environment and Sustainable Development. Pillars 1 and 2 are guided by overarching project documents. Pillar 3 is implemented with the support from vertical funds (GEF and AFB) and guided by individual project documents, which are formulated, monitored and managed according to GEF and AFB guidelines. While Pillars 1 and 2 each has a project board, projects under Pillar 3 have their own steering committee arrangements. Funding for Pillar 3 exceeds 85% of the Country Programme (CP) budget.

The CP is implemented by national partners (the NIM modality). Since programme inception, UNDP has conducted annual assessments of results against established CPD targets using the ROAR (Results Oriented Annual Reports). The CP has reached its mid-point after two years of implementation and the mid-term review (MTR) was carried out to assess UNDP contribution to development effectiveness and to provide strategic direction and inputs to the next country programme.

The MTR was conducted by a team comprising of one international and one national consultant. In line with the Terms of Reference (TOR) in **Annex 1**, the four main objectives of the review were the assessment of:

- a) Relevance and strategic positioning of UNDP support to Mauritius on Democratic Governance; Poverty Reduction and Social Inclusion; and Environment and Sustainable Development
- b) Frameworks and strategies devised by UNDP for its support on Democratic Governance; Poverty Reduction and Social Inclusion; and Environment and Sustainable Development, including partnership strategies, and whether they are well conceived for achieving the planned objectives.
- c) Progress made towards achieving the three outcomes, through specific projects and advisory services, and including contributing factors and constraints.
- d) Lessons learned for future UNDP support to Democratic Governance; Poverty Reduction and Social Inclusion; and Environment and Sustainable Development and areas of programme re-positioning and re-focusing within the current Mauritius development context, and in light of UNDP's new strategic plan.

## 2. Evaluation Design

The review was organised with the aim to maximize stakeholder engagement in the MTR process and a Reference Group comprising of ministry representatives and NGOs had been established to support the MTR as well as validate findings and recommendations. The MTR applied a mainly qualitative approach which combined desk reviews (secondary data), with stakeholder interviews, focus group discussions, a conference call and one field visit (primary data). The list of documents received for the review can be found in **Annex 3**. Through data triangulation, the team did its best to base all findings, analyses and conclusions on facts as much as the time frame of the review allowed. This included validation of findings and recommendations against ROAR data and consultations with UNDP staff and the Reference Group. A list of persons met can be found in **Annex 4**.

The MTR took point of departure in a results-based approach to assess outcomes of capacity development support provided through the CP. This approach is explained in UNDP guidelines such as 'Measuring Capacity' (2010) and 'Innovations in Monitoring and Evaluating Results' (2013). In brief, a results-based approach defines 'capacity' as the ability of institutions to fulfil their mandates and functions according to their corporate plans and strategies. It compares the achievements made during the time of project support with the baseline data. Any improvement over time in the ability of supported institutions to fulfil their mandate serves as a proxy for improved institutional capacity. Starting with the identification of results achieved since project start, the assessment then analyses causality links between these results and the support provided by each project. This analysis is unfolded in accordance with the specified evaluation criteria and evaluation questions (see below) in order to identify contributions and attributions by the project and critical capability gaps not sufficiently addressed or in need of being addressed in the future. In order to establish a reference point for the assessment of results, the MTR team updated the results framework using ROAR data and the findings from the desk review.

### 2.1 The MTR Process

In total, each consultant was allocated 22 working days for the assignment, including 12 working days in-country for the international consultant. The MTR process consisted of a design phase, an in-country phase for data collection and the final phase for drafting of the report. The process is outlined in the table below:

**Table 1. The MTR Process**

Timeline	Activity	Deliverables
21 - 31 Aug. 2015	Desk Review  Review materials, CPD, Project Documents, Results Oriented Annual Reports  Stakeholder mapping  Arrange meetings with key stakeholders  Drafting of inception report (including work plan)	

Timeline	Activity	Deliverables
31 Aug. 2015	Inception Meeting with UNDP Mauritius Country Office (CO)	
01 Sept. 2015	Finalisation and submission of Inception Report	Inception Report
31 Aug - 14 Sept. 2015	Stakeholder consultations Field visits to Black River/Le Morne Data analysis	
14 Sept 2015	Debriefing meeting with UNDP CO	Slide presentation
15 Sept 2015	Debriefing meeting with Reference Group and UNDP Staff	Slide presentation
18 - 25 Sept. 2015	Drafting of MTR Report	
25 Sept 2015	Submission of Draft MTR Report	Draft MTR Report
28 Sept – 14 Oct 2015	Draft MTR Report circulated for comments.	
14 - 15 Oct. 2015	Finalization of MTR Report with stakeholder comments	
15 Oct. 2015	Final Submission of MTR report	Final MTR Report

## 2.2 Evaluation Criteria and Questions

The MTR was carried out according to seven evaluation criteria outlined by the TOR. This included four of the five evaluation criteria established by OECD/DAC (relevance, effectiveness, efficiency, sustainability) and three UNDP specific criteria (partnerships, strategic positioning and promotion of UN values. The evaluation criteria were supplemented by a set of evaluation questions:

**Relevance:** The extent to which the programme designed and implemented is suited to national priorities and realities:

- To what extent are the objectives of the programme still valid;
- Is the programme consistent with the national goals and the attainment of its objectives;
- Has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country;
- To what extent is UNDP's engagement in Democratic Governance, Poverty Reduction and Social Inclusion and Environment and Sustainable Development supports a reflection of strategic considerations, including UNDP's role in the particular development context in Mauritius and its comparative advantage vis-à-vis other partners;
- To what extent has UNDP's selected method of delivery been appropriate to the development context;
- Has UNDP been influential in national debates on Democratic Governance, Poverty Reduction and Social Inclusion, and Environment and Sustainable Development issues and has it influenced national policies or legal reforms;

- To what extent have UN reforms influenced the relevance of UNDP support to Mauritius especially in these 3 strategic areas;

**Effectiveness:** the extent to which the programme has achieved its intended outcomes and planned results.

- To what extent has the programme been able to deliver against its outcomes and planned results;
- In which areas does the programme have the greatest achievements- Why and what have been the supporting factors and how can the project build on or expand these achievements;
- In which areas does the programme have the least achievements- What have been the constraining factors and why? How can they be overcome;
- What, if any, alternative strategies would have been more effective in achieving the programme's objectives;
- Has the programme made strategic use of coordination and collaboration with other national institutions and with other donors in the country/region to increase its effectiveness and impact;
- What concrete successes in policy formulation, advice and coordination have been achieved, where applicable;
- How useful has the knowledge and skills transfer proven to be so far;
- How effectively has the programme been structured and how has the surrounding structure in which the programme operates affected its delivery;
- How can the effectiveness of support to the programme be strengthened going forward?

**Efficiency:** The measurement of the outputs in relation to the inputs.

- Has the implementation strategy and execution been efficient and cost effective;
- Has there been an economical use of financial and human resources;
- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes;
- What/How is the quality of expertise provided to the partner Government institutions?
- Have resources been used efficiently and as planned;
- Have activities supporting the strategy been cost-effective? If not, why? In general, do the results achieved justify the costs and could the same results be attained with fewer resources;
- Were the results delivered in a reasonable proportion to the operational and other costs;
- Have programme funds and activities been delivered in a timely manner;
- Does programme/project governance facilitate good results and efficient delivery? Is there a clear understanding of the roles and responsibilities by all parties involved;
- Are the monitoring and evaluation systems in place helping to ensure effective and efficient programme/project management?

### **Sustainability**

- Will the outputs delivered so far by the programme be sustained by national capacities? If not why;
- Has the programme generated the buy-in and credibility needed for sustained impact;
- Do the UNDP interventions have well-designed and well-planned exit strategies;
- What could be done to strengthen exit strategies and sustainability;
- What changes if any should be made in the current partnership (s) in order to promote long-term sustainability?

**Strategic relevance and responsiveness:**

- To what extent has UNDP leveraged national development strategies with its programmes and strategy;
- What approaches have been used to increase its relevance in the country;
- Is there appropriate balance between upstream and downstream interventions;
- What are critical gaps in UNDP programming;
- To what extent has UNDP anticipated and responded to significant changes in the national development contest;
- What are the missed opportunities in UNDP programming?

**Partnerships and coordination:**

- To what extent has UNDP leveraged partnerships within the UN system, Government, regional/international development partners, civil society and the private sector;
- Has the partnership strategies been appropriate and effective;
- To what extent has UNDP coordinated its operational activities with other development partners and stakeholders;
- Are there current or potential overlaps with existing partners' programme;
- Were resource mobilisation efforts made to meet programme requirements
- How have partnerships affected the progress towards achieving the outputs and outcomes?

**Promotion of UN values:**

- To what extent has UNDP supported national efforts in the achievement of MDGs;
- To what extent has the UNDP programme addressed the issues of social and gender equity, human rights as well as the needs of vulnerable and disadvantaged groups;
- To what extent has gender been addressed in the design, implementation and monitoring of the projects; Is gender marker data assigned to projects representative of reality;
- To what extent has UNDP support promoted positive changes in gender equality; Were there any unintended effects? Information collected should be checked again data from the UNDP country office' Results-oriented Annual Reports (ROAR) during the period under review.

The evaluation criteria and evaluation questions fed into specific questionnaires which guided the semi-structured interviews conducted by the team.

**2.3 Limitations of the Methodology**

The MTR was conducted at programme level against the CPD results frame. It was not intended as a technical review of individual projects under the programme but rather as a broad stakeholder consultation to assess the relevance and overall progress of the programme support. In order to achieve this, the MTR team tried to balance its work and assessments, focusing on programme level achievements and generic project implementation issues, while still obtaining sufficient contextual understanding of the *raison d'être* behind present approaches and management practices and the technical support rendered by UNDP through the three pillars and related projects.

The main limiting factor for the MTR was the amount of time available for engagement with the many programme stakeholders (nine working days). The time schedule also did not allow for a visit to Rodrigues, but this was somewhat compensated for by a conference call. The MTR also assessed issues of overlapping support or competing development initiatives during the interviews, which could have blurred UNDP contributions to development outcomes. However, since Mauritius is a small mid-income



country, it engages with relatively few development partners and the impact of competing support programmes, was not a major factor compared to, say, large LDCs. Some initiatives have been delayed due to slow resource mobilisation or bureaucratic red tape and the MTR did its best to assess if there were generic problems in this area that would need to be addressed.

### 3. UNDP Country Programme (2013-2016)

The country programme had been developed in consultation with the Government and development partners in accordance with the United Nations common framework of assistance put together by the country team for Mauritius so as to converge towards a 'delivering as one' (DaO) programme and prepare the country for a differentiated UNDP presence (net contributor country status).

The 2013-2016 programme is based on three pillars, is focused on the quality of growth and human development, and, utilises a limited number of triggers that can have major multiplier effects across a broad spectrum of critical development issues such as (a) improving the outcomes of public expenditure (b) expanding opportunities and institutional channels for social inclusion, and, (c) facilitating prudent management of natural resources and timely adaptation to climate change.

These three pillars are: (1) Planning and Resource Management for Inclusive Growth (PRMIG) (2) Social inclusion and Empowerment (SIE) (3) Energy and the Environment:

Pillar 1	Pillar 2	Pillar 3
<b>Objective</b> Improved capacity of government agencies in strategic planning, programme-based budgeting and effective public service delivery	<b>Objective</b> Capacity of public sector, Non-state actors and vulnerable groups strengthened to promote a coordinated approach in policy formulation and implementation for a more equitable, inclusive society	<b>Objective</b> Achieving environmental sustainability while addressing climate change and ensuring more effective environmental protection and conservation of natural resources.
<b>Budget</b> USD 1.527 Mill	<b>Budget</b> USD 1.325 Mill	<b>Budget</b> USD app 26 Mill
<b>Partners</b> MoFED, Line Ministries, National Assembly, RAA, MSS/SRM	<b>Partners</b> MSI, MSS, MGE, NSAs	<b>Partners</b> MoEnv, MEPU, MOI, MAI, MoInd
<b>Main focus</b> Strategic planning, accountability in PBB, E-learning, targeting social programmes using SRM/PMT	<b>Main focus</b> NEF/M&E, Gender equality, Community development, NSA capacity	<b>Main focus</b> Climate change, CZM, POPs/hazardous waste, biodiversity, renewable energy, efficiency, water resource management

### **3.1 Pillar 1 - Planning and Resource Management for Inclusive Growth (PRMIG)**

UNDP has played a key role in the introduction of Programme-Based Budgeting (PBB) in Government. Major progress, above all in relation to planning, has been made through the PBB. Under this pillar, support is being extended to Government to strengthen the integration of planning, budgeting and execution to improve public-sector efficiency and achieve inclusive growth.

UNDP intervention focuses on three specific areas: (a) Contribution to long-term planning both at line ministry level, with a focus on social protection and gender, and at the national level, through support to the formulation of a national development plan that improves the strategic allocation of public resources, leading to a higher human development index (HDI) ranking, (b) Effort to increase internal and external accountability in PBB implementation and public service delivery, and, (c) Technical assistance to replace, by 2016, the current assessment mechanisms for social programmes with a tool that better targets the most vulnerable and addresses gender disparities and improves the effectiveness and efficiency of social spending.

### **3.2 Pillar 2 – Social Inclusion and Empowerment (SIE)**

Pillar 2 involves supporting the Government's objective of exploring shortfalls in development to achieve a more inclusive society and to improve the ranking of Mauritius on the human development index (HDI) and gender inequality index (GDI). Particular emphasis is being placed on the living standards dimension of the HDI, and on the empowerment and labour market dimensions of the GDI. Under this pillar, assistance is being extended to the Ministry of Social Integration and Economic Empowerment (MSIEE) and the National Empowerment Foundation (NEF) which implements programmes designed to alleviate poverty and empower vulnerable people. The success of foundation programmes at the field level depends largely on the intervention of non-state actors (NSAs). A capacity development strategy has therefore been programmed so as to (a) enable public institutions and non-state actors to contribute directly to reducing poverty and exclusion (b) empower citizens to increase their public participation with a view to achieving greater transparency and feedback on public services and tackling discriminatory practices (c) increase the proportion of women working in the mainstream economy and supporting the political empowerment of women (d) foster pro-poor and inclusive education in order to reduce inequalities in opportunities, and, (e) promote literacy in information technology among vulnerable sections of society to increase employability and entrepreneurship.

Besides, with a view to improving performance and ensuring effectiveness, assistance is being provided for the establishment of a monitoring and evaluation system at the National Empowerment Foundation.

### **3.3 Pillar 3 – Energy and the Environment**

Pillar 3 builds on previous achievements made in relation to adaptation to climate change. The organizing principle involves providing support to the development of a 'green' economy that ensures decent work, social inclusion and gender equality. Central to this pillar is the promotion of climate change mitigation and adaptation in accordance with the multilateral environmental and global commitments to which Mauritius has subscribed, as well as the plan elaborated for 'Maurice Ile Durable' and the outcomes of Rio+20.

This pillar focuses on three main areas, namely (1) Advising the Government on the design and implementation of 'green', low-emission and climate-resilient policies that

integrate gender and rights-based approaches, (2) Development of skills at the institutional level to design and manage more complex, technically demanding projects and programmes and to monitor and evaluate their implementation, and, (3) Involvement of UNDP in a diversified portfolio of work on the sustainable management of natural resources particularly relevant to a small island developing state (SIDS), incorporating the promotion of sustainable livelihoods and decent work for vulnerable groups who are threatened by coastal erosion and extreme weather events. This area of intervention relates to the conservation of biodiversity, management of marine and coastal resources, sustainable land management, integrated water resources management and waste management.

### ***3.4 Programme Management, Monitoring and Evaluation***

The UNDP Country Programme provides for the implementation of activities through the national implementation modality (NIM), including a cost-based management fee and the provision of implementation support services. Evaluations are programmed in accordance with the evaluation plan and NIM audits. National execution may include use of the expertise and experience of specialized United Nations organizations, international consultants, or South-South and North-South cooperation. The Country Office ensures that project monitoring and evaluation systems are in place and aligned with the results framework. Meetings of programme steering committees are held regularly with coordinating ministries. The Country Programme also makes provision for the capacity building of Government staff in project design implementation and monitor projects.

The CO is set to bring into play significant assets that can raise the profile and performance of the entire United Nations system in Mauritius. For instance, it uses its convening capacity as an external but close partner with line ministries and a neutral facilitator of collaboration between Government, civil society and the private sector, to catalyse multi-stakeholder mobilisation needed for sector-wide reforms.

In addition, the creation of multi-organization-funded focal points in the United Nations Resident Coordinator's Office has been instrumental to reinforce the United Nations presence on the ground and to strengthen the capacity of the country office in key sectors such as gender equality, 'green economy', and regional and local-level planning for the island of Rodrigues.

It is worth noting that the UNDP Country Office in Mauritius is among those having the smallest number of staff (44th position in Africa) and smallest TRAC resources. However, the efficiency of the Country Office is comparable to the top 25% of Country offices. In the last RBA composite ranking, published in May 2015, Mauritius progressed from the 33rd place to the 27th out of 45 countries in the region. The CO obtained a score of 69 and, with an additional point; it would have been at the 22nd place. It is also useful to highlight that, at the time of the conduct of the MTR, the overall expenditure of the CO had already exceeded 60%.

With a view to attaining planned results and ensuring the smooth transition to the differentiated country presence of Mauritius, the UNDP CO is reviewing its office structure, skills and business processes with support of UNDP headquarters and RSC. It also intends to work with the Government to develop an innovative partnership strategy for the creation of a South-South platform to position Mauritius as a hub for exchanging and promoting experiences and best practices with other countries in the region and worldwide.

**Table 2. Results and resources framework for Mauritius, 2013-2016**

	Related strategic plan focus area	National priority goal or	UNDAF/country programme outcome	Outcome indicator	Targets	Indicative Programme Outputs	Indicative resources by outcome
<b>Pillar 1</b>	Democratic governance	Strengthen institutional capabilities for the accountable, equitable and effective use of public resources	Improved capacity of Government agencies in strategic planning, programme-based budgeting and effective public service delivery	Number of ministries improving public service delivery as shown in annual report on performance in outcomes achieved and outputs delivered	<p>Long-term sector strategies designed in at least 3 sectors, including social protection and gender</p> <p>10-year national development plan published by August 2014</p> <p>100% of ministries connected to on-line PBB performance monitoring system</p> <p>new assessment mechanism applied to all social programmes by 2016</p>	<p>Long-term sector plans and Rodrigues SIDPR designed, linking outputs to resources consistent with macro-fiscal framework</p> <p>Technical. preparation completed for a national development plan that links PBB allocations to gender equitable long-term strategic goals</p> <p>PBB on-line performance monitoring system operational across all ministries</p> <p>New assessment mechanism applied to all social programmes</p>	<p><b>Regular:</b> 950,000</p> <p><b>Other:</b> Government cost-sharing 400,000</p>
<b>Pillar 2</b>	Poverty reduction and social inclusion	Promote and support inclusive growth to ensure equitable access to public goods and services as well as economic opportunities for the poor and vulnerable.	Capacity of public sector, Non-state actors and vulnerable groups strengthened to promote a coordinated approach in policy formulation and implementation for a more equitable, inclusive society	Progress on MDG indicators for poverty reduction, gender equality and women's empowerment; and improving the quality of education	<p>M&amp;E system operational by 2014</p> <p>200 NSAs equipped with new models of service delivery by 2014 and effectively contributing to a 10% reduction in poverty rate by 2016</p> <p>60,000 citizens trained through the Universal ICT Education Programme by 2016</p>	<p>Targeting, delivery and monitoring arrangements of MSIEE social programmes operational</p> <p>New models of service delivery by NSAs (such as women's empowerment, placement and training and community development) successfully tested</p>	<p><b>Regular:</b> 543,000</p> <p><b>Other:</b> Government cost-sharing</p>

	Related strategic plan focus area	National priority goal or	UNDAF/country programme outcome	Outcome indicator	Targets	Indicative Programme Outputs	Indicative resources by outcome
					40,000 men, women and youth sensitized on GBV and family issues by 2016		
<b>Pillar 3</b>	Environment and sustainable development	To promote sustainable development and address climate change impact in the Republic of Mauritius through the MID Programme	Achieving environmental sustainability while addressing climate change and ensuring more effective environmental protection and conservation of natural resources.	Percentage of terrestrial and marine areas under conservation; energy intensity of growth per unit of gross domestic product; percentage of renewable energy on the national grid	<p>At least 150 sq km of biodiversity- rich terrestrial areas under protection by 2016</p> <p>At least 3 significant sites rehabilitated/ protected by 2016</p> <p>10 megawatt photovoltaic plant operational by 2016</p> <p>Number of endangered-species creatures maintained at current level or reduced by 2016</p>	<p>The Mauritius national biodiversity strategy and action plan becomes anchored in national development and budgeting frameworks and fully integrates new aspects of the CBD strategic plan (such as valuing ecosystem goods and services and incorporating challenges and opportunities linked to ecosystem-based adaptation and resilience).</p> <p>Coastal protection works completed at 3 major sites to strengthen vulnerable physical natural and social assets in response to climate change. Sustainable livelihood concept incorporated into the biodiversity portfolio.</p>	<p><b>Regular:</b> 200,000</p> <p><b>Other:</b> 21,800,000</p>

## 4. National Developments and Priorities

Over the past three years or so, despite international economic uncertainties, Mauritius has been registering positive economic growth. Yet, the economic slowdown in key markets (Europe, US) has had an impact on the Mauritian economy. For instance, the real growth rate in 2014 was 3.2%, which is much lower than the initial projections of 3.7 to 4.0% due to the poor performance of the construction and textile sectors. Growth continues to be supported by the services sector, including financial services, trade, ICT and tourism sectors, which grew by 5.4%, 3.2%, 6.4% and 4.1% respectively in 2014<sup>1</sup>. Economic growth is expected to rise to 3.5% in 2015 and 3.6% in 2016 on the back of increased domestic investment and stronger external demand.

Mauritius has been doing well on multiple fronts. For instance, it has been ranked 1<sup>st</sup> in Africa in the World Bank's Ease of Doing Business survey (28<sup>th</sup> in the world), Mo Ibrahim Index of African Governance (1<sup>st</sup> out of 52 countries since 2000<sup>2</sup>) and the Global Competitiveness Index 2014-2015 (39<sup>th</sup> out of 144 countries)<sup>3</sup>.

Despite these achievements, inequality and relative poverty have been gradually growing in Mauritius. Income growth of the bottom 40% increased at an annual rate of 1.8% compared to 3.1% for the population at large over the period 2007 to 2012. It is useful to underline that while many people have escaped poverty and have progressed through the income ranks, there are still people at risk of falling back into poverty. In fact, since 2010, the middle class has been shrinking leading to an increase in the number of people being more vulnerable. The country is finding it increasingly hard to deliver on the social contract as signs of a strained middle class show<sup>4</sup>.

As the external environment becomes ever more uncertain, and in the face of mounting social and economic challenges, Mauritius has to deal with several issues on its way to achieving high-income status in the medium term including<sup>5</sup>:

- Increasing global competition
- Industry competitiveness
- Infrastructural problems (linked to road congestion, water delivery, etc.)
- Inefficiencies in the public sector
- Growing inequality
- Ageing population
  - At end 2014, the number of beneficiaries of Basic Retirement Pension reached 184,487 compared to 169,847 at end of 2012, that is an increase of 8.6%<sup>6</sup>

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<sup>1</sup><http://www.worldbank.org/en/country/mauritius/overview> accessed on 17 September 2015

<sup>2</sup>Ibrahim Index of African Governance (IIAG), 2014 web data series explorer

<sup>3</sup><http://www.fscmauritius.org/media-publications/statistics-and-surveys/statistics.aspx> accessed on 18 September, 2015

<sup>4</sup>Report No. 92703-MU - Mauritius: Systematic Country Diagnostic, World Bank Group, June 2015

<sup>5</sup> Ibid

- 14.2% of the population was over 60 years of age at end of 2014 compared to 13% at end of 2012.<sup>7</sup>
- Skills mismatch, brain drain and rising unemployment (8.7% in first quarter 2015 compared to 7.9% first quarter 2012)
  - Especially among women and the less skilled youth (one out of two unemployed are aged below 25 years)
  - Unemployment rate has been revolving around 8% over the past four years or so. Unemployment rate among women (11.4%) is more than twice the unemployment rate among men (5.5%)
  - Since the beginning of 2015, more than 2,226 persons lost their jobs<sup>8</sup>
- Vulnerability to climate change and natural hazards

Mauritius has a long history of good governance and political stability. It recently witnessed a smooth political transition following parliamentary elections. Indeed, a new Government was installed following the overwhelming victory of an alliance at the legislative elections in December 2014. The firm legislative backing is expected to support political stability and this gives the Government a strong mandate to implement its policy programme.

Three policy announcements depict the vision and intentions of the new Government, namely (a) the Government programme (b) the Budget speech 2015-2016, and, (c) Vision 2030.

Presented in January 2015, the Government Programme spelt out the objective of the Government to transform Mauritius into a truly forward looking, environmentally sustainable, economically vibrant and innovative country with modern infrastructure, global connectivity, high skills and technology. It is also stated that the aim of the Government is to shape a second socio-economic miracle in the interest of all.

The Budget Speech 2015-2016 was presented in March 2015 and seems to be aligned to the Government Programme. The main objectives of the budget are to (1) steer the economy towards a path of high investment, and high employment (2) secure long term sustainable development for all (3) achieve greater equity and social justice for one and all (4) promote transparency and good governance in the management of public affairs.

On 22<sup>nd</sup> August 2015, the Prime Minister of the Republic of Mauritius launched the High Powered Committee on achieving the second economic miracle and Vision 2030. The vision focuses on four key areas, namely (1) Addressing unemployment (2) Alleviating, if not eradicating, poverty (3) Opening up the country and new air access policies and (4) Sustainable development and innovation.

<sup>6</sup><http://statsmauritius.govmu.org/English/StatsbySubj/Pages/Social-Security-Stats-Year-2014.aspx> accessed on 17 September, 2015

<sup>7</sup><http://statsmauritius.govmu.org/English/Tableau%20de%20Bord/Pages/default.aspx> accessed on 17 September, 2015

<sup>8</sup><http://www.defimedia.info/live-news/item/79787-depuis-janvier-plus-de-2-200-personnes-ont-perdu-leur-emploi.html> accessed on 17 September, 2015



The objectives and intentions of the Government, as spelt out in the three abovementioned documents, tend to converge. Indeed, the Government emphasises the following strategies and areas of interventions:

- Encouraging and supporting investment in traditional sectors as well as in new sectors
- Supporting entrepreneurship and developing the SME sector as the backbone of the economy
- Dealing with unemployment with the support of the private sector
- Alleviating, if not eradicating, poverty in a harmonised manner
- Achieving greater equity and social justice for one and all
- Promoting transparency, good governance and accountability
- Opening up the country and new air access policies
- Sustainable development by means of sustainable and eco-friendly development
- Ensuring resource efficiency and optimizing on renewable energy

Some of the decisions and intended actions of the new Government, which will have or may have an important impact on the UNDP Country programme are as follows:

- The shift from the ten-year Economic and Social Transformation Plan (ESTP) to a five-year, leaner Vision 2030
- The shift from a “bulky and complicated” Programme Based Budgeting to a “more transparent and a simple to understand” Performance-Based Budgeting (with a significant decrease in the number of indicators)
- An integrated approach to deal with poverty and exclusion through the Marshall Plan against poverty
- The restructuring of the National Empowerment Foundation (NEF)
- Introducing the National Youth Volunteer Scheme
- Reform of the public service while leveraging on digital technologies
- Strengthening legislation on women, children, community care and protection
- The promotion of good governance and transparency
- The dismantling of the Maurice Ile Durable (MID) Commission and the shift of responsibility for the implementation of the MID Programme and Action Plan to the Ministry of Environment, Sustainable Development, and Disaster and Beach Management (MESD). Yet, it is still unclear as to whether the MID Action Plan will be fully implemented.
- Sustainable development by means of sustainable and eco-friendly development
- Ensuring resource efficiency and harnessing renewable energy
- Improving preparedness to mitigate the effects of Climate Change

## 5. Pillar 1 - Assessment of Relevance and Results

### **Pillar 1 - Progress against CPD outcome target indicators**

**Target Indicator (a):** Gender-responsive long-term sector strategies designed and under implementation.

**Baseline:** 0. **Target:** 3. **Status:** 3.

**Target Indicator (b):** A long-term development planning framework is in place.

**Baseline:** None. **Target:** 10-year national development plan published by August 2014

**Status:** ESTP abolished by new Government. Work in progress towards Vision 2030

**Target Indicator (c):** Percentage of ministries connected to an on-line PBB performance monitoring system.

**Baseline:** None. **Target:** 100% (all ministries).

**Status:** E-budgeting system and PBB on-line performance monitoring system established and tested, and, ready for full implementation in next budget cycle.

**Target Indicator (d):** Percentage of social assistance schemes implemented through a new assessment mechanism. **Baseline:** Two schemes. **Target:** All schemes by 2016.

**Status:** SRM established and functioning. SRM is being mainstreamed as backbone of social policies and schemes. PMT designed and used for schemes

The above textbox sums up progress against target indicators in the CPD Result and Resources Framework. While not reflecting all activities in the project document, it does provide a fair overview of the progress and result achievements in strategic planning, PFM, more effective and efficient policy targeting and in promoting a more accountable Government.

Among the most important and most tangible achievements of the project so far is the establishment and mainstreaming of the award winning SRM and the PMT approach. The register and the PMT have introduced a policy tool based on a broader livelihood approach against the previous approach based on income levels, which enables the Government to adopt more effective and efficient policies targeting poverty eradication in Mauritius. The register is now almost completed and is being mainstreamed as the backbone of social policies and schemes in Mauritius, informing new social schemes on housing, child allowances and social aid. Since around 50 % of the poorest households in the register are female-headed<sup>9</sup>, the register is a powerful tool for reaching not only the poorest and most vulnerable members of society but also for mitigating the gender-bias against women in the most poverty-stricken areas of society.

Another important achievement is the new Electronic Learning System (ELS), which is ready for launch in October 2015 with ten pilot modules (including SRM, PBB and IVM). The system will be an important supplement to face-to-face training of civil servants, providing Government with a tool for Massive Open Online Courses (MOOC), which

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<sup>9</sup>Compared to 21.3% female-headed households in all of Mauritius(HBS 2012 Analytical Report)

delivers in-service training in an effective and efficient manner to all civil servants. Eventually, the ELS will be handed over to the newly established, semi-autonomous Civil Service College. The latter will then take over the responsibility for further development of courses and ELS features.

The project has also made important contributions to strategic planning and programme-based budgeting (PBB), linking up to previous support rendered over the last 7-8 years. The big-bang introduction of PBB has also gained international recognition, with Mauritius being only the second country in Africa to adopt this advanced approach to results-based planning and budgeting in order to further reforms for a more accountable Government.

Tangible outputs of the project support include the development of a Strategic Note and Budget Template for line ministries (LM) to allow for ministry reporting according to performance criteria. All public bodies are now obliged to submit an Annual Report as from 2017 (covering period 2016) as per the Finance and Audit Act. The project has also supported the development of the budget manual as well as the new e-budgeting and online performance monitoring system, which is now being rolled out. PFM training has also been extended to civil servants in Line Ministries with the cooperation of the IMF and the WB.

In an effort to strengthen the M&E aspect of planning and PBB, the project has also supported the evaluation of Land Drainage and Watershed Management Programme under the National Development Unit (NDU). The report was submitted to the Cabinet and has contributed to the current reform efforts underway in the institutional, regulatory and planning framework of land drainage.

From the MTR consultations with LMs as well as NSAs, it appears that the PRMIG project has been quite successful in inducing an emerging 'performance culture' in the public sector. Indeed, during meetings, frequent references were made to strategic planning and the importance of being accountable to MoFED vis-à-vis plan and budget targets.

On the other hand, it is also clear that the project is navigating and trying to adapt to quite substantial changes in strategic planning and budgeting furthered by the new Government. The abandonment of ESTP and the adoption of a simpler Performance-Based Budgeting approach has meant that support rendered had to be flexible in order to remain aligned to the changing priorities of Government, which also led to the dismantling of the UNDP-supported MID Commission and the MID Fund. Judged by the feedback from the stakeholder interviews, the project has been successful in maintaining its relevance as it is still supporting Government in its new planning efforts to finalize plans aligned to Vision 2030, in the formulation of the so-called Marshall Plan against poverty and in outlining of an upcoming civil service reform. These initiatives were not foreseen in the CPD or the project document, but were added to the project support as priorities changed. In this way, the support has continued to provide key inputs to the current Government reform programme on economic development, social inclusion and poverty alleviation.

In general, it has to be recognized that substantial reforms in planning and performance-based budgeting are long-term endeavours, which over time will be impacted by changes in macro-economic developments and Governments. The switch from programme-based budgeting to performance-based budgeting with a simpler indicator/line-item framework, which is also delaying the new budget law, can be seen as part of the learning process, not unlike developments in other countries, where PFM reforms may have taken decades to fully unfold. It also takes time to build substantial absorption capacity within Government to apply strategic planning and performance based budgeting.

The team noted from their meetings with Line Ministries that the design of M&E frameworks appear to be seen as somewhat delinked from the planning process, while setting up a robust M&E framework should actually be an integrated part of the planning process. It also appears that the lessons learned from the NDU exercise has yet to be fed into the more generic strategic planning guidelines. In the same vein, it appears that only technical recommendations were picked up from the evaluation of the Land Drainage and Watershed Management Programme though important recommendations were also made to improve planning, monitoring and evaluation.

Among the initiatives supported by the project which could not mobilize full Government ownership, is the attempt to introduce a gender responsive budgeting approach as part of the PBB approach. While recognizing the relevance of the approach as a precondition for more gender sensitive policies, this area has not received priority by the Government. The recommendations from the TA on Social inclusiveness and Social entrepreneurship are also awaiting a Government response, but perhaps this will come as the Marshall Plan against Poverty gets formulated.

The project has also supported a study visit by members of the PAC to the French Parliament. The support was co-financed by the Parliaments of Mauritius and France and was facilitated by an MoU between UNDP and the French Parliament. While the study tour, which took place during the previous election term, did not result in concrete changes in the PAC role, it seems to have provided the PAC with a stronger focus on how it would like to see its role reformed in terms of more independence in the selection of audits (including parastatal body audits), ability to table their audit reports in Parliament and to the public at large, and the need for permanent secretarial support.

### **5.1 Efficiency**

The overall feedback on the TA rendered by the project has been positive. In general, consultancies were of high quality and sometimes even superseded expectations. Consultancies receiving explicit recognition included the TA on ELS, where the Tunisian expert, besides being very capable within MOOC applications, was also a professor with significant teaching experience. Praise also went to the support on SRM/PMT and the long standing support to strategic planning and budgeting.

Providing long-term support to the very core of Government operations within planning and budgeting also means adapting to changes in shifting Government priorities and to lessons learned from implementation of new governance frameworks. This implies that sometimes technical support may not be considered, may not materialize at the right moment or maybe abandoned at a later stage despite being received positively when delivered. For instance, this has been the case with the gender responsive budgeting approach which ultimately has not gained Government support, despite the high quality of the TA from Austria. Another example is the TA support on Social inclusiveness and Social Entrepreneurship where consideration of the proposed long-term strategy is still pending, but may still be used at a later stage. Overall, these cases do not affect the overall assessment that the support has been efficient despite changing priorities in planning and budgeting frameworks and in the overall direction of strategic planning in Mauritius.

It should also be recognized that the project has facilitated the use of important synergies. For instance, the ELS is being used by several ministries now and is linked up to other projects supported under the CPD such as the POPs project (on IVM) and the IWRM project (on community engagements). The project is also implemented with substantial co-financing and through multiple partnerships through the DaO approach, with IMF and WB, and the French Parliament to mention a few. Besides, there is strong Government co-financing of all project activities. The UNDP Country Office has been able to leverage

support and funding far beyond its own funding, leading to a more efficient and effective project implementation.

## **5.2 Sustainability**

Since a lot of the support rendered to planning and budgeting is subject to changes in Government priorities, sustainability of achievements depends on the extent to which Government ownership to the concepts being piloted are maintained. Overall, it seems the concept of strategic planning has taken root and will continue to be promoted by the Government. While support rendered to PFM and PBB has been affected by new Government priorities, the PBB approach has remained relevant, although it has been rolled back somewhat to a simpler, perhaps also more manageable version. It still remains to be seen how strategic planning and PBB will evolve into a fully integrated approach, but for now, at least, the message rendered to the MTR team, is that no further support is needed beyond the current programme phase. In this respect, the focus of TA has been shifted towards discussions on a broader civil service reform, which can also strengthen public sector HRM and HRD in alignment with the upcoming Vision 2030. Currently such discussions are being held with the team from UNDPs Global Centre of Public Service Excellence in Singapore carrying out the foresight exercise. Similarly, support is rendered to the Vision 2030 and the upcoming Marshall Plan on poverty alleviation, with the help of UN Habitat and the UNDP Regional Service Centre based in Addis Ababa.

Statistics Mauritius (SM) has been a long-term partner in the development of SRM and UNDP has supported SM capacity development in maintaining SRM data and calculating a General Poverty Line for Mauritius and Rodrigues, using the latest HBS 2012 data. SM is now able to generate the General Poverty Line in coming rounds of HBS. SM was also involved in the New Income Support Scheme under the SRM and has offered its collaboration to define a new spatial poverty map for the Marshall Plan on poverty based on the hard data in the SRM to ensure the inclusion of all vulnerable families. This strategic involvement of SM has established an institutional safeguard for the maintenance and credibility of SRM data.

However, the support to SRM still faces some sustainability issues that need to be attended to. For now the SRM Unit can cope with the workload of maintaining the SRM database, but only barely according to its own assessments. It considers itself understaffed and vulnerable to staff turnover and work priorities not related to the register management. It also remains to be considered how the current TA support on statistical management and the linking of basic data to new social policies and schemes can be sustained beyond the programme support. The SRM unit needs a road map for sustainability endorsed by the management of the Ministry of Social Security (MSS), to cater for the HR questions and the working relations with other ministries and departments, including Statistics Mauritius.

## **5.3 Conclusion**

Overall, the support provided under Pillar 1 has remained closely aligned to Government priorities despite changing priorities in strategic planning and in the PBB approach. The project has achieved good results in relation to the SRM and PMT, the ELS, and capacity support to strategic planning and PBB, which is starting to have an impact on the way LMs operate. Obviously, these results are inextricably linked to the long-term support of the UNDP Country Office which dates back to the previous country programme.

In order to address some of the critical issues raised above concerning sustainability of results, the MTR team recommends addressing the following areas in need of remedial actions:

The project should outline an exit strategy for the support to the SRM unit (**Recommendation # 1**). While it was proposed by MSIEE to extend the support beyond the current programme phase, the MTR team believes that the sustainability issues first of all is a management issue, rather than a technical matter in need for technical TA. The project and the MSS should outline a staffing plan for the SRM unit, with clear job descriptions and clarify the need for a staff with sufficient statistical knowledge to maintain the PMT, and link SRM data to broader social policy formulations. While Statistics Mauritius can assist in technical matters on data management (e.g. profile of the beneficiaries), it is beyond its mandate to enter into discussions which links to scheme development and broader social policy issues, and such expertise has to be established in-house, before the TA support from Pillar 1 terminates. The working relationship with other ministries (including MSIEE, MOESR, and MOHL) also needs to be clarified in order to see if workloads on data input and verification can be shared.

Overall, the capacity building efforts in Pillar 1 is mostly focused on the supply side of democratic governance and capacity building in ministries (frameworks, training). Even the support rendered to NSAs focus on the provision of social services, while demand side of governance and strengthening of downward and upward accountability links towards civil society and Parliament has received less attention so far, despite provisions for such support in the project document. The MTR team recommends that the PAC receives support to a second study tour to France and the UK on a cost-sharing basis provided that a) permanent secretarial support will be established for the committee, b) the necessary law amendment be effected to allow the PAC to request for more independent audits beyond the audits made by the Auditor General, and c) PAC audit reports can be tabled in Parliament and shared with the public (**Recommendation # 2**). Support should also be rendered to NSAs in public expenditure tracking as originally foreseen in the project document (**Recommendation # 3**).

While the ELS is ready for launch, it is bound to face some technical and development issues as and when the system is rolled out. To ensure a smooth implementation of the ELS, the contact to the Tunisian consultant should be maintained for short demand-based call-in support, preferably rendered on a skype-basis or similar to keep cost down and allow for speedy response to problem encountered.

The MTR team noticed that the M&E support to NDU was provided without pairing the Dutch consultant with a local consultant. If further support is provided for sectoral M&E or otherwise, the MTR team would recommend that local consultants are attached to international short-term TA in order to build local capacity in M&E and consultancy as well. Under Pillar 3, there have been some difficulties in recruiting or retaining project managers, so any opportunity to expand the local resource base in project management should be supported.

## 6. Pillar 2 - Assessment of Relevance and Results

### **Pillar 2 - Progress against CPD outcome target indicators**

**Target Indicator (a):** A functional M&E system at MSIEE to assess performance of social programmes

**Baseline:** Inadequate tools and capacity to measure and manage programme performance

**Target:** M&E system operational by 2014

**Status:** M&E system operational at scheme level

**Target Indicator (b):** No. of non-state actors applying new models of service delivery

**Baseline:** Limited capacity in public institutions and non-state actors to innovate programmatically

**Target:** 200 non-state actors equipped with new models of service delivery by 2014 and effectively contributing to a 10% reduction in poverty rate by 2016; 60,000 citizens trained through the Universal ICT Education Programme by 2016; and 40,000 men, women and youth sensitized on GBV and family issues by 2016.

**Status:** Shift in project approach from bulk training towards three community development pilots which will only have an indirect, long-term impact on national poverty rate and progress can only be assessed subject to successful pilot up-scales, which have yet to materialise. ICT training for NSAs was abandoned as other actors (e-inclusion and Microsoft) could deliver such type of training. Gender strategies developed for 21 ministries but gender cells face sustainability issues; GBV and Gender policies with costed action plans formulated, and, GBV and teenage pregnancy training carried out in Rodrigues

Project support to social inclusion and empowerment is rendered to:

- MSIEE/NEF on establishing M&E frameworks for NEF schemes and deliver M&E training to NEF staff and others (Output 1)
- The Ministry of Gender Equality (MGE) and Line Ministries for the formulation of gender strategies, training of members of gender cells, including training in gender responsive budgeting (link to Pillar 1 on PBB) (Output 2)
- The MSS/NSA Unit in the development of new service models, which became the three community development pilots in Black River, Le Morne and Rodrigues, and training of NSAs through the Common Training Strategy Committee (Output 3). Under this output, other areas of support to NSAs have been added such as support to the Recognition of Prior Learning (RPL) in the area of social work.

The project is reflected in the CPD RRF by the two outcome indicators above, which partially covers the project interventions. The project support shifted its focus during implementation, from conducting bulk NSA training to focusing more on the piloting of NSA-driven community development models with the participation of central and local authorities, and the private sector through CSR funding.

Important achievements and good progress have been made in relation to all three outputs, and, perhaps, the most remarkable achievement so far, is the community development pilot in Black River and its strategic plan for Kolektif Rivier Nwar (KRN).

### **Support to the M&E Unit in NEF**

Delivering support to the M&E Unit was not without challenges, above all in the initial phase. The functioning of the M&E unit has now gained momentum and some of NEF

personnel have been trained in M&E methods. The introduction of strategic planning and PBB for LMs has also worked as an incentive for applying M&E frameworks in NEF schemes. It is useful to highlight that the UNDP support was instrumental in having an M&E framework included in the design of new schemes. Overall, NEF still operates without a strategic plan to guide its work, but annual work plans have been prepared and have been submitted to its new Board for approval, although they do not yet include an M&E framework.

### ***Support to Ministry of Gender Equality (MGE)***

The MGE considers UNDP a very important partner, assisting the ministry in fulfilling its mandate. UNDP support to the ministry has resulted in the drafting of gender strategies for all 21 line ministries (LMs). Training for all gender cells in the LMs has also been conducted. Although these are important first steps, the strategies still need to be implemented and transformed into action plans including M&E frameworks to monitor progress and results. According to the MGE, the gender cells still have little impact on the way the LMs operate. In general, it also appears that there is little ownership to the promotion of gender equality within the LMs. In addition, gender cells do confront sustainability issues as their members are being transferred from one LM to the other.

The Rodrigues Regional Assembly has received special support from UNDP/UN Women in relation to gender equality and gender based violence (GBV) leading to the design of a gender policy for Rodrigues and a policy on GBV with a costed action plan. A costed action plan to tackle teenage pregnancy has also been drafted and campaigns against GBV and teenage pregnancy were launched.

### ***Support to the NSAs and the NSA Unit in MSS***

Achievements made by the NSA Unit in MSS and the NGO sector can be divided into three areas:

Three community development models are being piloted in Black River (KRN), Le Morne and Rodrigues, respectively. The KRN pilot is the most advanced, with a strategic plan that was drafted in a very participatory manner with the NGOs operating in the area, the local communities and local authorities. It has a professional project organisation with dedicated staff and Head Quarters based in Black River. The pilot is already receiving support from the private sector through CSR funding and seems to be in a position to mobilise further support once UNDP will phase out its support in 2016. NEF and other central authorities have yet to actively embrace the KRN initiative. The KRN experience has very good potential for being up-scaled and disseminated through the upcoming Marshall Plan against poverty, if it is properly marketed. The pilots in Le Morne and Rodrigues have not seen the same progress. While Le Morne has a development plan, and is backed by the local council and the NGO LEAD, it has yet to receive support from central authorities and CSR funds. An attempt to liaise with the management of hotels in the area to secure funding and cooperation had unfortunately not led to any cooperation so far. The pilot in Rodrigues has not seen any development since the establishment of a platform for a community development project in 2013.

Training has been provided to NSAs through MSS and the Common Training Strategy Platform in cooperation with MACOSS and DCP. It has mainly focused on M&E and Community Leadership, and, to a lesser extent on Social Entrepreneurship. The training delivery is not yet based on a Training Needs Analysis (TNA) identifying capacity gaps among NSAs and local communities. As of date, capacity building of representatives of NSAs and local communities has been organised on an ad hoc basis. At the debriefing session with key stakeholders, a representative of the MSS argued that the ministry intends to carry out a TNA of NSAs and local communities.



In support of the upcoming National Volunteer Scheme (NVS) under the Ministry of Youth and Sports (MYS), UNDP proposed to base the volunteer scheme on the UNV concept, in particular with volunteers being paid a nominal salary. However, during a meeting which the MTR team had with representatives of the MYS, the latter rejected this proposal as the ministry did not believe in paid volunteers. Yet, the representatives of the MYS affirmed that they would invite the UNDP/NSA unit to become a member of the National Steering Committee, which would oversee the design, implementation and monitoring of the new NVS.

A third focal area, which was only added after the design of the CPD and the SIE project document, is support to RPL and the professionalization of social work, led by MQA. NGOs have been advocating for a formal recognition of experience acquired through social work practice and with UNDP support, work is now underway in MQA and MSS to recognize social work by way of the RPL. The National Level 2 Certificate has been developed and MQA intends to soon develop the National Level 3 Certificate in Social Work. It is useful to highlight that the design and development of the RPL in Social Work has allowed the MQA to go down the learning curve in this area. Indeed, experience/competences gathered will be used for design and development of RPL in other areas/sectors/industries.

In general, NSAs argue that the legal and regulatory framework of the NGO sector still needs to be reformed to create a more enabling environment. For instance, it should cater for the differentiation between various types of NGOs, how NGOs operate and are funded. The previous UNDP-funded SNSM project proposed an NGO policy and changes in the legal and regulatory framework which would be more conducive for NGO operations, but recommendations for legal changes have not yet been taken forward.

### **6.1 Efficiency**

In general, UNDP has managed to mobilize support and funding for implementation of the Social Inclusion and Empowerment project and this has widened the scope of support beyond UNDP core funding considerably. There are good examples of TA support delivered through the DaO approach, most notably the support rendered by the UN Volunteer to NEF in M&E and to MGE through UN Women. UN-habitat has also been providing support to KRN, and is now mobilized to provide input to the Marshall Plan against poverty. UNDP has also been leveraging support and cooperation through the private sector and MACOSS to facilitate the development of NSAs in general and attracting CSR funding for KRN.

In general, stakeholders praised the quality of TA rendered, and there are good examples of TA support being used as platforms for introduction of new concepts and changes to current working practices. For example, the TA support for RPL in Social Work has been instrumental for the design and development of the RPL in Social Work process leading to the National Certificate at various levels. In addition, the M&E support to NEF has resulted in the establishment of M&E frameworks for NEF schemes.

The support to the community development pilot for planning and service delivery in Black River is another example, where support was delivered efficiently in terms of mobilizing support from other partners and where the establishment of a potentially scalable pilot by relatively little UNDP funding, may have nationwide impact if disseminated through the Marshall Plan or otherwise.

TA to MGE appears to have been less efficient due to the lack of progress in implementing gender equality in the LMs. While the training of gender cells in the LMs and support to the formulation of the 24 gender strategies may have been delivered well, it is still disputed as to whether full scale support to all ministries was the right choice or if

more progress could have been achieved had the support been diverted to one or a few LMs with the most favourable attitude towards gender equality. Experience that would have been gathered from the pilot LMs could then have been used to extend support to the remaining LMs.

It is useful to emphasise that Rodrigues component met a few challenges, including the absence of a Project Coordinator based in the island, the recruitment of whom was hindered by labour turnover and disagreement in the choice of the best candidate during the second selection exercise. This no doubt had an adverse impact on the project, resulting in non-delivery of M&E and non-implementation of the community development pilot.

## **6.2 Sustainability**

There are sustainability issues at various levels within all areas of support through the SIE project. NEF is facing frequent re-organisations, which may also have an impact on TA for M&E and the M&E Unit staff. Transfer of employees in gender cells in the LMs also affects their sustainability and impact. While this may not fully explain the lack of progress in gender equality, high staff turnover/ transfers should at least be considered when designing strategies for capacity development, especially in a policy environment, which might not provide full commitment to promotion of gender equality. The question remains as to whether the ministry strategies on gender equality can be taken forward, without stronger political backing from the Government and the GA.

The KRN pilot appears to have reached a level of self-sufficiency, which makes it likely to become sustainable beyond the current CPD phase. Mobilisation of support from NEF, other central authorities and the private sector (by way of CSR funding) is still work in progress, but KRN seems to have gained sufficient momentum and backing to make mobilization of such support likely. Le Morne and the Rodrigues community development platforms are much less likely to become sustainable within the current CPD phase. The latter platform has in fact not made it past the design stage.

The RPL seems to have a good backing from MQA and MSS, but progress towards National Level 2 Certificate seems to have taken a long time. MQA wants to reach level 5 in recognition of social work (Certificate level allowing entry at University), and prolonged support should be considered beyond the current CPD. Another sustainability issue pertains to the high dropout rate of social workers from the labour market and from the RPL process. This will need to be addressed through superior motivation measures like coaching, in-service training, or otherwise. Best practices and collaboration should also be sought with regional/international bodies to deal with another challenge confronted in the RPL component, that is, how to transform the work into standards.

## **6.3 Conclusion**

The support rendered under Pillar 2 in the CPD remains aligned to the support requested by the main stakeholders, and UNDP support in general is perceived as crucial for the achievement of results within the core mandates of MSIEE, MSS and MGE. NSAs interviewed by the MTR team also commended the support of UNDP and emphasised its important role in supporting innovations, brokering a good cooperation with the Government and the private sector and tabling the issues of an improved NGO legal and regulatory framework on the Government agenda.

Overall, good progress has been made within the three focal areas of support, although it also has to be recognized that quick results/achievements are difficult in areas such as gender equality, strengthening of the NGO sector and in poverty alleviation overall. In fact, the poverty rate has increased during the current CP phase. In order to allow for

better focus, strengthen project implementation and achievement of results, the MTR team makes the following recommendations:

The community development strategy of KRN is a strong outcome of the project support, but the KRN process needs to be documented to facilitate learning and scalability (**Recommendation # 4**). Documentation should cover the following

- a. The whole process of mobilising people, resources and efforts with clear stages
- b. How the strategy came about
- c. How much time and other resources were invested to mobilize the local communities, private sector and development partners
- d. Key/critical success factors - that is, the preconditions for the successful implementation of KRN, including the key drivers of success behind KRN. Not all poverty stricken areas may be able to replicate the KRN experience and there is a need to understand, which preconditions should be in place to apply the same strategy elsewhere.
- e. How KRN can complement the Parrainage concept, should the latter emerge as a backbone concept of the Marshall Plan against Poverty

Considering the request of the MGE to mobilize support to its National Action Plan for Gender Mainstreaming, it is recommended that UNDP assists MGE in promoting the action plan and mobilize support from Government (**Recommendation # 5**)

Important upcoming MGE initiatives which also need support from UNDP is the 'Women back to work' campaign, which may also have some links to the RPL in social work initiative. In view of the increasing number of unemployed people, above all women, it is also proposed that women entrepreneurship be promoted through sensitisation and targeted/meaningful Business Development Services, including development of soft skills, business advice, business opportunity identification, business planning, resource mobilisation, management and technical training, and, mentoring of women entrepreneurs (**Recommendation # 6**).

Continued support should be rendered to the professionalization of social work in cooperation with the MSS, MLIR and MQA in two areas: (a) Support to changes in the NGO legal and regulatory frame work (amendment to the Registration of Association Act, New Remuneration Order) and (b) support to RPL in Social Work towards National Level 5 Certificate for social workers. (**Recommendation # 7**)

It is also recommended to support MSS in its scheduled TNA for NSAs and to assist in the design and implementation of a strategic NSA training plan addressing generic and specific NSA needs. Collaboration of the Human Resource Development Council (HRDC) could be sought to make this initiative happen. (**Recommendation # 8**)

While MYS did not accept the offer for UNDP support to the upcoming NVS based on the UNV concept, UNDP should accept the invitation from MYS to become member of the NVS steering committee in order to monitor progress, to discuss lessons learned and share best practices (**Recommendation # 9**)

The Marshall Plan against poverty will no doubt require M&E capacity at various levels (at both institutional and NSA levels). It is therefore recommended to maintain the M&E function based at MSIEE but with a broader mandate to pursue building capacity in the area of (and hence a culture of) Planning, Monitoring and Evaluation (**Recommendation # 10**)

The project board has been convened and operated as planned, but it only meets once a year. It was suggested to double the frequency to twice a year to keep track of the many initiatives and ensure proper coordination and managerial backing (**Recommendation # 11**). It is useful to highlight that UNDP policies require that project boards meet once every quarter.

## 7. Pillar 3 - Assessment of Relevance and Results

### ***Pillar 3 - Progress against CPD outcome target indicators***

**Target Indicator (a):** Sustainable management of specific surface area of land and seascape important for biodiversity and ecosystem services

**Baseline:** Forested areas decreased by 9.9% over past 2 decades.

**Target:** At least 150 sq. km of biodiversity-rich terrestrial areas under protection by 2016

**Status:** Data could not be sampled

**Target Indicator (b):** Number of coastal sites rehabilitated or protected

**Baseline value:** About 25 sites identified by MESD as under threat from coastal erosion.

**Target:** At least 3 significant sites rehabilitated/ protected by 2016

**Status:** Three CCACZ project pilots under preparation for launch in 2016

**Target Indicator (c):** Progress in meeting the milestones of the energy action plan;

**Baseline value:** Energy action plan approved (2011).

**Target:** 10 megawatt photovoltaic plant operational by 2016

**Status:** 15 megawatt photovoltaic plant operational

**Target Indicator (d):** Number of endangered species protected in the wild

**Baseline value:** 18 endangered species.

**Target:** Number of endangered-species creatures maintained at current level or reduced by 2016

**Status:** Numbers maintained.

The project portfolio of Pillar 3 consists of thirteen projects: Six projects under implementation, three projects already completed and four proposals waiting for approval (see Table 3 with the project portfolio below). All projects receive international funding and link up to the global agenda on sustainable development and the national and regional implementation of conventions on climate change, biodiversity, pollution and natural resource management. The primary source of funding is the Global Environment Facility (GEF). The GEF serves as financial mechanism for the following conventions:

- Convention on Biological Diversity (CBD)
- United Nations Framework Convention on Climate Change (UNFCCC)
- Stockholm Convention on Persistent Organic Pollutants (POPs)
- UN Convention to Combat Desertification (UNCCD)
- Minamata Convention on Mercury

In addition, the GEF Secretariat hosts the Adaptation Fund Board Secretariat.

The attitude towards UNDP among the agencies receiving project support is similar to Pillars 1 and 2. All partners highly praise the support of UNDP and GEF, and the quote: 'We could never have reached this stage of development as fast without UNDP and GEF support', was repeated in every meeting. It is well recognized that UNDP has been instrumental in the

**Table 3. Project Portfolio for Pillar 3**

<b>Project</b>	<b>Executing Agency</b>	<b>Implementation</b>	<b>Comments</b>
GEF Removal of Barriers to Energy Efficiency	MEPU	2007-2014, incl. a three year extension.	Completed. Moderately positive final evaluation
SIDSDOCK Removal of Barriers to Energy Efficiency	MEPU	2012-2013 (8 months)	Completed
GEF Sustainable Management of POPs	MESD	2007-2015, incl. a three year extension.	Completed. Positive final evaluation
AFB Climate Change Adaptation in the Coastal Zone of Mauritius	MESD	2012-2015, incl. extension by one year	Moderately positive MTE
GEF Protected Area Network Project	MAIFS	2011-2018 incl. a three year extension	A rather critical MTE
GEF National Biodiversity Strategy and Action Plan	MAIFS	2013-2016	Too small for external MTE
GEF Removal of Barriers to Solar PV Power Generation	MEPU	2011-2016, incl. extension by one year	Positive MTE
GEF Integrated Water Resource Management	MEPU	2013-2016, incl. extension by one year	Regional project
GEF Minamata Convention Enabling Activity	MESD	2015-2017	Launched in Aug 2015
GEF Western Indian Ocean Large Marine Ecosystem (Sapphire)	MOI	Proposal stage	Regional project
GCF Low Carbon Programme	MEPU	Proposal stage	
GEF Biodiversity Mainstreaming in CZM	MOI	Design stage	Design stage completed by Sept 2015
AFB Coral Restoration Project	MESD	Proposal stage	Regional project

mobilization of environment funding from not only GEF, but also from SIDSDOCK, AFB and (upcoming) GCF and that the executing agencies would not have had the capacity on their own to tap into international funds on a similar scale.

Progress made and achievements of projects under implementation or already completed, are well documented by way of mid-term and final evaluations, which are routinely conducted as part of the international support. The evaluation rating tables from the evaluations conducted so far are presented in **Annex 10**. While it can be difficult to generalize over such a diverse project portfolio, the projects do share some common features in design, progress and management approaches. In general, the external evaluations have been mostly positive with relative good marks in relevance and effectiveness. This is best illustrated by the two terminal project evaluations, which concluded that the projects met or exceeded their objectives:

***Textbox: Final Outcome Evaluations***

**UNDP/GEF Project: Removal of Barriers to Energy Efficiency and Energy Conservation in Buildings (December 5, 2014):**

Project achievements went beyond its initial targets and beyond energy savings in buildings through the following specific and durable project achievements at the policy level:

- Passing a far-reaching Energy Efficiency Act (2011), establishing an independent Energy Efficiency Management Office (EEMO), under MEPU with its own management committee. This is well beyond the original target of establishing an Energy Efficiency Unit
- Including building energy performance in the new Building Control Act (2012)
- Initiating an appliance labeling scheme which will become mandatory in 2015
- Using project infrastructure to establish a grid code and a feed-in tariff
- Securing a Small Island Developing States Dock (SIDS-Dock) project to promote industrial energy efficiency
- Enabling Mauritius to receive a €50 million Energy Support Loan and a €1.5 million technical assistance package from Agence Française de Développement (AFD) by supporting the establishment of the EEMO, which was one of the conditions for disbursement of the first installment of the loan.

**UNDP/GEF: Project Sustainable Management of Persistent Organic Pollutants in Mauritius (May 2015):**

The objective of this project was to implement the first two priorities identified in the Mauritius National Implementation Plan (August 25, 2006):

- Disposal of obsolete POPs chemicals and decontamination of POPs-infested areas
- Development of alternative strategies for malaria vector management with reduced – or no – reliance on DDT

All intended outputs and outcomes of the project were achieved. The quantities of obsolete POPs pesticides and contaminated soil for final disposal exceeded the target, with the costs of the extra quantity of obsolete chemicals stock (46 additional tons of DDT) and contaminated soil (from decontamination of two additional sites) disposal supported by Government co-financing.

These outcomes correspond well with the progress in the CPD target indicators above. Three projects currently under implementation have been subject of recent MTEs, namely: (1) The Climate Change Adaptation Programme in the Coastal Zone of Mauritius

Project, (2) the Removal of Barriers to Solar PV Power Generation Project, and, (3) the Protected Area Network (PAN) Project. All three projects remain relevant according to the MTEs. The effectiveness of the two former projects is satisfactory and moderate satisfactory, respectively, while the effectiveness of the third project could not be assessed due to lack of progress. This point makes the PAN Project assessment somewhat different as it only scored an overall 'Marginally Unsatisfactory' on project achievements. This is lower than the other two, but it should be noted that the significant delay found in this project, is a common issue, which most projects are facing (typically 1-3 years), and which in general receives a critical response in the evaluations.

Whether these delays can be attributed to over-optimistic project designs or in some cases project managements not being pro-active enough, has been an issue, which the MTR team discussed with the stakeholders. There is arguably room for improvements in both cases and it is perhaps more a question of getting the balance right between project targets, project designs and management approaches.

In any case, the issues of delays must be seen in perspective as Mauritius has an international reputation of being very good at implementing GEF projects. This notable achievement has also gained the UNDP CO a regional role as environmental project manager, being responsible for development and management of regional environmental projects in the SIDS countries in East and West Africa and in the Maldives. The regional projects listed table 3 should also be understood in this context. Projects such as the GEF IWRM Project and the upcoming GEF SAPPHIRE Project (successor of ASCLME) are regional projects in which the CO has played a key role as initiator and coordinator during the design and implementation phase. At the same time, the role as regional project manager also implies that the CO is a key driver for South-South cooperation on environment in the region, since mutual sharing of experience is an integrated element in all regional projects.

GEF is currently implementing its gender mainstreaming strategy through the Gender Equality Action Plan, which it plans to complete within the current 6<sup>th</sup> cycle (FY 2015-2018). This requires GEF Agencies to have policies or strategies that satisfy seven minimum requirements to ensure gender mainstreaming: 1) institutional capacity for gender mainstreaming; 2) consideration of gender elements in project design, implementation and review; 3) undertaking of project gender analysis; 4) measures to minimize/mitigate adverse gender impacts; 5) integration of gender-sensitive activities; 6) monitoring and evaluation of gender mainstreaming progress; and 7) inclusion of gender experts in projects. The action plan is a response to the lack of gender-specific information and specific gender approach in GEF projects, including gender responsive actions and indicators, which partially can be attributed to the absence of gender-specific guidelines and criteria in the GEF project templates. It might be argued, that the capacity among project designers in gender mainstreaming is also limited.

This global challenge and trend is also affecting GEF projects in Mauritius and the UNDP CO has started embracing the action plan and improving on the project gender dimensions, in particular, by applying the gender marker categories to current projects. The growing attention to gender equality could also be seen as an entry point for the MGE to promote its gender-mainstreaming mandate in the line ministries receiving GEF and similar global funding.



## **7.1 Efficiency**

The main efficiency issue relates to the delays in project implementation mentioned above. These delays can be attributed to two main causes: project design and project management.

Based on discussions with project stakeholders it seems likely that the GEF project design guidelines fall short of considering well-known bottlenecks in the implementation of public sector development projects. These include:

- The lengthy approval time and time span between project design and project implementation, that may affect preconditions/assumptions upon which project design and budgets were based.
- The difficulty in recruiting or retaining qualified international and local experts in some areas
- The amount of time which management of multi-stakeholder processes need in order to be participatory and to succeed (pilot engagements with central and local authorities, the private sector, local communities etc.)
- Time to allow for Government decision-making procedures, both domestically and in international cooperation (e.g. to facilitate export of hazardous waste in accordance with the Basel Convention)
- Lengthy procedures in Government either caused by existing policies or attitude of civil servants (procurement, payment process, etc.)
- Delays caused by central and local elections, which are predictable aspects of Government operations

On the other hand, there are also cases of safe playing in management and procurements which are also causing delays. These include cases where public officers are overly cautious in procurement of project equipment and waiting for bulk procurement by the ministry instead of opting for direct procurement, which the Public Procurement Act does allow for up to a certain amount.

Whether or not the mismatch between targets and project design or lack of pro-active project management is the main cause in individual cases, delays in project implementation have caused some frictions with external evaluations, seemingly without taking into account more objective causes such as the option of project designs becoming less conducive.

In general, Project Steering Committees have met quite frequently in order to oversee the implementation, although in most cases without giving enough attention to the delays mentioned above. In general it should be noted, though, that even if executing agencies may not agree entirely with the external evaluations, recommendations from the evaluators are still taken forward by the agencies. Lessons learned from previous projects also seem to feed into new implementation practices. This is perhaps best illustrated by the IWRM Project, which practices a parallel implementation approach, focusing on several issues simultaneously and opting to abstain from using an external project manager when experiencing recruitment difficulties.

UNDP as well as UNOPS have also stepped up their support to recruitment and implementation, including the recruitment of international experts, some procurement of goods and the easing of internationally-related issues such as those related to the Basel Convention.

Recommendations on improved Knowledge Management can also be found in the project evaluations. While the MTR team could not assess the issues related to technical data management, it did notice some room for improvements in ministry filing practices and in

project information systems. Indeed, there is a need for more uniform reporting, more transparency and sharing of project reports and results, and for reducing transaction costs. Some delays in formulation of the new GEF Biodiversity Mainstreaming in CZM Project proposal was also noted and this was caused by poor or absent filing routines, causing the project designers to take photos of report pages in Rodrigues in order to share information. The MIS issue and problems in data management were also highlighted by the evaluation on Land Drainage and Watershed Management Programme under the National Development Unit (NDU), where implementation of an already procured e-filing system for project management has been pending for a decade<sup>10</sup>. The management of knowledge and existence of data repository could therefore be a generic problem for the ministries.

## **7.2 Sustainability**

In general, Pillar 3 delivers support to core areas of LM mandates and there seems to be full ownership to project results among the executing agencies. This is perhaps best illustrated by project contributions which have facilitated changes in the legal and institutional framework such as the new Climate Change Bill, the upcoming Renewable Energy Agency as well as the Energy Efficiency Act and the establishment of the Energy Efficiency Management Office. The five external final and midterm evaluations also backup this assessment as all five projects score either 'moderately likely' or 'likely' in the assessments of sustainability of results, see **Annex 10**.

During the MTR interviews, evidence was also found on lessons learned from project support which have been mainstreamed into the work of the ministry. For instance, the learning acquired from the Sustainable Management of POPs Project on how to manage international cooperation based on the Basel Convention on export of hazardous waste, is now being used by the MESD to inform its general work on hazardous waste management.

## **7.3 Conclusion**

The support rendered under Pillar 3 remains relevant vis-à-vis the mandates of the executing agencies, and, both the TA and the scale of funding mobilized to implement the project portfolio are highly praised by the agencies. The projects have brought about a number of achievements with credible sustainability and good learning, although significant delays have been experienced by most projects so far.

In order to mitigate the delays in project implementation, the MTR team recommends, that best practice project management approaches be promoted to all agencies, including the parallel implementation approach and use of direct procurement of goods. It is also recommended that National Project Directors and Procurement Officers be further sensitised and trained so that they understand the rationale behind the Public Procurement Act. (**Recommendation # 12**)

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<sup>10</sup> Evaluation of the Land Drainage and Watershed Management Programme, March 2015, p. 13-15.

The agencies are facing difficulties in recruiting international experts and do not in general have access to international websites or expert rosters. It is therefore recommended that UNDP (and GEF, if possible) assist in this matter, either by access to corporate expert rosters and websites, or by sharing a selection of CVs of pre-screened experts to the agencies. (**Recommendation # 13**)

The application of proper project management information systems (MIS) and data repositories should be promoted upfront, whenever projects are designed. It is becoming increasingly important to ensure proper recording, data management and reporting, as well as to facilitate broader sharing of knowledge (**Recommendation # 14**)

All initiatives fielded to implement the GEF Gender Action Plan in new project designs should be embraced by UNDP and the executing agencies. The MGE may consider using the action plan as an entry point for the promotion of gender equality and gender mainstreaming. The respective gender cells could then be activated as well for learning and building synergies.

## 8. Partnerships Leveraged by the UNDP Country Office

During the current CP, the UNDP Country Office has leveraged multiple partnerships within the UN system, Government, regional/international development partners, civil society and the private sector. The partnership strategies undertaken by the CO have proved to be appropriate and effective and have contributed to progress towards achieving the outputs and outcomes as well as to explore future partnerships and synergies. Some of these partnerships are outlined below.

Under **Pillar 1**, several partnerships have been leveraged, including the following:

- The collaboration of UNDP Regional Service Centre (RSC) was instrumental to strengthen the capacity of selected staff of MoFED and LMs in “Programme Evaluation”. Besides, assistance has been obtained from the RSC for the formulation of Marshall Plan against Poverty. In this respect, four technical experts have been despatched to Mauritius.
- Assistance was obtained from UNDP Regional Centre in Dakar to provide support to the formulation of ESTP. In this respect, funding of the order of USD 11,000 was provided by the centre.
- The assistance of the France National Assembly and Senate was obtained for the organisation of a Peer Learning Seminar for members of the Public Accounts Committee (PAC) of the National Assembly in France. The objective of the seminar was to strengthen the oversight of public expenditure efficiency and the evaluation of public policies. The assistance, amongst others, included funding of the order of Funds of USD 12,000.
- The Singapore-based UNDP Global Centre for Public Service Excellence (GCPSE) acts as a catalyst for new thinking, strategy and action in various areas in the public service. The GCPSE fosters awareness of approaches that empower public officials to think and act differently (e.g. complexity theory, design thinking, foresight) to improve their capabilities (e.g. action learning) and to create new forms of collaboration and engagement (e.g. social innovation). The GCPSE is currently providing support for a foresight exercise in the MCSAR.

For enhanced effectiveness and efficiency, the implementation of **Pillar 2** required partnerships and collaboration of various institutions including the following:

- In line with the UN “Delivering as One” approach, the collaboration of UNDP/ UN-Women /UNODC/ UN-Habitat was sought under the SIE project, above all in the formulation and implementation of community development strategies
  - The UN-Habitat supported the baseline survey for two pilot areas (Rodrigues and Black River)
  - With the financial assistance of UN-Women, a UNDP Gender Focal point was appointed to support Output 2 of the SIE project
  - UNODC financed an International Consultant to conduct an analysis of the structures and treatment for the rehabilitation of drug users and alcoholics in Rodrigues and to design mechanisms for the prevention of substance abuse and alcoholism
- Collaboration with the EU Decentralized Cooperation Programme for the organisation of an Indian Ocean Regional Networking Workshop

- Assistance of the UNDP Regional Service Centre for the organisation of M&E training
- Cooperation and funding of private sector (through CSR funding), NSAs, local communities and public institutions in the development of KRN and implementation of its Strategic Plan to alleviate poverty in Black River
- The Austrian Federal Ministry of Finance helped to conduct capacity building programme for various stakeholders from the public and civil society sector
- The MQA assisted in the “RPL” component to recognise experience in the social field
- The UNDP CO received funding from the UNDP Innovation Facility for its innovative proposal on using the mobile technology to improve outreach of the poor (see Section 10). It is useful to highlight that Black River was used as pilot area for the mobile phone technology to reach the most excluded.

**Pillar 3** has benefitted from significant funding, partnerships and collaboration, which are outlined below.

- AFB funded - Climate Change Adaptation in the Coastal Zones of Mauritius
  - Strong relations have been developed with other institutions and NGOs and CBOs.
  - Formal Memoranda of Understanding (MOUs) have been signed with UoM, the Meteorological (MET) Services, NGOs. For instance the Early Warning System (EWS) has been designed in partnership with the MET services and Mauritius Oceanography Institute (MOI)
  - Formal MOUs have been signed with the community of the Grand Sable Fishermen Association (GSFA) and the Grand Sable Women Planters Farmers Entrepreneur Association (GSWPFEA) for the plantation of mangroves and to impart environmental education respectively. The involvement of the community has enhanced local community ownership and acceptability.
- UNDP/GEF - GEF Protected Area Network Project and NBSAP project
  - Collaboration and funding from private sector (e.g. CSR funds from HSBC)
  - Proposed biodiversity stewardship unit under the PAN Expansion Strategy has drawn considerable interest and participation of the Private sector has been sustained.
  - Lions Club is planning to provide more funds for restoration of native forests in the incoming years

### **Resource Mobilisation**

Significant resource mobilisation efforts have been made by the UNDP CO, including Programme and Project staff, to meet programme requirements. Pillar 3 in particular stand out as the key driver of funds mobilisations. The table in **Annex 6** gives an indication of the resources mobilised as of date, over and above in-kind contribution (logistics and transport, administrative, technical and manual staff, scientific and technical contribution, private sector involvement, etc.).

### **Coordination with Partners to Avoid Overlaps and Build Synergies**

The UNDP CO has adopted its CPD based on extensive consultations including those with development partners based in Mauritius. Besides, the CO maintains close and continual relationships with development partners to avoid overlaps and to build synergies.

With a view to avoiding duplication and optimising scarce resources, the UNDP CO has made every effort to coordinate its operational activities with other development partners and stakeholders.

Some examples where overlaps were avoided and where synergies have been explored to optimise resources include the following:

- The Ministry of Energy and Public Utilities managed to secure funding on behalf of the Central Electricity Board from AFD to finance the services of a Consultant in Energy Efficiency and Renewable Energy. This consultancy was already provided in the PV project but this overlap was avoided given the continual discussion between UNDP and the Ministry. In addition, there has been strong coordination between UNDP and the AFD-funded consultant.
- The Ministry of Energy and Public Utilities also managed to secure funds on behalf of the Central Electricity Board from SIDSDOCK for the Removal of Barriers to Solar PV project. At the same time, UNDP managed to get funding from GEF. Following discussions between UNDP and Ministry of Energy and Public Utilities, the funds from SIDSDOCK and GEF were merged to finance two studies, namely: (a) The Grid Absorption study (b) The review of Small Scale Distributed Generation. This is again a good example of how synergies have been built and how resources are being optimised. Furthermore, these studies provided the basis for an application for funding to GEF for the “Accelerating the transformational shift to a low-carbon economy”
- Under the GEF PAN project, CSR funds are being used to clear IAS (invasive alien species). Memoranda of understanding (MOUs) have been signed between UNDP and 8 private companies. CSR funds from private sector (e.g. HSBC) are being used to clear IAS with the help of the 8 private companies.
- Solar Map – Discussion and partnership avoided overlap
  - UNDP was supposed to appoint a consultant under the PV project to develop a solar map. UNDP has been informed that the University of Mauritius (UoM) has already started to develop a solar map and arrangements have been made with the UoM to share the solar map. The consultancy was therefore not duplicated and funds had been reallocated to other activities to increase project impact. For instance, some funds had been used for the installation of PV panels on (a) the RRA building (b) Le Choux MITD Training Centre, and, (c) a Community Centre in Rodrigues
- The GEF PAN Project will provide Mapping and Biodiversity data to the Crop Wild relatives strategy being developed by Biodiversity International
- PAN outputs will underpin the design of the incoming National Forestry strategic plan.
- The recently launched National Tree Plantation is being carried out in synergy with PAN expansion strategy.
- Development of an M&E system for NSAs and provision of training by the Decentralised Cooperation Programme to complement the actions of the UNDP CO under Pillar 3
- Coordination with the MSIEE for the Formulation of the Marshall Plan against Poverty

#### **Coordination with International Development Partners**

The Government is not a signatory to the Paris Declaration on Aid Effectiveness and donor harmonisation is practiced on a case-by-case basis, coordinated by MoFED. UNDP

already has a case-based cooperation with DPs such as with IMF and the WB on PFM, with EU on NSA support, and with AFD on energy efficiency. The MTR team met with representatives of IMF, EU, WB and AFD to discuss the status of donor coordination and room for improvements.

Given UNDP's broad engagements with the Government, it is in a relatively good position to assess current developments and needs for assistance, and the DPs see a need to meet more regularly to discuss and get updates on national and regional cooperation opportunities. For instance, during the meeting with DPs, the representative of WB informed the MTR team and the other DPs that WB had conducted a new poverty study for the Government, which would inform Vision 2030. She argued that this latter study, amongst others, concluded that economic growth could only be achieved if poverty alleviation was targeted effectively. UNDP and the other DPs were not aware of the study prior the meeting.

The conclusion from the meeting is that it would benefit all partners, if regular meetings could be scheduled to discuss current developments, and for sharing of experiences and plans (**Recommendation # 15**).

## 9. UNDP Contributions to the Development Agenda

The UNDP CO regularly monitors economic and policy developments in Mauritius (and Seychelles) and engage in policy dialogues with the Government and other development partners. These engagements have been instrumental in transferring the national priorities of Mauritius into regional and global development forums. Significant contributions are outlined below.

### **Support to the MDG reports for Mauritius and Seychelles**

The UNDP CO has been providing both financial and technical support for the development of the 2013 and 2015 MDG Reports for Mauritius and Seychelles. The economic function (EF) of the UNDP CO provided technical/ advisory support to the Ministry of Foreign Affairs, Regional Integration and International Trade (MOFA) for the production of the 2013 and 2015 MDG Reports for Mauritius and for the dissemination of SDGs/Post 2015 Development Agenda. Amongst others, the EF supported the MOFA to prepare the Terms of Reference for the consultancy pertaining to the MDG Report and to plan the process (including the preparation of the project schedule). Besides, the EF shared the MDG Report guidelines and a few sample MDG Reports, and, played a key role in mobilising budgetary funding for production of the MDG Reports. Comments/suggestions were also provided on the Draft MDG Reports. Similar support was rendered to the Seychelles Ministry of Foreign Affairs.

### **Advocacy/support for SDGs and Post-2015 Development Agenda**

The UNDP CO have been actively advocating the SDGs/ Post-2015 Development Agenda to the MOFA in Mauritius and Seychelles. The office also facilitated capacity-building programmes to develop preparedness and facilitate smooth transition from MDGs to SDGs. Along the same line, the UNDP CO facilitated the participation of the two Mauritius and two Seychelles Government officials in the “Expert Group Meeting for reviewing the 2015 Africa MDG Report and in the SDG Indicators Meeting in Algeria. This has facilitated capacity building and advocacy for SDGs and exchange of MDG good practices and success stories.

In 2013, the UNDP CO assisted the Government in the national consultations on the Post-2015 Development Agenda and submission of the National Report on Post 2015 UN Development Agenda Report to the United Nations High Level Panel. Mauritius was amongst the 61 countries chosen to hold national consultations on the Framework and to submit recommendations on the theme “The Future We Want” and on elements that should be included in a Post-2015 UN Development Agenda. The National Report has been prepared in consultation with the private sector and civil society. Key recommendations made in the Report include the following:

- The Post-2015 UN Development Framework should be built upon and should improve the current Millennium Development Goals recognizing the strengths and the allying power of the Goals while addressing their weaknesses and gaps
- The new Framework should include new goals to, inter alia, achieve sustainable economic growth, build resilience for vulnerable countries (SIDS, LDCs, African Countries), and, consolidate good governance and Universal Human Rights.

*There is now a need for the UNDP CO to support the Government of Mauritius (and Seychelles) in a smooth transition to SDGs.*

### **Support to preparations for the 2014 UN Conference on SIDS in Samoa**

The UNDP CO supported the Government preparations for the International SIDS conference in Samoa 2014. In particular, the assistance was geared towards the development of the SIDS National Preparatory Report. The National Report highlights



the national and sectoral strategies developed to strengthen the environmental management and sustainable development frameworks of the country, the new and emerging challenges that are likely to impact on future sustainable development prospects, and the need for collaborative partnerships within the international community. Furthermore, the EF of the UNDP CO co-authored a policy study on “Multi-Dimensional Poverty in Seychelles” (Extract published in Island Studies, Seychelles University’s Special Issue: third International Conference on SIDS, Sept 2014, Samoa).

#### **Side Event at the 2014 UN Conference on SIDS in Samoa**

The UNDP CO assisted the “Mauritius Ile Durable” (MID) Commission in the organisation of a side-event at the 2014 UN Conference on SIDS in Samoa. The side-event was hosted to launch the “Sustainable consumption and production (SCP) for SIDS” initiative within the 10-Year Framework of Programmes (10-YFP), in response to the request made by SIDS member states. The main objective of this initiative was to support specific activities, projects and capacity building aimed at facilitating SCP patterns responding to SIDS priorities. Interventions during the side event focused on development challenges faced by SIDS to meet sustainable development goals. Moving towards SCP patterns can effectively address and provide the opportunity to meet the challenges that SIDS face in promoting resource efficiency, cleaner production and more sustainable lifestyles. SCP plays a key role in assisting SIDS to achieve sustainability through intelligent and smart behaviours and lifestyles. Thus, a switch to a low carbon economy could be the response to many of the critical challenges of SIDS. The side event was an opportunity for Mauritius to share its experience and success stories in implementing its SCP Action Plan. The achievements of Mauritius, in the field of energy efficiency, sustainability of building and construction sector, green public procurement and awareness raising on sustainable lifestyles, were communicated to the audience. Particular emphasis was laid on the fact that implementing SCP and sustainable development was beyond the capacity of a single partner or institution. A call was made for strong partnership and collaboration of the international community, above all through financial and technical support, technology transfer and capacity building.

## 10. UNDP Contributions to National and Regional Initiatives

Apart from the support rendered through the CPD and the policy support to the development agenda, the CO has also supported a number of national and regional initiatives. In this section, only some of the significant initiatives supported are highlighted, while the complete list of initiatives supported by the CO has been included in **Annex 11**..

### **National Disaster Preparedness**

The UNDP CO has provided significant support to enhance the country's preparedness in relation to national disasters and related risks. Such collaboration included the following:

- Securing a grant of USD 71,000 for the development of Community Safety and Resilience messages targeting the youth and the public sector
- Support to the National Disaster, Risk Reduction and Management Centre (NDRRMC) in the organisation of a Regional Workshop on Environmental Emergencies in 2014
- Coordinating with NDRRMC for the setting up of an Early Warning System (EWS) for storm surges. The EWS is now operational.
- Setting up of community based disaster response teams, on a pilot basis, in collaboration with the NDRRMC, GEF SGP, Government of Australia, and the Mauritius Red Cross in 2014
- A disaster preparedness mobile phone application developed with the aim of promoting a culture of prevention and mitigation of disaster risks

### **Mobile technology platform to improve outreach of the poor**

The UNDP CO has mobilised funding from the UNDP Innovation Facility for its innovative proposal on using the mobile technology to improve outreach of the poor. An international consultant was hired to recommend the type of platform and content that would need to be adopted to make effective use of the existing mobile technology to reach the most excluded households. Since the wireless technology is already spatially widely available, development processes, which make use of it most efficiently, without having to invest heavily in new infrastructure and equipment, had been proposed. The outcome of the report, submitted to the Government in June 2015, was a Software Requirement Specification document that would enable any Information System supplier to implement the solution.

### **Project on Natural Organic Farming**

With a view to promoting food security and inclusive growth, since November 2014, the UNDP CO has been working closely with the Food and Agricultural Research and Extension Institute (FAREI), the Board of Investment (Mauritius) and the Ministry of Agro Industry and Food Security to develop a project on Natural Organic Farming. The project called 'From intensive to natural farming using local bio-products' will be carried out on a pilot basis in selected areas of Mauritius and will subsequently be scaled up. The project is operated on a cost-sharing basis with FAREI (they provide technical/ capacity building support besides running the project) is expected to end this year. UNDP has funded the project to the tune of USD 9500 for the purchase of equipment, capacity building and dissemination of the process. The project targets small/poor/women farmers through NGOs. This project promotes sustainable agriculture and contributes to food security in the country while at the same time supporting income-generating activities for vulnerable/ disadvantaged groups. Natural Organic Farming has become a national priority because of this project. Natural farming and organic production have been emphasised in the new Government Programme 2015-2019. Budgetary measures have also been introduced in support of bio-farming and natural production.

In view of the national interest to increase organic large and small scale farming, and as part of the development of the Partnership for Action on Green Economy (PAGE) strategy for Mauritius, PAGE partners have envisaged the potential to support development of a Government strategy for organic farming, in coordination with FAO projects. *There is now a need to follow up on the support.*

### **Support to regional initiatives & South-South Cooperation**

Apart from the initiatives under the CPD and support to the development agenda, additional South-South and triangular cooperation initiatives have been undertaken by the UNDP CO during the period January 2013 to September 2015, including the following:

- UNDP supported the organisation of an international conference on “Energy Access for Sustainable Human Development for Africa” was organised in November 2013. It was a collaborative initiative with the Regional Multidisciplinary Centre of Excellence (RMCE), Government of Mauritius, UNDP India and the International Centre for Human Development, India (IC4HD). Around 30 senior Government officials, central bank officials, UNDP focal points and practitioners from nine African countries in Africa, including Botswana, Kenya, Malawi, Mauritius, Mozambique, Seychelles, Swaziland, Tanzania and Zambia, attended the capacity-building programme.
- Support to Seychelles Office (see **Annex 11**)

In the same vein, the UNDP CO was instrumental to the participation of officials in various meetings/missions, including the following:

- Participation of the national expert (the Director of the Joint Economic Council, Republic of Mauritius) for the High Level Panel Discussion on Emergence in Africa during the UNDP Africa Annual Meeting 2015 held in June 2015 in Antananarivo, Madagascar. The Mauritian representative made a presentation on “The Mauritius experience and the role of the private sector in emergence”.
- Participation of another private sector expert at the International Conference on Emergence of Africa in March 2015 in Abidjan. He presented a paper on the “Experience of Mauritius in Economic Transformation”.
- Participation of the Deputy Financial Secretary in a workshop on Post 2015 Development and Public service excellence, organised by the Global Centre for Public Service Excellence in Singapore in November 2014
- Mission of a Senior Government official from MoFED to share the experience of Mauritius on Youth Employment in Ivory Coast
- Participation of a senior official of MoFED in the China-Africa Poverty Reduction and Development Conference in July 2013 in Zhejiang Province, China
- Participation of Mauritius and Seychelles senior Government officials in the Pan-African Consultation on Tackling Inequalities in the Context of Structural Transformation hosted by the Government of Ghana in Accra in April 2014.
- Participation of a high level BOI official in the Southern Africa AFIM Sub-Regional workshop in May 2013 in Johannesburg
- Capacity building through the participation of a senior MoFED official in China-Africa Poverty Reduction and Development Conference in July 2013 in Zhejiang Province, China. This was sponsored by RBA-UNDP China conference

### **African Economic Outlook (AEO) Country Notes**

The UNDP CO (together with the AfDB and the OECD Development Centre) had been actively involved in the production of the AEO Report. The work of the Office was particularly related to the AEO Questionnaires for Mauritius & Seychelles, inputs for the CPIA for Mauritius as well as to the drafting of the AEO country notes for both Mauritius and Seychelles. *The CO may have to support the 2016 AEO country notes for Mauritius and Seychelles.*

## 11. GEF Small Grants Programme

The GEF Small Grants Programme (SGP), operating under the UNDP umbrella in Mauritius, has contributed significantly to achieving some of the outputs and outcomes under the current country programme. GEF SGP-funded projects are aligned to the UNDP CP and have been relevant to national priorities.

The SGP-funded projects have essentially been relevant to Pillars 2 and 3 and have contributed to greater social inclusion (above all, women as well as poor, vulnerable and disadvantaged people), production of renewable energy, sustainable waste management and protection of the environment. In addition, gender mainstreaming and capacity building have been crosscutting issues in most of the SGP-funded projects.

The table below outlines some of the projects implemented since 2013.

**Table 4. GEF SGP support highlights since 2013**

Focus of SGP-funded Projects	Achievements
Biodiversity	<ul style="list-style-type: none"> <li>• Marine Reserves Plan prepared for 4 marine reserves was prepared using a highly consultative approach while providing training and support to local marine resource-users and other key stakeholders</li> <li>• Implementation of the SGP-funded Marine Reserves Management Plan in Rodrigues</li> </ul>
Climate Change Mitigation	<ul style="list-style-type: none"> <li>• Small-scale production of electricity from renewable energy; 48 photovoltaic solar panels installed for the production of herbal teas by the NGO APEDED; Production of 14 500 kWh annually; Reduction of CO2 emissions</li> <li>• Rehabilitation of small reef areas in the lagoon of Trou aux Biches (TAB) with the involvement of the local communities. Collaborative agreement between the Mauritius Oceanographic Institute (MOI) and SGP grantee Eli Africa (EA). The latter had the responsibility for community outreach, and providing labour for construction, implementation and monitoring of the project, whereas the MOI was responsible for providing technical and scientific guidance (USD 50,000 project)</li> <li>• Collaboration with the National Disaster Risk Reduction and Management Centre, the Special Mobile Force, the Mauritius Fire and Rescue Services and the Mauritius Red Cross Society to train volunteers, all inhabitants of Grand Sable, in disaster preparedness to allow better response to eventual disasters</li> </ul>
Land degradation projects	<ul style="list-style-type: none"> <li>• Support to halt land degradation and rehabilitate Upper Cascade Victoire Dam and Lower Cascade Victoire reservoir, so as to increase their water retaining capacities ; This project received major support from the RRA and was launched in November 2013. This area is part of the MSP UNDP GEF supported South Eastern Marine Protected Area (SEMPA) which aims at protecting the biodiversity of the region and promote sustainable livelihoods.</li> <li>• Project implemented at Montagne Goyaves to rehabilitate land by building terraces and establishing drainage systems. The project helps to reduce</li> </ul>

Focus of SGP-funded Projects	Achievements
	pressure on the fragile marine ecosystem by developing alternative and sustainable land-based activities for fishers who have been deployed to the rehabilitation of land with a view to restoring their productive capacity
Sustainable Forest Management Projects	<ul style="list-style-type: none"> <li>• Support to the restoration of the Grande Montagne Nature Reserve project to conserve rare endemic plant species and increase the habitat for the endemic fauna.</li> <li>• SGP grantee Friends of the Environment (FoE) implementing a project of re-establishing a native cover on Petite Montagne (La Citadelle) on a pilot stage so as to mitigate the risks of hillside fires, soil erosion, and consequently floods and restore native forest and all the associated benefits like increased crop pollination and pest control</li> </ul>
International Waters Projects	<ul style="list-style-type: none"> <li>• Support to halt the coastal degradation of the Mourouk beach in order to protect the beach while sustaining the socio-economic activities</li> <li>• Implementation of a controlled animal waste degradation process by flowing the 'slurry' into different, anaerobic, aerobic &amp; phyto treatments to accelerate the natural process of turning animal wastes to plant nutrients – avoiding environment issues, including land degradation</li> </ul>
Capacity Development Projects	<ul style="list-style-type: none"> <li>• Promotion of eco-citizenship at national level through the development of a comic play. Development of eco-friendly products for the creation of green jobs for unemployed and vulnerable groups in Le Morne Twenty five (25) green jobs have been created for women</li> </ul>
Gender Mainstreaming	<ul style="list-style-type: none"> <li>• Alternative livelihood activities made available to both men and women</li> <li>• Development of community pasturages, community forests and involvement of fishers in the monitoring of fisheries landings</li> </ul>
Targeting the Youth	<ul style="list-style-type: none"> <li>• Training of youth to use of the educational materials developed by Reef Conservation and the teacher pack of Shoals Rodrigues</li> <li>• Sensitisation of children through the creation of Environment Clubs and Environmental Corners in 66 schools</li> <li>• In line with the marine environmental education programme, the grantee has opened a Marine Resource Centre and laboratory called Nauticaz in Le Marina Hotel.</li> </ul>
Targeting marginalized groups	<ul style="list-style-type: none"> <li>• Provision of employment to some twenty mothers of disadvantaged children, benefitting from free pre-primary education. The project involves the production of herbal teas for export by the NGO APEDED</li> <li>• Strengthening the management of protected areas and reducing fishing pressure in the lagoon in Rodrigues</li> <li>• Management and conservation of Pandanus trees while motivating and enabling marginalised weaver community, mainly composed of women, to maintain the productive capacity and biological diversity of their environment and increase their livelihood</li> <li>• Financial, technical and agricultural support for the development of lemon-juice and lemon-based products in Rodrigues with the collaboration of a</li> </ul>

Focus of SGP-funded Projects	Achievements
	private company and the RRA
Sustainable Waste Management	<ul style="list-style-type: none"> <li>• Project on “Sustainable Waste Management Practices at Petit Verger Prison” with funding of about USD 50,000, implemented by Association Kinouété and the Mauritius Prison Services</li> <li>• USD 50, 000 project for placing 10 cages in 4 pilot strategic locations around Mauritius where farmers can easily dispose their triple-rinsed empty pesticide containers</li> <li>• Waste segregation project in schools</li> </ul>

In addition, the SGP office, in collaboration with the MOFA, initiated an Open dialogue workshop in the context of the 2014 UN SIDS Conference to allow the representatives of the civil society (including participants in the Samoa Conference) to express their needs and ideas for solutions pertaining to SIDS. This initiative allowed the harmonization of the message of the civil society with that of the Government at the Samoa Conference.

## 12. Promotion of UN Values

### **UNDP support to national efforts in the achievement of MDGs**

The UNDP Country Programme, with its three pillars, supported national efforts in the achievement of MDGs. This has been underlined in the 2015 MDG Status Report for Mauritius, which argues “Effective partnerships and financial and capacity building support from Development Partners ... are critical to attain international development goals.” It went to say that “Despite being an upper middle income SIDS country, the continued support through grants, technical assistance and capacity building support from the UNDP and various UN agencies... in areas such as poverty alleviation, education, gender, health, environment, energy, water and sanitation and housing have substantiated the country’s endeavours towards MDG achievement.”

Since 2013, the support of the UNDP CO has been particularly useful to the Country to achieve the following MDGs. The table in **Annex 8** indicates the MDG achievements and relevance of the pillars/projects.

### **Addressing the issues of social and gender equity, human rights and vulnerable groups**

In general, it can be inferred that the UNDP Country Programme has contributed to some extent to address the issues of social and gender equity, human rights as well as the needs of vulnerable and disadvantaged groups. Examples of the contribution of the CO are provided below.

With a view to improving the overall social protection system, above all reducing inefficiencies, the UNDP CO supported the Government, to implement the Social Register of Mauritius (SRM) project and, hence, to establish databases of eligible beneficiaries. During the current CP, the use of the SRM and PMT has undoubtedly helped the MSS to identify the poorest of the population. For instance, these tools have been used to identify those who could benefit from the Child Allowance Scheme, a scheme providing incentives and opportunities to the poorest children to attend school and therefore relevant to MDG 1, MDG 2 and MDG 3.

Under Pillar 1, UNDP has provided technical and financial support for the formulation of a long-term strategy on social inclusiveness and social entrepreneurship. This strategy included concrete proposals specifically aiming at promoting gender equality and the empowerment of women, including the training of women and their employment in high value growth sectors, revising the funding modalities of maternity leave to enhance young women employment, providing adapted affordable quality childcare for low income families and introducing a minimum percentage of women and of men at board UNDP has provided technical and financial support for the formulation of a long-term strategy on social inclusiveness and social entrepreneurship. This strategy included concrete proposals specifically aiming at promoting gender equality and the empowerment of women level (40%) in private companies.

Under Pillar 2, the setting up of the pilot KRN in Black River has to some extent been useful in empowering marginalised groups, with particular focus on the needs of women. In addition, the UNDP/NSA Unit has been instrumental in forging linkages with the private sector, public bodies, local authorities and other organisations to address socio-economic issues, which are inextricably linked to poverty, in Black River. The Unit also supported the KRN to build capacity of vulnerable and disadvantaged people in various areas including Leadership, Sexual education, Community gardening, Prevention of early pregnancy and Social entrepreneurship

The UNDP CO has also maintained its support to the MGE through capacity building of members of Gender Cells in LMs to formulate effective strategies for integration of gender issues. The Gender Policy Document is central to the development of a short, medium and long-term agenda for achieving gender equality and women's empowerment within the scope and mandate of the respective Ministry. Furthermore, the capacity of staff of LMs has also been enhanced on gender-mainstreaming issues and on Gender responsive budgeting with the assistance of the Austrian Ministry of Finance.

Technical assistance support has been provided to the Rodrigues Regional Assembly (RRA) by UN Women and UNDP to formulate the Rodrigues Gender Policy as well as a costed action plan to address gender based violence. The RRA was also endowed with support for the conduct of capacity building programmes targeting policy makers, civil society organisations and young mothers, to empower them to address the problem of teenage pregnancy in a cohesive manner. An action plan was thereafter prepared to reduce teenage pregnancy in Rodrigues.

Under the AFB-funded Climate Change Adaptation in the Coastal Zones of Mauritius project, MOUs were signed with the community of the Grand Sable Fishermen Association (GSFA) and the Grand Sable Women Planters Farmers Entrepreneur Association (GSWPFEA) for the plantation of mangroves and to impart environmental education respectively. The involvement of the community has enhanced local community ownership and acceptability. The collaboration with the community allowed the empowerment of vulnerable people and enabled the fishermen community to earn an alternative livelihood during the project period, especially during the low catch period.

#### **Addressing gender in Project Management**

Gender has been addressed, though to a limited extent, in the design, implementation and monitoring of the projects. Gender equality concerns have consistently been integrated into CPD and projects. The Country Programme has a strong gender focus. In the same vein, all mandatory UNDP committees have gender parity and all recruitment panels always have gender parity.

The CO budget does not allow for the employment of a full-time Gender Adviser or gender specialist. Yet, the Social Inclusion and Empowerment project mainly targets vulnerable and disadvantaged groups, above all women.

Almost 85% of projects funds are from the Global Environment Facility. The CO is working to improve the gender dimensions in such type of projects in line with the GEF gender action plan for GEF-6. For instance, under the GEF Mainstreaming Biodiversity Project, a Gender and Social Inclusion consultant has been recruited to carry out an analytical report on gender aspects in the biodiversity sector and to formulate recommendations on how to incorporate the recommendations into project activities. In the new Minamata Convention project, a specific section of the project document is dedicated to gender dimensions and mention is made for recommendations to take into account the gender dimension.

In the PAN project, specific attention has been paid to the presence of women and this includes the following:

- Some ten women have been employed as contractual labourers for the removal of Invasive Alien Species (IAS)
- Two women from NGOs (FORENA and Mission Verte), funded with CSR funding from the HSBC, are collaborating at supervisory level on specific tasks
- Three women, employed by the private sector partners, are actively involved in project implementation



- Three women consultants have been employed to assist in the implementation of the project
- Six women are represented on the Project Steering Committee

In the AFB-funded Climate Change Adaptation in the Coastal Zones of Mauritius project, members of a women association were trained to impart environmental education to the community and this has contributed to project effectiveness.

#### **Promotion of positive changes in gender equality**

The UNDP CO has supported the promotion of positive changes in gender equality. Some of the examples where gender equality has been promoted are detailed below:

- Equal consideration to women for recruitment in all projects
- To ensure that at least one female candidate be shortlisted
- IVM campaign – 12 women out of 32 people employed
- Capacity building in coastal engineering included 180 female participants out of a total of 265 whereas the presence of a women NGO ensured gender balance in the capacity building programme on Climate Change Adaptation
- Gender equality valued at community level (e.g. at KRN level)
- Training in social leadership, Numeracy and Literacy provided to women living in disadvantaged communities
- Awareness on teenage pregnancy and substance abuse provided to women in Black River and Rodrigues
- Formulation of a long-term strategy on social inclusiveness and social entrepreneurship. This strategy included concrete proposals specifically aiming at promoting gender equality and the empowerment of women.

### 13. Alignment to UNDP Strategic Plan 2014-2017

The MTR was requested to assess if the CPD is sufficiently aligned with UNDPs Strategic Plan, 2014-2017 (SP), which was under preparation when the CPD was adopted by the end of 2012. The MTR has already concluded that the CPD in general is in alignment with Government and NSA priorities. Key aspects, which contributed to this achievement included:

- UNDPs unique strategic position as a broad-based, neutral partner for Government
- The CPD design which was based on interventions and lessons learned from previous programme support
- The ability of the CO to adopt a flexible approach in its cooperation with Government and NSAs
- The ability to leverage partnerships through the DaO approach and with external partners
- The ability to mobilize substantial international funding for sustainable development

The MTR team assessed the alignment to the SP engagement principles according to the three alignment parameters outlined in the SP Alignment Handbook: thematic, design and operational alignment

The overall conclusion is that the CPD is well aligned to the SP. It covers three outcomes and provides support within the thematic priority areas of the SP, amongst others with a strong focus on the sustainable development agenda (biodiversity, pollution, renewable energy, energy efficiency, water resource management) which are linked closely to the global conventions and which includes the support to new technologies. The CPD also has a strong focus on social protection, governance, accountability and voice/public engagement.

Furthermore, the CPD design is very much aligned to the design principles in the SP. Salient features include community development targeting the most deprived areas in Mauritius (and a strong presence of female-headed households), scalable pilots in all three pillars (SRM, ELS, KRN, IVM, CCACZM) with strong potential for nationwide dissemination of best practices and iteration with new Government policies, and partnership synergies with NSAs, the private sector and development partners.

The recommendations emerging from the MTR for improved focus and sustainability of results will also serve to improve the alignment with the SP priorities. For example, documentation of the KRN experience will enhance its scalability potential and is a recommendation which corresponds well with the SP priority to strengthen evidence-based approaches. Continued support to gender equality is another example, which will align the CPD to the SP. Finally, the proposal made under Pillar 1, to supplement training and capacity building in the executive branch of Government with more support to demand side of governance will also serve to improve the alignment to SP.

**Annex 12** presents a table, which links finding and recommendations of the MTR to the steps defined by the SP road map format for CPDs.

## 14. Lessons Learned

This section presents a few lessons learned from the MTR. They are to some extent a reflection of the recommendations in the previous sections, but may also serve as input to the formulation of the next CPD.

### **Flexible support has maintained programme relevance**

UNDP support to Government reform is delivered in a dynamic environment, which has seen significant priority changes during the implementation of the country programme. The 10-year ESTP and the MID, which received UNDP support, have now been abandoned, while the PBB approach is changing towards a simpler model. Instead, the Vision 2030 is now emerging along with the Marshall Plan on poverty and most likely a civil service reform linking up to Vision 2030. Such developments might not be surprising, as Government priorities do change and there will always be learning and adaptation element, when supporting a complex PFM reform such as the introduction of the PBB approach. Nevertheless, it does have an impact on coordination of TA delivery.

The UNDP CO's response to these developments has been to adopt a flexible approach and be supportive of the change in planning and PBB priorities and to support preparations for emerging reforms in strategic planning, poverty alleviation and civil service. This flexible approach is key to the good cooperation with Government and the appreciation of UNDP support, which is seen as neutral and multi-faceted and not being driven by narrow agendas. Another aspect, which is highly appreciated by the Government, relates to the flexible support, which is its continuous ability to mobilize international funding for sustainable development projects.

In order to maintain a flexible approach, another lesson learned is that it is better to spell out generic/broad strategies rather than specific strategies in the project documents. This will allow for easier alignment with the Country Programme Document and to the UNDP Strategic Plan and facilitate funds mobilisation with other development partners and Vertical Trust Funds (GEF, GCF, SIDSDOCK, AFB).

### **Balancing accountability and compliance measures with innovation**

Strengthening of accountability links between LMs and MoFED, General Assembly and with the public at large is a key objective in the CPD, but the support to strategic planning, PBB and M&E also seems to promote a strong compliance culture among the line ministries, and this could prevent new innovative approaches from taking shape in the public sector. Vision 2030 actually calls for a stronger innovative spirit in the civil service, and the question is, whether the current planning and PFM approaches can generate innovation or whether new performance incentives for more innovation are needed as a supplement. The MTR team supports the latter and this is very much in line with the objective of the current civil service foresight exercise, which is to promote innovation as part of a civil service reform. For further inspiration, the team would like to refer to the

research done at Harvard University and the WB on ‘problem-driven iterative adaptation’ and how to stimulate short innovation cycles in public sector reforms<sup>11</sup>.

### **Balancing supply and demand side of accountability**

The design of Pillars 1 and 2 has a strong emphasis on the supply side of governance and accountability, building stronger accountability relations between MoFED and the line ministries through improved planning and PFM frameworks and training of public sector employees. There is less emphasis on the demand side (General Assembly, NSAs, the Media, the public at large), which could further strengthen good governance in the public sector. In addition, the current support to NSAs is more focused on their role as service providers in the social sector than as enforcers and promoters of improved accountability per se. Perhaps this broader aspect of demand side support to accountability could be strengthened in the next CPD.

### **Building capacity for mobilisation of international funding**

The capacity for mobilisation of international funds for sustainable development needs to be developed among executing agencies and the MTR team commends the initiatives already taken by the CO to address this issue. The abolishment of the MID Fund has further diminished domestic access to funding for new sustainable development initiatives and the support to strengthen local capacity for identification, design and proposal and implementation of such projects should be seen as a strategically important focal area for support.

### **Using civil servants as project managers**

Arrangements have been made in CPD for the use of civil servants as project managers. However, these officers are often overloaded with work and therefore do not have enough time to implement projects in an effective manner. As a result, projects are often delayed. It is therefore important to ensure effective project leadership and this can be achieved by either recruiting a project manager who is solely dedicated to the project or, if Government insist that the function as project managers is fulfilled by civil servants, ensuring that a project assistant is recruited. This will no doubt allow staff permanence on the project and reduce project delays.

### **Improving project management and avoiding delays**

For smooth implementation and improved delivery, project managers should understand the policies and procedures of UNDP, the Government, and donors. It has been observed that delays in projects are partially caused by lack of awareness of policies and procedures and inability of project staff to work in harmony with counterparts in Government/ line ministries. These issues can be addressed by building capacity of project managers in the following areas: Policies and procedures in the public sector, exigencies, policies and procedures of donors (GEF, GCF, AFB) and soft skills in communication, presentation, leadership, teamwork and reporting.

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<sup>11</sup> For an introduction to PDIA, refer to Matt Andrews et al.: Escaping Capability Traps Through Problem Driven Iterative Adaptation (PDIA), UNU-WIDER, ReCom Project Working Paper No. 2012/64, July 2012

**GEF Guidelines**

The frequent delays faced by GEF projects may not be due to project management issues only. It would also be good to reflect on whether the current GEF guidelines on project formulation are conducive for the formulation of realistic project designs. Based on the stakeholder interviews, the MTR recommends that the guidelines be reviewed in order to get a better balance between targets and the implementation frameworks. It would also be appropriate, while designing projects, to have a more realistic view on Government procedures, co-financing and multi-stakeholder processes. Perhaps this will also entail amending the design teams with governance expertise in order to consider these bottlenecks. Gender expertise would have to be added to the teams in any case to cater for the implementation of the gender action plan within the current GEF-6.

## 15. Entry Points for the Next Country Programme

The MTR team was requested to assess potential areas of support in the next country programme 2017-2020, which will also introduce Mauritius as a net contributing country. The MTR raised the issue of support in the next phase during the stakeholder interviews, and the following areas were highlighted:

Overall, the interviews revealed a broad request for continued UNDP support to Government reforms during the next phase to ensure strong reform momentum and assist the Government in achieving the targets in the new Government programme

MoFED, supported by MCSAR, MSIEE and MSS requested support for the implementation of Vision 2030. Two focal areas were highlighted in particular:

- Support to a *civil service reform*, which is aligned to Vision 2030 and its strategic objective of furthering innovation and new approaches in the public sector
- Support to the formulation and implementation of the *Marshall Plan against poverty*, addressing the need to mitigate growth in poverty and income inequality in Mauritius.

UNDP is well positioned to support these areas. Given its present foresight support to the MCSAR and the support to the formulation of the Marshall Plan, it is already engaged in discussions on how to outline these reforms. These discussions could also identify where UNDP support is needed, and inform the preparation of the new CPD.

The present formulation process of the Marshall Plan also calls for a speedy documentation of the KRN experience, in order to inform the choice of approaches for poverty alleviation and community development. Enhanced and integrated support to development of Women/Social Entrepreneurship is another area, which can feed into the Marshall Plan.

Besides these areas, there could very well be a need to address the sustainability concerns regarding the SRM Unit through continued support into the next CPD, but since these concerns relate to institutional aspects in need of being addressed now, the MSS management can hopefully attend to this to within the current programme phase. The M&E Unit of NEF is faced with some of the same issues. The M&E approach is still being phased in and NEF needs to adapt its M&E approaches to the current reorganisations and to the need to interact with new initiatives such as the upcoming Marshall Plan against poverty. These challenges may call for a renewed agreement with UNV to assist NEF in coming CPD.

The Ministry of Gender Equality called for support to the formulation and implementation of the *National Action Plan for Gender Mainstreaming*. It is currently seeking to mobilise support from Government and the General Assembly to strengthen the commitment and accountability of line ministries to deliver on their gender strategies. It sees the support of UNDP as indispensable for succeeding in this endeavour.

Further support to the *development of the NGO sector* was requested from both NSAs themselves and from MQA. These requests concern the conduct of a Training Needs Analysis of NSAs as well as the design and implementation of a Comprehensive Training Programme, reforming the legal and regulatory framework of the NGO sector as outlined in Section 6 and continued support to RPL in social work towards level 5, which is a long-term process that cannot be completed within the current country programme.

Current and proposed project support to *Energy and the Environment* will continue into the next country programme, driven by international conventions. A new proposal, focusing on energy efficiency in industry, is also in the pipeline.

## 16. Overall Conclusion and Recommendations

The strategic position of UNDP as a key partner for Government and NSAs remains unchanged. As the only donor with broad development engagements with the Government, the CPD is a unique platform to assist Mauritius and to leverage partnerships and synergies among local and international partners. UNDP's role as a neutral and credible partner for the Government and for NSAs was underlined during all meetings conducted by the MTR team.

The support rendered by the country programme has also maintained its relevance vis-à-vis Government priorities and support to NSAs. The main reasons behind this achievement is a) the flexible manner in which the support is delivered in response to changing priorities of the new Government and b) the ability of the CO to mobilise support through the DaO approach and through significant international funding linked to the global conventions on sustainable development. The ability of the UNDP CO to respond to changing Government priorities is perhaps best illustrated by the present civil service foresight support to MCSAR and the support to the formulation of the Marshall Plan. Both engagements support key elements in the new Government programme and this cooperation could also identify where future UNDP support is needed, and inform the preparations of the new CPD.

The relevance of UNDP support is further documented through the strong policy support rendered to Mauritius' development agenda and participation in international forums as well as contributions to strategic and small-scale development projects supplementing the CPD.

There is evidence of significant achievements/results within all three pillars of the CDP. The SRM/PMT is now the backbone of social programmes in Mauritius and used to siphon the poorest of the population and divert resources to the most needy. This part of society has also received capacity building, which has assisted it in linking up to appropriate networks/institutions for further support. The ELS is emerging as a new platform for in-service training of civil service and is tangible result, which is key for improving Government capacity in good governance. The KRN pilot on community development is another tangible result, which has a very promising scalability potential within the upcoming Marshall Plan on poverty.

In addition, the support to energy and environment has undoubtedly served as a strong catalyst for the work towards sustainable development in Mauritius, and assisted the Government in achieving good progress in the implementation of international conventions. External evaluations of individual GEF/AFB projects confirm the good progress. This notable performance has also gained the UNDP CO a regional role as environmental project manager, being responsible for development and management of regional environmental projects in the SIDS countries in East and West Africa and in the Maldives. Since mutual sharing of experience is an integrated element in all regional projects, they serve as a strong driver for South-South cooperation on environment in the region.

These programme achievements have also contributed to MDG achievements as the CPD has significant linkages to MDG 1, 3 and 7. According to the latest MDG report for 2015, Mauritius has achieved its targets within all three MDGs, although some unfinished business remains, such as addressing growing income disparity. Through the support rendered by UNDP, significant contributions were made in order to reach these targets, such as the establishment of SRM/PMT as the backbone of social policies and the support to environment and energy feeding directly into Government programmes for



sustainable development, and linking targets and funding of global conventions to implementation of national and local commitments and priorities.

Although the Government's approach to long-term strategic planning and PBB has seen significant changes, which deviates from the approaches which UNDP and the Government originally worked on, good progress towards more accountable governance has still been made. The MTR team noted during the meetings and field visit that a 'performance culture' in both public sector and among NSAs now seems to be emerging as a result of the support. UNDP has maintained a close dialogue with the Government on how to reposition its support in strategic planning, and support is now being delivered to the formulation of Vision 2030, the Marshall Plan against poverty and the outline of a civil service reform, which are key priorities of the new Government. This support may also serve as entry points for the next CPD, as it tallies with the requests for support beyond 2016 conveyed to the MTR team.

Not all targets are likely to be met, however and the support to gender equality, implementation of line ministry strategies and the work of the gender cells are areas, which have seen modest progress. In general, more ownership in the areas of gender equality and gender mainstreaming is needed in order to achieve better results. The support to Rodrigues has also suffered from lack of progress, caused by differing opinions on project staff recruitment.

The projects under Pillar 3 have seen significant delays in some cases; not because of a lack of ownership, but rather due to a combination of inefficient project management and perhaps too optimistic project designs. From an international perspective, however, Mauritius is doing well and learnings from previous projects may serve to mitigate some of the delays encountered. In addition, the SRM Unit is faced with sustainability issues, which needs the attention of management, but the MTR team is convinced that the stakeholders can iron out these issues within the present programme phase.

Finally, despite the good achievements in leveraging partnerships and international cooperation, there seem to be an un-tapped potential for further donor cooperation. Mauritius is not a signatory to the Paris Declaration on Aid Effectiveness and donor harmonisation currently happens on a case-by-case basis. The MTR team concluded from the discussions with representatives from IMF, EU, WB and AFD that the organisation of regular donor meetings, to discuss about current developments and to share lessons learned and upcoming plans would benefit all partners.

In the report, the MTR team has presented its recommendations for refocusing of the programme implementation and for improving effectiveness, efficiency and sustainability of the support rendered. These recommendations will also assist the CO in its CP alignment with UNDP's Strategic Plan:

**Table 5. MTR Recommendations**

#	Pillar 1
1	The project should outline an exit strategy for the support to the SRM unit with a staffing plan and clear job descriptions, clarifying the need for in-house statistical capacity to link SRM/PMT data to broader social policy formulations and clarifying working relationship with other ministries.
2	PAC should receive support to a second study tour to France and the UK on a cost-sharing basis provided that a) permanent secretarial support for the committee is established, b) the necessary law amendment to the PAC mandate is made to allow for more independent auditing, and c) PAC audit reports can be tabled in the National Assembly and shared with

	the public.
<b>3</b>	Support should be extended to NSAs in public expenditure tracking as originally foreseen in the project document.
	<b>Pillar 2</b>
<b>4</b>	The preconditions and process leading to the KRN community development strategy should be documented in order to facilitate learning and scalability
<b>5</b>	UNDP should support MGE in mobilizing support from Government and the National Assembly to its National Action Plan for Gender Mainstreaming
<b>6</b>	UNDP should support the upcoming MGE initiative on 'Women back to work' and MSIEE on "Women Entrepreneurship"
<b>7</b>	Continued support should be rendered to the professionalization of social work in two areas: (a) Support to changes in the NGO legal and regulatory framework (amendment to the Registration of Association Act, New Remuneration Order) and b) support to RPL work towards National Level 5 Certificate for social workers.
<b>8</b>	Support should be rendered to MSS in its scheduled TNA for NSAs and to the design and implementation of a strategic NSA training plan addressing generic and specific NSA needs
<b>9</b>	UNDP should accept the invitation from MYS to become member of the NVS steering committee in order to monitor progress, to discuss lessons learned and share best practices
<b>10</b>	The Marshall Plan against poverty will no doubt require M&E capacity at various levels (at both institutional and NSA levels). It is therefore recommended to maintain the M&E function based at MSIEE but with a broader mandate to pursue building capacity in the area of (and hence a culture of) Planning, Monitoring and Evaluation
<b>11</b>	The project board should convene twice a year to keep track of the many initiatives and ensure proper coordination and managerial backing
	<b>Pillar 3</b>
<b>12</b>	Best practice management should be promoted to all agencies, including the parallel implementation approach and use of direct procurement of goods; National Project Directors and Procurement Officers should be sensitised and trained to understand the rationale behind the Public Procurement Act.
<b>13</b>	UNDP (and GEF, if possible) should assist executive agencies in recruitment of international experts, either through access to corporate expert rosters and websites, or by sharing a selection of CVs of pre-screened experts with the agencies.
<b>14</b>	UNDP should promote the application of proper project management information systems (MIS), whenever projects are designed, to facilitate proper recording, data management and reporting as well as to facilitate broader sharing of knowledge
	<b>Donor Coordination</b>
<b>15</b>	UNDP should initiate regular meetings with other Development Partners to discuss current developments, and for sharing of lessons learned and upcoming plans.

## Annex 1. Terms of Reference

**DETAILED TERMS OF REFERENCE  
FOR  
Consultancy for Team Leader (international) and Associate Evaluator (national)  
to undertake the Mid Term Review of  
UNDP MAURITIUS COUNTRY PROGRAMME 2013-2016**

### 1. Project Summary Table

PROJECT TITLE	Country Programme Document (CPD) 2013-2016
COUNTRY	Mauritius
REGION	Africa
FOCAL AREAS	i. Democratic Governance ii. Poverty Reduction and Social Inclusion iii. Environment and Sustainable Development
DUTY STATION	Mauritius
EXPECTED DURATION OF ASSIGNMENT	22 working days over 2 months

### 1. Background

The UNDP Country Programme Document (CPD) 2013-2016 was approved by the Executive Board in September 2012. It defines three outcomes, which represent the anticipated development change to be achieved after a four-year period, at the end of 2016. Mauritius did not adopt the CPAP and opted for preparation of Project Documents with Annual Work Plans derived from the CPD outcomes. The Project Documents are the main programming monitoring instruments, detailing outcomes, outputs, with measurable annual targets, baselines and indicators. The CPD has three programme components and three outcomes. The three programme components are: i) Democratic Governance; ii) Poverty Reduction and Social Inclusion and iii) Environment and Sustainable Development.

Since the inception of the Country Programme, UNDP has conducted annual assessments of results through the ROAR (Results Oriented Annual Reports) against established CPD targets. December 2014 marked 2 years of implementation of the CPD - and the mid-point of the Country Programme now provides an opportunity to undertake a comprehensive review of UNDP contribution to development effectiveness.

### 3. Purpose of the Review

Consistent with UNDP policy guidance all outcomes to which UNDP is contributing through aligned activities and planned outputs must be monitored. The mid-term review is an opportunity to monitor the strategic course, relevance and effectiveness of the implementation of the country programme. The exercise allows UNDP to engage key stakeholders to discuss achievements, lessons learned and adjustments required in response to an evolving development landscape and

changing national priorities. The review will also be used as a tool to inform the preparation of the new UNDP Country Programme Document (CPD) 2017-2020 for Mauritius.

#### **4. Objective and Scope**

##### **Objective**

The objective of the mid-term review is to comprehensively assess the progress in achieving the results of the country programme, its relevance, efficiency and effectiveness of strategies in the light of the development priorities of Mauritius. Specifically the review will assess

- e) The relevance and strategic positioning of UNDP support to Mauritius on Democratic Governance; Poverty Reduction and Social Inclusion; and Environment and Sustainable Development
- f) The frameworks and strategies that UNDP has devised for its support on Democratic Governance; Poverty Reduction and Social Inclusion; and Environment and Sustainable Development, including partnership strategies, and whether they are well conceived for achieving the planned objectives.
- g) The progress made towards achieving the 3 outcomes, through specific projects and advisory services, and including contributing factors and constraints.
- h) The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP support to Democratic Governance; Poverty Reduction and Social Inclusion; and Environment and Sustainable Development and Propose areas of re-positioning and re-focusing of the CPD within the current Mauritius development context, and in light of UNDP's new strategic plan

##### **Scope**

The review will be conducted between from 10<sup>th</sup> of -June to 5 August 2015 with a view to enhance current programme while providing strategic direction and inputs to the next UNDP programme. The preparation of the UNDP Country Programme Document 2017-2020 is expected to start mid-2015.

The review will undertake a comprehensive analysis of the UNDP programme portfolio and activities during the period under review specially examining UNDP's contribution to national development results across the country. It will assess key results, specifically outcomes anticipated and unanticipated, positive and negative, intentional and unintentional and will cover

UNDP assistance funded from both core and non-core resources. The MTR has two main components: the analysis of development results and the strategic positioning of UNDP. For each component, the MTR will present its findings and assessment according to the set criteria provided below.

#### **5. Questions Guiding the Review**

The review seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency, sustainability, partnerships, strategic positioning and in the promotion of UN values.

**Relevance:** The extent to which the programme designed and implemented were suited to national priorities and realities:

- 11 To what extent are the objectives of the programme still valid;
- 12 Is the programme consistent with the national goals and the attainment of its objectives;
- 13 Has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country;

- 14 To what extent is UNDP's engagement in Democratic Governance, Poverty Reduction and Social Inclusion and Environment and Sustainable Development supports a reflection of strategic considerations, including UNDP's role in the particular development context in Mauritius and its comparative advantage vis-a-vis other partners;
- 15 To what extent has UNDP's selected method of delivery been appropriate to the development context;
- 16 Has UNDP been influential in national debates on Democratic Governance, Poverty Reduction and Social Inclusion, and Environment and Sustainable Development issues and has it influenced national policies or legal reforms;
- 17 To what extent have UN reforms influenced the relevance of UNDP support to Mauritius especially in these 3 strategic areas;

**Effectiveness:** the extent to which the programme has achieved its intended outcomes and planned results.

- To what extent has the programme is being able to deliver against its outcomes and planned results;
- In which areas does the programme have the greatest achievements- Why and what have been the supporting factors and how can the project build on or expand these achievements;
- In which areas does the programme have the least achievements- What have been the constraining factors and why? How can they be overcome;
- What, if any, alternative strategies would have been more effective in achieving the programme's objectives;
- Has the programme made strategic use of coordination and collaboration with other national institutions and with other donors in the country/region to increase its effectiveness and impact;
- What concrete successes in policy formulation, advice and coordination have been achieved, where applicable;
- How useful has the knowledge and skills transfer proven to be so far;
- How effectively has the programme been structured and how has the surrounding structure in which the programme operates affected its delivery;
- How can the effectiveness of support to the programme be strengthened going forward?

**Efficiency:** The measurement of the outputs in relation to the inputs.

- Has the implementation strategy and execution been efficient and cost effective;
- Has there been an economical use of financial and human resources;
- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes;
- What/How is the quality of expertise provided to the partner Government institutions?
- Have resources been used efficiently and as planned;
- Have activities supporting the strategy been cost-effective? If not, why? In general, do the results achieved justify the costs and could the same results be attained with fewer resources;
- Were the results delivered in a reasonable proportion to the operational and other costs;
- Have programme funds and activities been delivered in a timely manner;
- Does programme/project governance facilitate good results and efficient delivery? Is there a clear understanding of the roles and responsibilities by all parties involved;

- Are the monitoring and evaluation systems in place helping to ensure effective and efficient programme/project management?

### **Sustainability**

5. Will the outputs delivered so far by the programme be sustained by national capacities? If not why;
6. Has the programme generated the buy-in and credibility needed for sustained impact;
7. Do the UNDP interventions have well designed and well planned exit strategies;
8. What could be done to strengthen exit strategies and sustainability;
9. What changes if any should be made in the current partnership (s) in order to promote long term sustainability?

### **Strategic relevance and responsiveness:**

- To what extent has UNDP leveraged national development strategies with its programmes and strategy;
- What approaches have been used to increase its relevance in the country;
- Is there appropriate balance between upstream and downstream interventions;
- What are critical gaps in UNDP programming;
- To what extent has UNDP anticipated and responded to significant changes in the national development contest;
- What are the missed opportunities in UNDP programming?

### **Partnerships and coordination:**

- To what extent has UNDP leveraged partnerships within the UN system, Government, regional/international development partners, civil society and the private sector;
- Has the partnership strategies been appropriate and effective;
- To what extent has UNDP coordinated its operational activities with other development partners and stakeholders;
- Are there current or potential overlaps with existing partners' programme;
- Where resource mobilisation efforts made to meet programme requirements
- How have partnerships affected the progress towards achieving the outputs and outcomes?

### **Promotion of UN values:**

- To what extent has UNDP supported national efforts in the achievement of MDGs;
- To what extent have the UNDP programme addressed the issues of social and gender equity, human rights as well as the needs of vulnerable and disadvantaged groups?
- To what extent has gender been addressed in the design, implementation and monitoring of the projects? Is gender marker data assigned to projects representative of reality?
- To what extent has UNDP support promoted positive changes in gender equality? Were there any unintended effects? Information collected should be checked against data from the UNDP country office' Results-oriented Annual Reports (ROAR) during the period under review.

Based on the above analysis, the reviewers are expected to provide overarching conclusions on UNDP results in these area of support, as well as recommendations on how

the UNDP Mauritius Country Office could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the governance portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer wider lessons for UNDP support in Mauritius and elsewhere based on this analysis

The questions will be refined and finalized by the consultants after consultation with reference group.

## **6. Methodology and Approach**

It is expected that MTR will use an appropriate range of data collection and analysis methods to come up with findings, conclusions and recommendations for the questions mentioned above. The review exercise will be wide-ranging, consultative and participatory, entailing but not limited to a combination of comprehensive desk reviews, interview, focus groups and field visits as appropriate. While interviews are a key instrument, all analysis must be based on observed facts to ensure that the review is sound and objective. On the basis of the foregoing, the consultants will elaborate on the method and approach in a manner commensurate with the assignment at hand and reflect this in the inception report; which will subsequently be approved in consultation with key stakeholders.

- **Validation Mechanism:** The team will use a variety of methods to ensure the validity of the data collected. In addition to systematic triangulation of data sources and data collection methods and tools, the validation of data will be sought through regular exchanges with the UNDP CO programme staff as well as with Implementing Partners. A validation seminar is planned to be conducted with national partners before the actual completion of the MTR;
- **Stakeholder Participation:** The MTR will adopt an inclusive and participatory approach, involving a broad range of partners and stakeholders. A stakeholders mapping will be performed in order to identify both UNDP's direct and indirect partners. These stakeholders may include representatives from the Government, civil-society organizations, the private sector, UN organizations, other multilateral and bilateral organizations, and most importantly, the beneficiaries of the programme.

## **7. Management and Conduct of the MTR**

UNDP CO in Mauritius will help the team for liaison, coordination and any other kind of support to conduct and complete the review. In order to ensure a smooth review process and involvement of relevant stakeholders, the UNDP CO in Mauritius will provide the necessary support including:

- Compilation of documents and background materials for the review team
- Stakeholder mapping of the main partners
- List of Atlas projects
- Preliminary Itinerary of field visit/meetings and appointments
- Preliminary list of stakeholders to be consulted during the MTR
- Linking and liaising within UNDP CO as well as with Implementing Partners and other stakeholders

The **MTR Team** will be facilitated by Operation and Programme units for other logistical support along the process.

The **MTR Reference Team** will be set up by **UNDP** in order to ensure objectivity as well as technical soundness of the process. Specific tasks of the **Reference Group** will be to review and provide guidance to the MTR process, including the evaluation questions, Inception Report, facilitate access to information, comments on subsequent draft reports, among others.

The Reference Group will comprise of representatives from

- Ministry of Finance and Economic Development (MOFED)
- Ministry of Social Security, National Solidarity and Reforms Institutions
- Ministry of Social Integration and Economic Empowerment
- Ministry of Civil Service and Administrative Reforms
- Ministry of Gender Equality, Child Development and Family Welfare
- Ministry of Environment, Sustainable Development and Disaster and Beach Management
- Statistics Mauritius
- UNDP Country Office
- UN Agencies (WHO representative)
- Representative from MACOSS (Umbrella organization for NGOs)
- Representative of European Union in Mauritius

## 8. MTR Process

The review will unfold in three phases, each of them including several steps as outlined

### i. Design phase

- Document and desk review (review of all relevant documents (project documents and reports regarding the CPD 2013 -2016);
- Stakeholder mapping (a mapping of stakeholders relevant to the CPD. The mapping exercise will include Government, donors and civil society stakeholders and will indicate the relationships between different sets of stakeholders) ;
- Analysis of the Results and Resources Framework (Result Resource Matrix and M & E Plan);
- Finalization of the list of evaluation questions;
- Development of data collection and analysis strategy as well as concrete work plan for the field phase.

At the end of this phase, the review team will produce an Inception report, displaying the results of the above mentioned steps and tasks and the **Timeline** to complete the MTR.

### ii. Field phase

The MRT team will produce an **inception report** The inception report should include a matrix present the review questions, data sources, data collection, analysis tools and methods to be used. The inception report should detail the specific timing for evaluation activities and deliverables, and propose specific site visits and stakeholders to be interviewed. Protocols for different stakeholders should be developed. The inception report will be discussed and agreed with the UNDP country office before the consultants proceed with site visits.



After the design phase, the review team will undertake an in-country mission of **12 working days** to collect and analyze the data required in order to answer the final evaluation questions, consolidated during the design phase. At the end of the Field phase, the Review team will provide the UNDP CO with debriefing presentation on the preliminary results of the review, with a view to validating preliminary findings and testing tentative conclusions and/or recommendations.

### **iii. Synthesis phase**

During this phase, the review team will continue the analytical work initiated during the field phase and prepare a first draft of the MTR report, taking into account comments made by the UNDP CO and at the debriefing meeting. The first draft of the report will be submitted to the Reference Group for comments in writing. Based on the comments from the Reference Group the second draft of the report will be prepared. The second draft will be presented in country at validation seminar, which should be attended by the key programme stakeholders, including Implementing Partners, donors and UNDP staff. The final report will be drafted shortly after the validation seminar, taking into account comments made by the participants. The consultants will produce an ‘audit trail’ indicating whether and how each comment received was addressed in revisions to the **final report**.

## **9. Deliverables**

The following reports and deliverables are required for the Review:

- Inception report
- Draft Review Report
- Presentation at the validation workshop with key stakeholders,
- Final Review report

**The suggested table of contents of the review report is as follows:**

- Title
- Table of contents
- Acronyms and abbreviations
- Executive Summary
- Introduction
- Background and context
- Scope and objectives
- Approach and methods
- Data analysis
- Findings and conclusions
- Lessons learned
- Recommendations
- Annexes

**Selected documents to be reviewed by the evaluators**

- UNDP Country Programme Document 2013-2016
- UNDP Results-Oriented Annual Report (ROAR) for Mauritius covering the period under review
- UNDP Project documents and project monitoring reports
- UNDP Handbook on Monitoring and Evaluating for Results
- UNDP Evaluation Guide and addendum
- UNDG RBM Handbook

- UNDG Ethical Code of Conduct of Evaluators
- UNDP Guidelines for Outcome Evaluators
- Other documents and materials related to the outcome to be reviewed (e.g. Government, donors)
- UNEG Code of Conduct

## **10. MTR Team Composition- Team Leader**

The team will be composed from 2 consultants- the Team Leader (international) and the Associate Evaluator (national). The work of the MTR team will be guided by the Norms and Standards established by the United Nations Evaluation Group. Team members will be requested to sign the Code of Conduct prior to engaging in the review exercise.

The overall responsibility of the **Team Leader** will be to produce inception, draft and final reports. S/he will lead and coordinate the work of the MTR team and be responsible for the quality assurance of all deliverables. The Team Leader should have a good knowledge and experience in one or more of the UNDP thematic areas especially Democratic Governance, Poverty Reduction and Social Inclusion, Environment and Sustainable Development. The Team Leader provides guidance, technical support and oversight to the MTR team members throughout the period, especially in ensuring agreed upon methodologies, field research and writing of assigned sections of the report before the deadline. The Team Leader will also ensure a compilation of recommendations and any changes to the current CPD and as well as lessons learned for future programming.

### **Qualifications and competencies required for Team Leader**

- An advanced degree in social sciences, political science, economics and related fields;
- At least 10 years of experience in development issues especially in Democratic Governance, Poverty Reduction and Social Inclusion, Environment and Sustainable Development;
- Significant knowledge and extensive experience of complex evaluations in the field of development aid for UN agencies (preferably UNDP) and/or other international organizations;
- Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis;
- Familiarity with UN (preferably UNDP) evaluation guidelines and processes is a plus;
- Excellent written and spoken English. Writing skills that include an attention to detail as well as a grasp of conceptual frameworks;
- Outstanding interpersonal skills, teamwork, and competency to operate in a multi-cultural and diverse environment;
- Public sector management experience;
- SIDS experience and familiarity with the region and the country is an advantage;

- 11. Associate Evaluator (National):** S/he will be a local consultant who will provide support the Team Leader and provide expertise in specific subject area of the evaluation either poverty and MDGs or governance and human rights; and gender/ gender based violence issues. S/he will take part in the data collection and analysis work during the design and field work phase. S/he will be responsible for drafting key parts of the Inception report and of final MTR report, covering relevant part of the report.

## Qualification of the Associate Evaluator

- A degree in social sciences, political science, economics and related fields with at least 3 progressive years working in a similar field
- At least 8 years of experience in development issues of the country especially on Democratic Governance, Poverty Reduction and Social Inclusion, Environment and Sustainable Development
- Significant knowledge and extensive experience of complex evaluations in the field of development aid for UN agencies (Preferably UNDP) and/or other international organizations
- Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis.
- Familiarity with UN (preferably UNDP) evaluation guidelines and processes is a plus.
- Excellent written and spoken English. Writing skills that include an attention to detail as well as a grasp of conceptual frameworks
- Outstanding interpersonal skills, teamwork, and competency to operate in a multi-cultural and diverse environment

## 12. Duration of contract

Duration of contract is set at 22 working days for both the Team Leader and the Associate Evaluator spread over 2 months. Workdays will be distributed between the date of contract signature and final approval. UNDP will pay the consultancy fees per working day.

## 13. Scope of Price Proposal

A financial proposal has to be submitted by offerors which specifies:

- i) Daily Fee. The Daily fee should be all inclusive<sup>1</sup>. *The term “All inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal.* In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the consultant wish to travel on a higher class he/she should do so using their own resources. (For information only, the UN Daily Subsistence Allowance at the duty station is 216 USD as of April 2015.)
- ii) An IC Time Sheet must be submitted by the Contractor, duly approved by the Individual Contractor’s supervisor, which shall serve as the basis for the payment of fees (as per template)

## 14. Payment Schedule

- 20% payable upon submission of proposed methodology/work plan and Inception Report 20 June
- 40% upon submission of First Draft MTR Report (20 July 2015)
- 40% upon satisfactory completion of assignment and endorsement of MTR by UNDP CO no later than 5 August 2015

## 15. Proposed Workplan and Indicative Timeline

It is planned that the MTR starts in 10<sup>th</sup> of June 2015, and shall expire on the satisfactory completion of the services of the services described above by 5 August 2015.

The following schedule of activities is only illustrative, and a final timeline will need to be refined and presented by the Team Leader to the Reference Group:

TIMELINE	ACTIVITY
10 June 2015 – 20 June 2015	Contract Signature and Desk Review
20 June 2015	Submission of Inception report
20 June 2015 – 10 July 2015	In country mission (12 working days including presentation of findings)
10 July 2015- 20 July 2015	Submission of Draft report
20 July 2015 – 30 July 2015	Comments from stakeholders
5 August 2015	Final Submission of Report

Activity	Deliverable	Work day allocation		Time period (days) for task completion
		Team Leader	Associate Evaluator	
Review materials and develop work plan	Inception report	4	3	7
Participate in an Inception Meeting with UNDP Mauritius country office				
Draft inception report				
Review Documents and stakeholder consultations	Draft evaluation report Stakeholder workshop presentation	12	16	30
Interview stakeholders				
Conduct field visits				
Analyse data				
Develop draft evaluation report to Country Office				
Present draft Evaluation Report at Validation Workshop	Final evaluation report	6	3	7
Finalize and submit evaluation report incorporating additions and comments provided by stakeholders				

	totals	22	22	6 weeks
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### Application process

Applicants are requested to apply online <http://jobs.undp.org>. Individual consultants are invited to submit applications & below requirements.

1. Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
2. **Personal CV and P11 (both)**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references. **Candidates not submitting P11 will not be considered.**
3. **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, **if applicable**, on how they will approach and complete the assignment;
4. **Financial Proposal** supported by a breakdown of costs, as per template provided.

All Applicants will be requested to submit a price offer indicating their proposed daily fee rate for the assignment, based against the above stipulated evaluation schedule. Following UNDP procurement rules, both technical competence (70%) and the consultant daily fee rate (30%) will be taken into account in the selection process. Qualified women and members of social minorities are strongly encouraged to apply.

<b>Educational Qualifications</b> Higher Degree in Economics, Social or Political Sciences or related fields	<b>Content Knowledge</b> Must have experience in MDGs, Environment and Developmental aspects of the country. SIDS experience a plus	<b>Evaluation Experience</b> Must have prior evaluation experience with UN or similar agencies	<b>Background</b> experience background is preferred with development issues of the country especially on Democratic Governance, Poverty Reduction and Social Inclusion, Environment and Sustainable Development	<b>Report writing Skills</b> Report writing skills	<b>Proficiency in English.</b> Fluency in English is required. French or Creole would be an Advantage	Total
15 MARKS	30 MARKS	25 MARKS	20 MARKS	5 MARKS	5 MARKS	100 MARKS

DEADLINE FOR APPLICATIONS IS 28<sup>th</sup> May 2015.

**This TOR is approved by Emmanuel Bor**

Signature

Name and Designation: Emmanuel Bor, Ag Head, SEDU, UNDP Mauritius

Date of Signing

## Annex 2. Schedule of Meetings

### Day 1: Monday 31 Aug 2015

Time		Venue	Meeting with	Programme Component	Project	Component
From	To					
9:15	10:45	UNDP office	Mr. S. Springett (Resident Representative) <i>in the presence of</i> Emmanuel Bor (PFM Technical Adviser) Satyajeet Ramchurn (Environment Programme Analyst)	CPD		
10:45	12:15	UNDP office	Fabrice Ngabo, Daksh Beeharry Panray, Shakil Beedassy, Jean Francois Pellegrin, Daisy Ratna Tatur-Ramasamy, Annouchka Ramcharrun	Pillar 3	Energy and Environment projects	
13:00	14:00	UNDP office	Daya Bundhoo	Pillar 1	PRMIG	SRM
14:00	16:00	UNDP office	Emmanuel Bor	Pillar 3	PRMIG	
15:45	16:45	UNDP office	Renooka Beejan, Priscillan Ravaton, Patrick Nsenga	Pillar 2	SIE	

**Day 2: Tuesday 01 Sept. 2015**

Time		Venue	UNDP Focal Point(s)	Partner Focal Point(s)	Meeting with	Programme Component	Project	Component
From	To							
9:30	11:00	MCSAR	E. Bor	Mr. P. Jugroo	Mr. P. Jugroo Mr. M. Boodhun Mr. S. Ramasawmy	Pillar 1	Planning and Resource Management for Inclusive Growth (PRMIG)	Setting up of a Learning Management System + Training on LMS
11:15	12:00	Ministry of Youth & Sports	R. Beejan	Mr. V. K. Daby	Mr. V. Putchay Mr. S. Reebye	Pillar 2	Social Inclusion and Empowerment	National Volunteer Programme
13:00	15:15	UNDP office	R. Beejan	Mrs. P. Ravaton	Representatives of DCP, CARITAS, MACOSS, ICJM, LEAD	Pillar 2	Social Inclusion and Empowerment (SIE)	Community Development Strategy

**Day 3: Wednesday 02 Sept 2015**

Time		Venue	UNDP Focal Point(s)	Partner Focal Point(s)	Meeting with	Programme Component	Project	Component
From	To							
9:30	11:30	MOFED	E.Bor	Mr. P. Yip	P. Yip R. Ancharaz Lead Analysts in charge of PFM, M&E and SRM	Pillar 1	Planning and Resource Management for Inclusive Growth (PRMIG)	PFM, M&E and SRM
13:00	14:00	Maison de La Balise, Riviere Noire	R. Beejan/ P. Ravaton	Mr. Radegonde	Kolektif Rivier Nwar (KRN) / CSR Manager from Private Sector (Meeting & Site visit)	Pillar 2	Social Inclusion and Empowerment	Strategic Action Plan - KRN, TNS Analysis - UN Habitat Baseline Survey
14:30	15:30	Le Morne	R. Beejan/ P. Ravaton	Mr. Danny Philippe	Plateforme Communautaire Le Morne (Meeting & Site visit)	Pillar 2	Social Inclusion and Empowerment	Community Development Strategy



**Day 4: Thursday 03 Sept 2015**

Time		Venue	UNDP Focal Point(s)	Partner Focal Point(s)	Meeting with	Programme Component	Project	Component
From	To							
10:45	12:00	MSSNSRI	R. Beejan/ D. Bundhoo	Mr. R. Seegoolam	SRM team –  R. Seegoolam, P. Sohun,  S. P. Vythilingum	Pillar 1	Planning and Resource Management for Inclusive Growth	SRM + PMT
13:00	14:00	MSI	R. Beejan/ D. Bundhoo/P. Ravaton	Mr. B. Boyramboli	Mr. B. Boyramboli  Mr. J. M. Mownah	Pillar 1 and Pillar 2	Planning and Resource Management for Inclusive Growth  & Social Inclusion and Empowerment	SRM +SIE+M&E
14:30	15:30	UNDP office	R. Beejan/ P. Ravaton	R. Ramchurun	MQA team –  R. Ramchurun  V. A. Ramchurn	Pillar 2	Social Inclusion and Empowerment	Recognition of Prior Learning
16.15	17.00	UNDP office	R. Beejan/ P. Ravaton	M. Radegonde	M. Radegonde, CSR Manager for ENL Foundation	Pillar 2	Social Inclusion and Empowerment	Community Development Strategy

**Day 5: Friday 04 Sept 2015**

Time		Venue	UNDP Focal Point(s)	Partner Focal Point(s)	Meeting with	Programme Component	Project	Component
From	To							
09:30	10:30	UNDP Office	R. Beejan	Mrs. M. Bali	P. Boojharut	Pillar 2	Social Inclusion and Empowerment	Gender
11:00	12:00	Statistics Mauritius	D. Bundhoo	Ms. Cheung Kai Suet	Director of SM / Ms. C. Rughoobur (208-1800, 212-2316/7)	Pillar 2	Planning and Resource Management for Inclusive Growth	SRM + PMT
12:00	13:00	National Assembly	E. Bor	Mrs. S. Lotun Muhammad	Chairman and Members of Public Accounts Committee Clerk of National Assembly	Pillar 1	Planning and Resource Management for Inclusive Growth	PFM
13:00	14:00	MSSNS & RI	R. Beejan	Mr. J. Hauroo	SIE team - J. Hauroo, A. Sowdagur, K. Nauthoo, A. Veerasamy	Pillar 1 and Pillar 2	Social Inclusion and Empowerment	Community Development Strategy, Recognition of Prior Learning, Social Entrepreneurship

**Day 6: Monday 07 Sept. 2015**

Time		Venue	UNDP Focal Point(s)	Meeting with	Programme Component	Project
From	To					
9:30	10:30	Ministry of Environment	Fabrice Mugabo	Mr. Boolkah	Energy and the Environment	AFB funded - Climate Change Adaptation in the Coastal Zones of Mauritius
10:30	11:30	Ministry of Environment	Satyajeet Ramchurn	Mr. R. Beedassy Mrs. D. R. Tatur-Ramasamy Ms. A. Ramcharrun	Energy and the Environment	GEF Sustainable Management of POPs/ Minamata Convention Enabling Activity
13:00	14:30	Ministry of Agro Industry and Food Security	Satyajeet Ramchurn, Fabrice Mugabo	M. Puttoo J. Maureemootoo S. Beedassy J. F. Pellegrin	Energy and the Environment	Portfolio level Biodiversity projects meeting
14:30	15:30	Ministry of Agro Industry and Food Security	Fabrice Mugabo	M. Puttoo J. Maureemootoo S. Beedassy J. F. Pellegrin D BeeharryPanray	Energy and the Environment	GEF Protected Area Network Project and NBSAP project

**Day 7: Tuesday 08 Sept. 2015**

Time		Venue	UNDP Focal Point(s)	Meeting with	Programme Component	Project
From	To					
13:30	14:30	Ministry of Energy and Public Utilities	Satyajeet Ramchurn	Mr. R. Bikoo	Energy and the Environment	Portfolio level, Energy and Water projects meeting
14:25	16:00	Ministry of Environment	Satyajeet Ramchurn, Fabrice Mugabo	Mr. O. Jadoo Mr. N. Khedah Mr. P. Kallee, Mr. R. Beedassy Ms. A. Ramcharrun	Energy and the Environment	Portfolio level Environment projects meeting

**Day 8: Wednesday 09 Sept. 2015**

Time		Venue	UNDP Focal Point(s)	Meeting with	Programme Component	Project
From	To					
9:30	11:00	MEPU	Satyajeet Ramchurn	Dr P. M. K. Soonarane Mr. L. Sewtohul Ms. S. Hosany Mr. H. Multra	Energy and the Environment	GEF & SIDSDOCK Removal of Barriers to Energy Efficiency
11:15	12:30	UNDP Office	E. Bor /Satyajeet Ramchurn	Mr. Osman Mahomed	Energy and the Environment	Portfolio level, Energy and sustainable development
13:00	14:00	Ministry of Industry	Satyajeet Ramchurn	Mr. R. Imrit Mr. R Ghose Mrs. K. Manna	Energy and the Environment	SIDSDOCK Removal of Barriers to Energy Efficiency
14:15	15:00	Ministry of Environment (Solid Waste Division)	Satyajeet Ramchurn	Mr. Kowlessur	Energy and the Environment	GEF Sustainable Management of POPs

**Day 9: Thursday 10 Sept 2015**

Time		Venue	UNDP Focal Point(s)	Meeting with	Programme Component	Project
From	To					
9:30	10:30	UNDP office	Satyajeet Ramchurn	Mrs. J. Doorghen	Energy and the Environment	GEF Mainstreaming Biodiversity
10:45	12:00	MOFED 3 <sup>rd</sup> Floor New Govt Centre	Satyajeet Ramchurn	Mr. K. Seebundhun Mrs. R. Ramsurn	Energy and the Environment	GCF Low Carbon Programme
13:30	15:00	UNDP office	Satyajeet Ramchurn	Mr. A. Bheecarry (Ministry of Health)	Energy and the Environment	GEF Sustainable Management of POPs

**Day 10: Friday 11 Sept 2015**

Time		Venue	UNDP Focal Point(s)	Meeting with	Programme Component	Project
From	To					
9:30	11:00	UNDP Office	Satyajeet Ramchurn	Mr. M. Cullychurn	Energy and the Environment	IWRM project
11:15	12:15	NDU	E. Bor	Mrs. A. Burrenchobay	PRMIG	Evaluation of Land Drainage Programme
13:15	14:00	UNDP Office	E. Bor / R. Beejan/ S. Ramchurn	Mr. P. Murphy (IMF)		Pillars 1, 2 and 3

**Day 11: Monday 14 Sept. 2015**

Time		Venue	UNDP Focal Point(s)	Meeting with	Programme Component	Project
From	To					
9:15	9:50	MOFED	E. Bor	Mr. G. Bussier Mrs. S. Appanah Mrs. W. Elahee-Doomun	Pillar 1	PRMIG (M&E component)
10:00	11:00	UNDP office	E. Bor / R. Beejan/ S. Ramchurn	Mrs. Brinda Dabysing (WB) Eric Vanhalewyn (EU) Mr. Mathieu Discour (AFD)	Pillars 1, 2, 3	
13:00	15:00	UNDP office	S. Springett R. Beejan/ S. Ramchurn	Debriefing Session with UNDP	Pillars 1, 2, 3	



**Day 12: Tuesday 15 Sept. 2015**

Time		Venue	UNDP Focal Point(s)	Meeting with	Programme Component	Project
From	To					
9:30	11:30	UNDP office	K. Leelah/ E. Bor / R. Beejan/ S. Ramchurn	Reference Group + UNDP	Debriefing Session with Reference Group – in the presence of UNDP Programme Staff	

Time		Venue	UNDP Focal Point(s)	Conference call with	Organisation	Programme Component
From	To					
11.45	12:00	UNDP office	R. Beejan/ S. Ramchurn	Ms. Stenny Emilien	Rodrigues regional Assembly (RRA)	Pillars 1, 2, 3

## Annex 3. List of Documents

### General documents

Draft country programme document for Mauritius, 2013-2016

Programme Alignment Handbook: Part 1 – Guide to Key Concepts and their Application

Programme Alignment Handbook: Part 2 – Methodology Note

RBA Gender Equality baseline 2015, Mauritius and Seychelles

UNDP Gender Equality Seal, standard and benchmark matrix Mauritius and Seychelles

UNDP Gender Equality Seal, Standard Recommendations

### Pillar 1 - Democratic Governance

Project document: Planning and Resource Management for Inclusive Growth

Annual Review Report to the Project Board, 2013-2014 + Project Board PPT

#### **Output 1 - Strategic Planning:**

Annual Review Report 2014 - PRMIG 2

Project Board PPT 161214

Output 1 Strategic planning

Fiscal Strategy 2014-2020 - Suggestions for Blueprint

ScaleChanger - UNDP - Proposals for social inclusiveness and social entrepreneurship strategy budget template

ScaleChanger - UNDP - Report for the Formulation of social inclusiveness and social entrepreneurship strategy

TOR - Formulation of Social Inclusiveness and Social Entrepreneurship Strategy

Draft Programme - Preparatory Mission - Foresight in Civil Service - 14-17 Sept 2015

Letter to SCE MCSAR - Foresight for Building an Innovative Civil Service in Mauritius - 15 June 2015

TOR - Foresight for Building an Innovative Civil Service in Mauritius - 14-17 September 2015 v2

Comparison of Innovation Schemes for SMEs - USA

Establishing a Small Business Innovation Scheme

Proposal - New Innovation Schemes for SMEs under NRF

Budget Speech 2014

2013 ESTP Presentation to Line Ministry

Bonifas Presentation\_24June13

ESTP concept paper-Outline

ESTP Management Meeting 12 July 13

ESTP Outcomes&Reform areas

HSS Presentation 24june13

Observation-ESTP Progress

Strategic Orientations-Presentation to VPM 29 March - REV

### **Output 2 – PBB Accountability Framework:**

Comparison of average 1-year and 3-year ahead projections for 2010-2012 and suggested corrective actions for MTEF 2014-2016

Is MTEF in Mauritius more successful than in OECD countries in securing and maintaining fiscal sustainability?

Guidelines for Annual Report by Ministries

MOFED Annual Report 2012

Guidelines Annual Report by Ministry v2 9 04 14

CABRI Briefing Papers Sep 2013 Mauritius - English Web

The Role of Performance Measures in Budget Management - CABRI 2013 - EB

Final Report LDWMP Evaluation

LDWMP Operational Manual Draft

Letter of Transmission - LDWMP Evaluation and NDU Operational Manual - 10 April 2015

No of indicators-2009 to 2013 (01 Aug 13)

No of indicators-2009 to 2014

Options and Recommendations - Disclosing fiscal implications of budget decisions in PBB 2014-2016 -v2

Presenting information on fiscal implications of budget decisions in PBB

Articles - Le Mauricien and Le Matinal - Peer Learning Seminar PAC June 2013

Outcomes Parliamentary Peer Learning Seminar Paris June 2013

TDR - Seminaire a l'AN et au Senat sur controle de l'efficacite des depenses et evaluation des politiques publiques

**Output 3 Learning Management system:**

Le Mauricien - 25 juin 2014 - Article Cours Technique LMS

Learning Management System 06.03.15

Presentation - E-Learning - 23 Feb 2015

Presentation - E-Learning - 29 June 2015

SRM Module e-learning

TOR - Consultant - Capacity Building LMS - June 2014 - signed v2

TOR 2015 LMS final April 2015

Safety and Health at Work – Understanding OSHA, 2005

On-line Social Register of Mauritius (SRM) Module, Version 1.0

LMS Management - Strategies and procedures

LMS Training, Final Mission Report, 20-25 April 2015

**Output 4 Social Register Of Mauritius:**

6th meeting for registration under SRM

18th meeting- registration under SRM

Child allowance pour défavorisés 25 oct Le Defi

Government Online Centre -SRM - Child Allowance interface training May 2014

ISSA 2014 award

ISSA Best Practice Award for SRM

MoE Communique on scholarships to vulnerable children

Notes of meeting-Establishment of SRM database-18 March 2015

Notes of meeting-Establishment of SRM database-18 March 2015-Annotated

Press conference Sécurité sociale

SRM Module e-learning

SRM Action Plan 14 01 2014

SRM Instructions Manual to NEF field staff Apr2015

SRM overview for training Mar2013

SRM Report Aug 2013- PMT updates and SAid Reform

## **Pillar 2 – Poverty reduction and Social Inclusion**

Project document: Social Inclusion and Empowerment

Quarterly Progress reports from April 2013 – June 2015

Notes of meeting of the Final Project Board Meeting of the Support to Inclusive Development (SID) held on Friday 5th April 2013

SIE project presentation slides on achievements and planning, 29 April 2015

UNDP Annual Project Review 2013, 2014

Audit report Jan 2013 – Dec 2014

### **Output 1 - M&E**

- Final Handover Report
- Organizational Readiness Assessment For Result-Based Monitoring And Evaluation System
- UNV Progress report to P.S. MSIEE
- Social Inclusion and Empowerment Project Progress Report June-Dec 2014
- Terms of Reference - International Consultant to conduct training on RBM and M&E

### **Output 2 - Gender**

Final Gender Briefing Kit for the Republic of Mauritius, Dec 2013

#### **Austria**

- Draft Terms Of Reference (TOR) – Technical support to the Ministry of Finance and Economic Development (MOFED) on Gender Responsive Budgeting (GRB)
- End Mission Report, Veronika Meszarits, Austrian Federal Ministry of Finance, Aug 2013
- Press Brief- Gender Responsive Budgeting
- Workshop slides on Gender Responsive Budgeting Summary of the Group Exercises of Piloting Ministries

Gender Sensitisation workshop slides, Black River

#### **Gender policies**

Ministry of Housing and Lands (MHL) Gender Policy Statement Mainstreaming and Enhancing Gender in Policies, Practices and Programmes

Ministry of Social Security, National Solidarity and Reform Institutions. Gender Policy Statement Final Draft

Final gender policy of Ministry of Social Integration

FINAL Gender Policy statement for Ministry of Information and Communication Technology (MICT)  
13 October

Ministry of Energy and Public Utilities(MEPU) Gender Policy Statement Mainstreaming and  
Enhancing Gender in Policies, Practices and Programmes

The Gender Policy Statement for the Education and Human Resources Sector final

### **Rodrigues**

Action Plan for Reducing Teenage Pregnancy in Rodrigues 2013-2016

Campaign against Gender Based Violence

Concept Paper-GBV campaign

Rodrigues Gender Policy 2013-2017

Gender action plan

Gender Projects in Rodrigues

Letter to Oprah Academy April 2013

Project Notification

TOR final - Leadership training module and ToT

### **Output 3 – Community Development Strategy**

#### **Black River**

Brief on Kolektif Rivier Nwar

Upcoming Policy Development 2015 (a) Briefing: National Mauritius Youth Volunteer Service

Etude Contextuelle Des Quartiers

Defavorises dans le cadre du Programme Participatif d'Amélioration des Bidonvilles (PPAB)

Strategic Action Plan for Kolektif Rivier Nwar (KRN) 2015 - 2017

KRN's Strategic Action Plan newsletter

Iarivier no 2 final

Iarivier april, Dec 2014

Recognition Of Prior Learning (Rpl) Project (slides)

Professional Standards for Social and Community Workers (slides)

#### **Le Morne**

Local Economic Development Plan, Dec 2013

### **Rodrigues**

- CPD presentation slides
- Social Inclusion And Empowerment Project, work plan March 2014
- Mission Report First Mission to Mauritius 13-15 November 2013
- Plateforme Société Civile de Rivière Noire – Réunion du 5 Juin 2013

### **Pillar 3 – Environment and Sustainable Development**

How to Improve the Use of the Gender Marker – Webinar slides

#### **AFB Climate Change Adaptation**

AFB project application - Climate Change Adaptation Programme in the Coastal Zone of Mauritius, 09 August 2011

Mid-Term Evaluation Report - Climate Change Adaptation Programme in the Coastal Zone of Mauritius. Jan 2015

#### **GCF Low carbon**

Green Climate Fund application - Accelerating the transformational shift to a low-carbon economy in the Republic of Mauritius, 16 July 2015

Local project appraisal meeting, 16 July 2015

#### **GEF Energy Efficiency**

Project Document - Removal of Barriers to Energy Efficiency and Energy Conservation in Buildings, UNDP/GEF Project (undated)

Addendum to the UNDP-GEF Removal of Barriers to Energy Efficiency and Energy Conservation in Buildings Project Document, Jan –Dec 2012 (SIDS DOCK)

Terminal Evaluation Report: Removal of Barriers to Energy Efficiency and Energy Conservation in Buildings (PIMS 3001), December 5, 2013

#### **GEF Regional Integrated Water Resource and Wastewater Management**

Project Document - Regional (Cape Verde, Comoros, Mauritius, Maldives, Seychelles, Sao Tome and Principe): Implementing Integrated Water Resource and Wastewater Management in Atlantic and Indian Ocean SIDS, Nov 2010

#### **GEF Mercury Minamata Convention**

Project document - Strengthening national decision making towards the ratification of the Minamata Convention and building capacity towards the implementation of future provisions, Aug 2015 – July 2017

Local project appraisal meeting, 23 Dec 2014

### **GEF NBSAP Enabling Activity**

Project Document - National Biodiversity Planning to Support the implementation of the CBD 2011-2020 Strategic Plan in Mauritius, 22 July 2013 – Jan 2016

### **GEF Protected Area Network**

Project Document - Expanding coverage and strengthening management effectiveness of the protected area network on the island of Mauritius, 2009 – 2015 (2018)

Final Report of the Mid-term Evaluation Mission - Expanding Coverage and Strengthening Management Effectiveness of the Protected Area Network on the Island of Mauritius, March 2014

UNDP Management Response to the Mid Term Evaluation Report, undated

### **GEF Removal of Barriers to Solar PV Solar PV**

Project Document - Removal of Barriers to Solar PV Power Generation in Mauritius, Rodrigues and the Outer Islands, 2011-2015

Mid-Term Evaluation of the UNDP/GEF project: Removal of Barriers to Solar PV Power Generation in Mauritius, Rodrigues and the Outer Islands, May 2015

### **GEF Sapphire - ASCLME phase 2**

Project Document - Demonstrating Innovative Ocean Governance Mechanisms and Delivering Best Practices and Lessons for Extended Continental Shelf Management within the Western Indian Ocean Large Marine Ecosystems (Short Title: SAPPHIRE Joint Management Area Demonstration), 2016-2020

Project Document - The Western Indian Ocean Large Marine Ecosystems Strategic Action Programme Policy Harmonisation and Institutional Reforms, (WIO LME SAPPHIRE), 2015 - 2021

Joint Local Project Appraisal Committee Meeting, 17 Feb 2015

### **GEF Sustainable Management of POPs**

Project Document - Sustainable Management of Persistent Organic Pollutants in Mauritius

Terminal Evaluation Report of UNDP-supported, GEF-financed Project - Sustainable Management of Persistent Organic Pollutants in Mauritius, May 2015

<b>Reference Documents, Background Reports</b>
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2015 MDG Report for Mauritius

Changing with the World - UNDP Strategic Plan 2014-2017

UNDP Gender Equality Strategy 2014-2017

The GEF Small Grants Programme, Annual Report 2013-2014 & 2014-2015

Maurice Ile Durable

National Report of the Republic of Mauritius to the third international SIDS conference



World Bank Systematic Country Diagnostic Report (2015)

Bank of Mauritius Monthly Statistical Bulletin (July 2015)

Economic and social indicators (Statistics Mauritius)

Mauritius Human Development Report 2014

UNDP Programme-Based Budgeting and Sector Strategies Component, Outcome evaluation, 2011

UNDP Handbook on Monitoring and Evaluating for Results

UNDP Evaluation Guide and addendum

UNDG RBM Handbook

UNDP Guidelines for Outcome Evaluators

Escaping Capability Traps through Problem-Driven Iterative Adaptation (PDIA), CGD Working Paper 299, June 2012

Measuring Capacity, UNDP guidelines (2010)

Innovations in Monitoring and Evaluating Results, UNDP guidelines (2013)

UNDG Ethical Code of Conduct of Evaluators

UNEG Code of Conduct

## Annex 4. List of Persons Met

S.N.	Name	Position	Organisation
1.	Mr. Simon Springett	UNDP Resident Representative & UN Resident Coordinator	UNDP
2.	Mr. Emmanuel Bor	PFM Technical Adviser	UNDP
3.	Mr. Satyajeet Ramchurn	Environment Programme Analyst	UNDP
4.	Ms. Renooka Beejan	Programme Assistant	UNDP
5.	Mr. Daya Bundhoo	National Consultant, SRM	UNDP
6.	Mr. Patrick Nsenga	UNV	UNDP
7.	Mr. Fabrice Mugabo	UNV	UNDP
8.	Mrs. Priscilla Ravaton	Project Officer	UNDP/ NSA Unit
9.	Mr. Patrick Yip	Deputy Financial Secretary	Ministry of Finance & Economic Development
10.	Mr. Rajesh Ancharaz	Director	Ministry of Finance & Economic Development
11.	Mr. Gerard Bussier	Director	Ministry of Finance & Economic Development
12.	Mr. Kresh Seebundhun	Lead Analyst	Ministry of Finance & Economic Development
13.	Mrs. Ruchna Ramsurn	Lead Analyst	Ministry of Finance & Economic Development
14.	Mrs. Priyambada Oogarah-Bonomaully	Lead Analyst	Ministry of Finance & Economic Development
15.	Mr. Janaab Mohamadally Mownah	Lead Analyst	Ministry of Finance & Economic Development
16.	Mrs. Waseefah Elahee Doomun	Senior Analyst	Ministry of Finance & Economic Development
17.	Mrs. Sadhna Appanah	Senior Analyst	Ministry of Finance & Economic Development
18.	Mr. Premhans Jugroo	Senior Chief Executive	Ministry of Civil Service and Administrative Reforms
19.	Mr. Mubarak Boodhun	Permanent Secretary	Ministry of Civil Service and Administrative Reforms
20.	Mr. Swaraj Ramasawmy	Assistant Permanent Secretary	Ministry of Civil Service and Administrative Reforms
21.	Ms. Li Fa Cheung Kai Suet	Director	Statistics Mauritius
22.	Ms. C. Rughoobur	Statistician	Statistics Mauritius

S.N.	Name	Position	Organisation
23.	Hon.V. Baloomoody, MP	Chairperson	Public Accounts Committee
24.		Members	Public Accounts Committee
25.	Mrs. Safeena Lotun-Muhammad	Clerk	National Assembly
26.	Mr. Bojrazsingh Boyramboli	Permanent Secretary	Ministry of Social Integration & Economic Empowerment
27.	Mr. Jayraj Huroo	Deputy Permanent Secretary	Ministry of Social Security, National Solidarity and Reforms Institutions
28.	Mr V. O. Seedoyal	Assistant Permanent Secretary	Ministry of Social Security, National Solidarity and Reforms Institutions
29.	Mr. F. Fatadin	Commissioner	Ministry of Social Security, National Solidarity and Reforms Institutions
30.	Mr. Raffick Seegoolam	Deputy Commissioner	Ministry of Social Security, National Solidarity and Reforms Institutions
31.	Mr. Pradeep Sohun	Senior Social Security Officer	Ministry of Social Security, National Solidarity and Reforms Institutions
32.	Mrs. Sareeta Pillay Vythilingum	Higher Social Security Officer	Ministry of Social Security, National Solidarity and Reforms Institutions
33.	Mr. Vinayagum Putchay	Director of Youth Affairs	Ministry of Youth and Sports
34.	Mr. Shahil Reebye	Assistant Director of Youth Affairs	Ministry of Youth and Sports
35.	Mr. Ajay Sowdagur	Acting Officer-in-Charge	NGO Trust Fund
36.	Mr. Amba Veerasamy	Secretary	Senior Citizens Council
37.	Mr. Kristavarajen Valaydon	Programme Coordinator	DCP
38.	Mr. Danny Philippe	Coordinator	LEAD
39.	Mr. Jonathan Ravat	Departmental Head, Social Sciences	Institut Cardinal Jean Margéot (ICJM)
40.	Mrs. Sangeeta Seetulparsad	Senior Programme Coordinator	MACOSS
41.	Mrs. Patricia Adèle-Félicité	Secretary-General	Caritas, Mauritius
42.	Mr. Yan Hookoomsing	CSR Manager	Hong Kong & Shanghai Banking Corporation
43.	Mrs. Genevieve Tyack	Chairperson	Kolektif Riviere Noire (KRN)
44.	Mrs. Sophie Le Chartier	Programme Coordinating Officer	Kolektif Riviere Noire (KRN)
45.	Steve Lebrasse	Treasurer	Kolektif Riviere Noire (KRN)

S.N.	Name	Position	Organisation
46.	Mr. Mario Radegonde	Head of CSR	ENL Foundation
47.	Mr. Vijaye Ramchurn	Manager - Framework Services	Mauritius Qualifications Authority
48.	Mr. Rajcoomar Ramchurun	Accreditation Officer	Mauritius Qualifications Authority
49.	Mrs. M. Bali	Head Gender Unit	Ministry of Gender Equality, Child Development and Family Welfare
50.	Mr. Pooshan Boojharut	Coordinator, Gender Unit	Ministry of Gender Equality, Child Development and Family Welfare
51.	Mr. Oomaduth Jaddoo	Permanent Secretary	Ministry of Environment, Sustainable Development, and Disaster and Beach Management
52.	Mr. D. Kowlessur	Director, Solid Waste and Beach Management Division	Ministry of Environment, Sustainable Development, and Disaster and Beach Management
53.	Mr. Phosun Kallee	Deputy Director of Environment	Ministry of Environment, Sustainable Development, and Disaster and Beach Management
54.	Mr. Rajiv Beedassy	Divisional Environment Officer	Ministry of Environment, Sustainable Development, and Disaster and Beach Management
55.	Ms. Annouchka Ramcharrun	Environment Officer	Ministry of Environment, Sustainable Development, and Disaster and Beach Management
56.	Mrs. Daisy Ratna Tatur-Ramasamy	Environment Officer	Ministry of Environment, Sustainable Development, and Disaster and Beach Management
57.	Mr. M. Puttoo	Director	National Parks and Conservation Service
58.	Mr. Shakil Beedassy	Project Manager	Expanding Coverage and Strengthening Management Effectiveness of the PAN in Mauritius project
59.	Mr. John Maureemootoo	Chief Technical Adviser	Expanding Coverage and Strengthening Management Effectiveness of the PAN in Mauritius project
60.	Mr. Daksh Beeharry Panray	Project Manager	National Biodiversity

S.N.	Name	Position	Organisation
			Strategy and Action Plan (NBSAP) project
61.	Mr. Jean Francois Pellegrin	Project Assistant	Expanding Coverage and Strengthening Management Effectiveness of the PAN in Mauritius project
62.	Mr. R. Bikoo	Director General (Public Utilities)	Ministry of Energy and Public Utilities
63.	Dr. P. M. K. Soonarane	Director, Technical Services (Public Utilities)	Ministry of Energy and Public Utilities
64.	Mr. L. Sewtohul	Project Manager	GEF & SIDSDOCK Removal of Barriers to Energy Efficiency
65.	Ms. Sameera Hosany	EEMO staff	Energy Efficiency Management Office
66.	Mr. Hemant Multra	EEMO staff	Energy Efficiency Management Office
67.	Mr. Osman Mahomed	Former Executive Director	MID Commission
68.	Mr. Ramjit Imrit	Director of Industry	Ministry of Industry, Commerce and Consumer Protection
69.	Mr. Robindro Ghose	Principal Analyst	Ministry of Industry, Commerce and Consumer Protection
70.	Mrs. Kalyanee Manna	Senior Analyst	Ministry of Industry, Commerce and Consumer Protection
71.	Mr. A. Bheecarry	Head, Vector Biology & Control Division at Vector Biology & Control Division	Ministry of Health and Quality of Life
72.	Mrs. Asha Burrenchobay	Permanent Secretary	Prime Minister's Office, National Development Unit
73.	Mr. P. Murphy		IMF
74.	Mrs. Brinda D. Dabysing	Senior Financial Sector Specialist	World Bank
75.	Mr. Eric Vanhalewyn	First Secretary	European Union
76.	Mr. Matthieu Discour	Director	AFD
77.	Ms. Stenny Emilien	Economist	Rodrigues Regional Assembly

The team would like to apologize to any persons met not listed above.

## Annex 5. Progress against Target Indicators

### *CDP Results and Resources Framework for Mauritius, 2013-2016*

#### **PILLAR 1 - Planning and Resource Management for Inclusive Growth (PRMIG)**

<b>National priority or goal:</b> Strengthen institutional capabilities for the accountable, equitable and effective use of public resources.			
<b>UNDAF/country programme outcome:</b> Improved capacity of Government agencies in strategic planning, programme-based budgeting and effective public service delivery. <b>Outcome indicator:</b> Number of ministries improving public service delivery as shown in annual report on performance in outcomes achieved and outputs delivered. <b>Related strategic plan focus area:</b> Democratic governance.			
Indicators	Baselines	Targets	Achievements Sept 2015
(a) Gender-responsive long-term sector strategies designed and under implementation	(a) Lack of gender-sensitive long-term sector plans evaluating human resources and capital needs;	(a) Long-term sector strategies designed in at least 3 sectors, including social protection and gender;	3 long-term sector strategy completed
(b) a long-term development planning framework in place;	(b) lack of a long-term integrated plan to support PBB formulation;	(b) 10-year national development plan published by August 2014;	ESTP abolished by new Government. Work in progress towards Vision 2030
(c) percentage of ministries connected to an on-line PBB performance monitoring system;	(c) no on-line PBB performance monitoring system;	(c) 100% of ministries connected to on-line PBB performance monitoring system	Target achieved. System ready for full implementation
(d) percentage of social assistance schemes implemented through a new assessment mechanism	(d) New schemes on social housing and crèches implemented through SRM.	(d) New assessment mechanism applied to all social programmes by 2016.	SRM established and functioning. Emerging consensus on mainstreaming SRM as backbone of social policies and schemes

## PILLAR 2 - Social inclusion and Empowerment (SIE)

<b>National priority/goal:</b> Promote and support inclusive growth to ensure equitable access to public goods and services as well as economic opportunities for the poor and vulnerable.			
<b>Country programme/UNDAF outcome:</b> Capacity of public sector, Non-state actors and vulnerable groups strengthened to promote a coordinated approach in policy formulation and implementation for a more equitable, inclusive society. <b>Outcome indicator:</b> Progress on MDG indicators for poverty reduction, gender equality and women's empowerment; and improving the quality of education. <b>Related strategic plan focus area:</b> Poverty reduction and social inclusion.			
Indicators	Baselines	Targets	Achievements Sept 2015
(a) A functional M&E system at MSIEE to assess performance of social programmes;	(a) Inadequate tools and capacity to measure and manage programme performance; .	a) M&E system operational by 2014	M&E system operational at scheme level
(b) No. of non-state actors applying new models of service delivery.	(b) limited capacity in public institutions and non-state actors to innovate programmatically	(b) 200 non-state actors equipped with new models of service delivery by 2014 and effectively contributing to a 10% reduction in poverty rate by 2016; 60,000 citizens trained through the Universal ICT Education Programme by 2016; and 40,000 men, women and youth sensitized on GBV and family issues by 2016.	Shift in project approach away from bulk training and towards three community development pilots. I.e. direct impact on national poverty rate (which has actually increased) can only be assessed subject to successful pilot upscales, which are yet to materialise. ICT training was abandoned and some training on Rodrigues suffered from lack of project staff

### PILLAR 3 - Energy and the Environment

<b>National priority/goal:</b> To promote sustainable development and address climate change impact in the Republic of Mauritius through the 'Maurice Ile Durable' Programme.			
<b>Country programme/UNDAF outcome:</b> Achieving environmental sustainability while addressing climate change and ensuring more effective environmental protection and conservation of natural resources <b>Outcome indicator:</b> Percentage of terrestrial and marine areas under conservation; energy intensity of growth per unit of gross domestic product; percentage of renewable energy on the national grid. <b>Related strategic plan focus area:</b> Environment and sustainable development.			
Indicators	Baselines	Targets	Achievements Sept 2015
(a) Sustainable management of specific surface area of land and seascape important for biodiversity and ecosystem services	(a) Forested areas decreased by 9.9% over past 2 decades	(a) At least 150 sq. km of biodiversity-rich terrestrial areas under protection by 2016;	Data could not be sampled
(b) Number of coastal sites rehabilitated or protected	(b) About 25 sites identified by MESD as under threat from coastal erosion;	(b) At least 3 significant sites rehabilitated/ protected by 2016;	Three pilots under CCACZ project under preparation for launch in 2016
(c) Progress in meeting the milestones of the energy action plan;	(c) Energy action plan approved (2011)	(c) 10 megawatt photovoltaic plant operational by 2016;	15 MW PV plant operational
(d) Number of endangered species protected in the wild.	(d) 18 endangered species	(d) Number of endangered-species creatures maintained at current level or reduced by 2016	Number maintained



## Annex 6. Resource Mobilisation

Title	Donor	Year	UNDP	ODA Grant	Govt.	Pipeline
<b>Planning and resource management for inclusive growth</b>						
Planning and resource management for inclusive growth		2013-2015			300,000	
Foresight for Building an Innovative Civil Service in Mauritius	UNDP/RBA	2015	45,000	0	0	
Public expenditure environment review	UNDP/PAGE	2015	40,000			
<b>Social inclusion and empowerment</b>						
Strengthening CSOs in Rodrigues		2013-2015			20,000	
Support to M&E at MSIEE and NEF		2014-2015			70,000	
Using the mobile phone technology to reach the most excluded groups	UNDP/RBA	2014	15,000	0	0	
Marshall Plan to Fight Poverty	Government	2015	50,000	0	30,000	
<b>Energy and the environment</b>						
Sustainable Management of POPs in Mauritius	Government	2013			46,439	
National Biodiversity Planning to Support the implementation of the CBD 2011-2020 Strategic Plan in	GEF	2013		220,000		

Title	Donor	Year	UNDP	ODA Grant	Govt.	Pipeline
Mauritius						
Climate Change Adaptation Programme in the Coastal Zone of Mauritius	UNDP	2013	6,000			
Expanding coverage and strengthening management effectiveness of the protected area network on the island of Mauritius	UNDP	2013	2,000			
Sustainable Management of POPs in Mauritius	UNDP	2014	17,000			
Removal of Barriers to Solar PV Power Generation in Mauritius, Rodrigues and the Outer Islands	UNDP	2014	3,544			
Expanding coverage and strengthening management effectiveness of the protected area network on the island of Mauritius	UNDP	2014	3,000			
Strengthening national decision making towards the ratification of the Minamata Convention and building capacity towards the implementation of future provisions	GEF	2014		199,749		
Mainstreaming biodiversity into the management of the	GEF	2014		130,000		

Title	Donor	Year	UNDP	ODA Grant	Govt.	Pipeline
coastal zone in the Republic of Mauritius						
Build a more resilient society through innovative education tools promoting the culture of prevention	UNDP RBA	2014	71,000	0	0	
Sustainable Management of POPs in Mauritius	UNDP/ Government	2015	31,000		15,091	
Removal of Barriers to Solar PV Power Generation in Mauritius, Rodrigues and the Outer Islands	UNDP	2015	18,536			
Mainstreaming biodiversity into the management of the coastal zone in the Republic of Mauritius	GEF	2016				4,600,000
Energy Efficiency in Industry	GEF	2017				4,100,000
Operationalisation of Hazardous Wastes facility	GEF	2017				5,700,000
250,000 Children Strong – A National School Safety Planning System for Mauritius	UNDP/RBA	2015	0	0	0	43,000
Accelerating the transformational shift to a low carbon economy in the Republic of Mauritius	GCF	2015	0	0	0	45,000,000
Restoring marine ecosystem services by rehabilitating coral reefs to meet a	AFB	2015	0	0	0	4,900,000

Title	Donor	Year	UNDP	ODA Grant	Govt.	Pipeline
changing climate future						
			302,080	549,749	481,531	64,343,000

## **Annex 7. Vision 2030 – Key Bullet Points**

### **4 key focus areas:**

- Addressing unemployment
- Alleviating, if not eradicating, poverty
- Opening up our country and new air access policies
- Sustainable development and innovation

Need for a more open and robust air access policy that takes into account both the national interests and economic growth

New dimension to economic diplomacy through main diplomatic missions in order to maximize on global opportunities

### **Core areas to fundamentally transform the economy**

A revamped and dynamic manufacturing base with clearly identified focus on promoting high end, precision driven and technology enabled manufacturing in the country

Objective to increase the share of Manufacturing from 18% to 25% within the next 3 years

Leveraging on one of the largest asset base which is the Exclusive Maritime Economic Zone to develop the Ocean industry

International fishing companies to set up fishing and seafood processing facilities locally

Transform Mauritius into a major regional fishing centre.

Setting up of a National Ocean Council to drive and implement projects related to the Ocean Economy.

Port Louis - potential to develop as a major modern port for the region with state-of-the art facilities

About 30,000 ships passing by Mauritius annually, out of which about 3,000 call at Port Louis - to attract a substantial no. of these vessels for bunkering and other related services in order to transform Port Louis into a leading regional petroleum hub

Need to form a regional shipping company to serve the region in line with the IOC's recommendations

Need to improve port performance and related services in line with international benchmarks

Development of cruise traffic and cruise-linked activities in Mauritius. The fully dedicated cruise terminal will have 'enormous multiplier effects' - more than 5,000 jobs available in this field.

### **Revisiting the services sector**

Need to embrace higher value added services and activities

Focus on Financial Services Industry

Reactivation of the Financial Services Consultative Council

DTAT with South Africa ratified to bring more clarity, substance and predictability to international investors using Mauritius as a hub to invest in Africa

Negotiations with India on the tax treaty will be finalised shortly, to provide certainty and substance to investors

From January to the end of July 2015, the FSC issued 1,680 licenses, which represents a 10% increase

### **Stock Exchange**

Partnership (incl. an MOU) between National Stock Exchange of India and the SEM to list and trade International financial products in USD in Mauritius - Capacity building, surveillance, enforcement and development of an "African Index Listing", "NIFTY" listings in Mauritius

Similar initiatives are underway with the Johannesburg Stock Exchange and the Singaporean Stock Exchange.

Launch of a sustainability index by SEM

Expansion strategy of the capital markets to attract world class liquidity providers, international broker firms, investment banks and fund managers

### **Insurance**

Old Mutual and Cooper Gay Swett & Crawford set up front office operations in Mauritius

Prudential and Lloyds Group - intention to be based in Mauritius

Captive Insurance Bill will be introduced to provide the framework for the development of the new Captive Insurance sector

### **ICT**

To move towards the provision of high end activities like software and animation development, big data analytics, disaster recovery and cloud computing, amongst others

Establishing a techno entrepreneurship culture

Creation of high end and state of the art incubators

The one stop shop for SMEs has already been set up

Transform Mauritius into a SMART island, model for innovation - Government services, businesses, lifestyle as well as physical infrastructures would be centered around digital infrastructure

Mega projects involving Smart Cities and new Cyber Cities that will include techno parks. These will be designed with 4 key focus objectives, namely ecological sustainability, economic competitiveness, digital connectivity, with an improved quality of life within the "Live, Work and Play" concept

350 free WiFi spots by end of 2015

Implementation of the Highlands City project

Life Sciences and Research and Development - Leading global laboratories, Contract Research Organisations (CRO), biotechnology companies and other research companies willing to set up base in Mauritius

Regional hub for healthcare and medical services as well as a medical education centre of excellence for Africa

Development of a (higher) Education Hub

Development of a Fashion, Entertainment and Cinema industry

One stop shop facilities

The Rebate Scheme is being revamped with the guidance of movie makers from India and other countries

Emerge as a truly competitive economic partner for Africa

encourage Mauritian firms to expand in Africa

Africa Strategy – Mauritius as a regional platform for trade, investment and services

MOUs for the development of Special Economic Zones, (Ghana, Senegal and Madagascar)

Negotiations are also ongoing with Cote d'Ivoire and Zambia

Need for an air access policy with regards to new hubs in Africa

Setting up a regional airline company in Mauritius to connect us to mainland Africa

To diversify our tourism and hospitality industry, fuel our duty free shopping initiative and develop our country as an aviation hub

40 major private sector investment projects to the tune of Rs. 183 billion, of which FDI represents Rs. 140 billion - potential of creating 100,000 new jobs within the coming 5 years

Financial services: 15,000

ICT: 15,000

Ocean Economy: 25,000

Health, Wellness and Biotechnology Sectors: 2,000

Education and Knowledge Sector: 3,000

Tourism: 8,000

Manufacturing: 5,000

Construction and Property Development: 15,000

Logistics: 3,000

SME: 9,000

2015/2016 - 16,000 new jobs being created

Public sector: > 7,000 vacancies filled in 2015/2016

2,500 job placements will be effected under YEP

High Powered Committee under Chairmanship of PM to closely monitor project facilitation and implementation

Responsible and environmentally sustainable policy regarding energy production, waste management and physical infrastructural development

PSIP for the next 5 years amounts to Rs. 75 billion

Investment in water sector, electricity, waste management, wastewater management, roads, port, airport and communication

By July 2016 – start of works under the Road Decongestion Programme

Investment of Rs. 15 billion over the next 5 years to address the road congestion problem

### **New mindset required of civil servants**

Setting up of a **Joint Public-Private Sector Steering Committee** under Chairmanship of PM that will meet every 3 months to thrash out issues that are of national interests.

Setting up of a **National Advisory Council** under the Chairmanship of the Secretary to Cabinet and Head of Civil Service to provide strategic oversight and facilitate cross-collaboration among relevant agencies to move things forward. NAC will report to PM

Setting up 4 working task forces - strategic thinking and developing action plans in connection with immediate priorities

Air access policy

Poverty alleviation

Employment creation

Sustainable Development through Innovation.

Targeting an average growth rate of 5.5% annually as from 2017

Objective to attain a GDP per capita > 13,500 USD by 2018



## Annex 8. MDG Achievements and CPD Linkages

MDG		Target	Status	Relevant Projects	Remarks in the 2015 MDG report
MDG 1	Eradicate Extreme Poverty and Hunger	Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day	Achieved	Pillar 1 – SRM Pillar 2	<p>Whilst, by international standards, absolute poverty is insignificant in Mauritius. Government measures to address poverty alleviation include the following:</p> <ul style="list-style-type: none"> <li>• The elaboration of a MT to LT Marshall Plan to combat poverty and social exclusion</li> <li>• More housing units will be provided to the economically and socially disadvantaged</li> <li>• The introduction of the ‘parrainage’ concept in the pockets of poverty to allow for long-term development of vulnerable families with the active participation of the private sector</li> <li>• Short term policy measures to address structural unemployment should primarily target the employability of the youth with low skills and educational attainment and facilitate adjustment through subsidised training.</li> <li>• In the long term, the most pressing challenge consists in enhancing educational attainment and vocational training of the youth</li> </ul>
MDG 2	Achieve Universal Primary Education	Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling	Achieved	Pillar 1 – SRM Pillar 2	<p>Mauritius has attained universal primary education and access to education remains the key to national development and to individual wellbeing. Forthcoming Government measures.</p> <ul style="list-style-type: none"> <li>• Implementing the nine-year schooling of continuous basic education</li> <li>• Institutionalising an assessment and evaluation of the schooling system</li> <li>• Improving equity in the system to take on board</li> <li>• Addressing the issue of under-performance of boys as compared to that of girls to achieve gender equality in learning outcomes</li> <li>• Increasing investment in Education</li> <li>• Strengthening the management of the education system with a move towards greater decentralization and institutional autonomy</li> <li>• Further strengthening the Outreach Project through a Parental Empowerment Programme that will be central to the School Plus Concept</li> <li>• There is an urgent need to standardize the instruments and tools currently used to determine the rate of literacy</li> </ul>

MDG		Target	Status	Relevant Projects	Remarks in the 2015 MDG report
					<ul style="list-style-type: none"> <li>Emphasising the centrality of education for Sustainable Development in policy formulation and strategic implementation</li> </ul>
MDG 3	Promote Gender Equality and Empower Women	Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015	Achieved	Pillar 1 – SRM Pillar 2	<p>The Ministry of Gender Equality, Child Development and Family Welfare has adopted a Rights-based Approach to implement its policies and programmes for women's empowerment and the promotion of gender equality. The MGE has been using the National Gender Policy Framework as the guiding document, has been assisting LMs to engender their sectoral gender policies to create Gender Cells. In addition, the MGE is working towards women's empowerment and gender equality through capacity building, awareness-raising, inculcating a woman's entrepreneurship culture, and networking for advocacy and gender issues.</p> <p>Key challenges:</p> <ul style="list-style-type: none"> <li>Gender imbalance in the engineering and ICT (male bias in some sectors)</li> <li>Women face high unemployment rates</li> <li>Low participation of women in politics</li> <li>90% of the victims were women</li> <li>Cases of disabled women and girls being abused</li> <li>Household Budget Surveys show that poverty is more acute among female headed household (17%)</li> <li>Low priority, institutional and financial constraints on gender mainstreaming strategies</li> <li>Low women's presence at d-m at corporate level in the private sector</li> <li>Lack of technical expertise on gender issues;</li> <li>Lack of sex disaggregated data to inform policy formulation and decisions;</li> <li>Inadequate allocation of resources for women's empowerment</li> </ul>
MDG 4	Reduce Child Mortality	Reduce by two thirds, between 1990 and 2015, the under-five mortality rate	Partly achieved	Pillar 1 – SRM Pillar 2	<p>Although Mauritius did not manage to meet the target of reducing child mortality ratio by two third, it has registered an impressive performance with almost all birth being attended by skilled health personnel. There is a strong political will in support of child and maternal health through concerted actions, sound strategies and adequate resources and there are signs that further progress in these areas is possible.</p>

MDG		Target	Status	Relevant Projects	Remarks in the 2015 MDG report
MDG 6	Combat HIV and AIDS, Malaria and Other Diseases	Have halted by 2015 and begun to reverse the spread of HIV/AIDS	Partly achieved	Pillar 3 – POPs project	The risk of increasing global vector population, vector behavioural patterns and pathogen multiplication due to climate change. Newly emerging diseases such as the recent outbreaks of chikungunya, dengue fever and H1N1 have become threats to the health of people and the state of the economy
MDG 7	Ensure Environmental Sustainability	Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources	Achieved	Pillar 3 – all projects	<p>Mauritius has made significant efforts to mainstream sustainable development concepts in the design and implementation of national and sectoral development strategies. As such, sustainable development has been incorporated within the legislative framework at various levels</p> <ul style="list-style-type: none"> <li>• Mauritius as a SIDS has to strike the delicate balance between sustaining economic growth and ensuring environmental sustainability</li> <li>• Total carbon dioxide emissions have been on an increasing trend while the share of renewable energy is on the decline, in spite of various projects initiated</li> <li>• Mauritius has not been successful in reversing environmental loss and biodiversity loss.</li> <li>• Increasing risks of loss of biodiversity and increase in number of endangered species</li> <li>• Mauritius needs enhanced access to both financial and technical resources to effectively monitor and mitigate climate variability and change and sea-level rise</li> <li>• Mauritius lacks the necessary technologies and technical capacity to carry out monitoring exercises, surveys and data collection to monitor the environmental media.</li> <li>• The monitoring of air quality, terrestrial and marine biodiversity, and coastal ecosystems is essential to ensure a good quality of living</li> <li>• Support is also needed for the provision of sustainable energy for sustainable development through enhanced accessibility to modern energy services, energy-efficiency and use of economically-viable and environmentally-sound technologies</li> </ul>

## Annex 9. UNDP Sponsored Reports 2012-2015

Mauritius	Date of Publication	UN Agency	Remarks
Trade Mainstreaming	Feb-13	UNDP	Draft August 2012
Environmental Impact Assessment in the Republic of Mauritius: Recommendations for Mainstreaming Climate change into the EIA process	Feb-13	UNDP/MESD	
Integrating climate Change into Coastal Planning and Management in the Republic of Mauritius: Recommendations for Mainstreaming Climate Change into the current ICZM framework	Feb-13	UNDP/MESD	
<a href="#">Post 2015 National Consultation Report</a>	Mar-13	UNDP/RC Office/MFA	Approved by Cabinet March 2013
<a href="#">Post 2015 National Youth Dialogue</a>	Mar-13	UNDP/RC Office	
<a href="#">Post 2015 MyWorld National Survey Report</a>	Mar-13	UNDP/RC Office	
<a href="#">Training Manual - SRM data analysis and PMT application using Stata</a>	Apr-13	UNDP/MSS	-
<a href="#">SIDS National Consultation</a>	Jun-13	UNDESA /UNDP	Approved by Cabinet July 2012
Industrial Energy Audit Reports (10)	Jun-13	UNDP/MEPU	
National Sound Management of Chemicals Situation Report	Aug-13	UNDP/UNEP/MoH	
The SRM and the Social Aid Reform	Aug-13	UNDP	
<a href="#">The Programme-based budgeting reform in Mauritius. Preconditions, achievements and challenges ahead</a>	Sep-13	UNDP/MoFED	Published by CABRI, Briefing Paper No.7
Northern Marine Reserves Rodrigues- Management Plan 2012-2016	Oct-13	GEF/SGP/RRA	Draft
<a href="#">Seamounts Project: An Ecosystem Approach to Management of Seamounts in the Southern Indian Ocean</a>	Oct-13	UNDP/GEF/IUCN	
Rodrigues Gender Policy 2013-2017	Nov-13	UNDP/UNFPA/UNWomen	
Costed Action Plan to fight against Gender Based Violence (GBV) in Rodrigues	Nov-13	UNDP/UNFPA/UNWomen	
UNDP Gender Briefing Kit	Dec-13	UNDP	Revised version
Action Plan to reduce teenage pregnancy in Rodrigues (2013-2016)	Dec-13	UNRCO	
Le Morne Local Economic Development Plan	Dec-13	UNDP/GEF	
<a href="#">MDG Report 2013</a>	Dec-13	UNDP/MFA	Approved by Cabinet September

Mauritius	Date of Publication	UN Agency	Remarks
			2013
<a href="#">National Marine Ecosystem Diagnostic Analysis (MEDA) Mauritius</a>	2013	UNDP	ASCLME project
<a href="#">National Priorities for the Sound Management of Chemicals: Phased Plan of Action, Economic Analysis and Mainstreaming Road Map</a>	Feb-14	UNDP/ UNEP/ SAICM/GoM	Approved by Cabinet
<a href="#">Inventory of Mercury Releases in Mauritius (Level1)</a>	Feb-14	UNDP/ UNEP/ SAICM/GoM	Approved by Cabinet
<a href="#">Mauritius National Action Plan on Mercury (2015-2020)</a>	Feb-14	UNDP/ UNEP/ SAICM/GoM	Approved by Cabinet
<a href="#">National Chemicals Profile of the Republic of Mauritius</a>	Feb-14	UNDP/ UNEP/ SAICM/GoM	Approved by Cabinet
<a href="#">African Economic Outlook - Mauritius 2014</a>	May-14	UNDP/ AfDB/ OECD	
<a href="#">SWITCH Africa Green Project Inception Report</a>	May-14	UNEP/ UNDP	
Determination of the Grid Absorption Capacity of Mauritius	Sep-14	UNDP	
Coastal and Marine Environment for Engineers: Training Manual	2014	UNDP/UoM/MESD	AFB Coastal Adapataion Project
Training Manual for Coastal Protection Works	2014	UNDP/UoM/MESD	AFB Coastal Adapataion Project
<a href="#">National Survey on Corruption 2014</a>	2014	ICAC/UNDP/Straconsult	-
<a href="#">National Survey on Corruption 2014 - Key findings</a>	2014	ICAC/UNDP/Straconsult	-
Social inclusiveness and social entrepreneurship strategy: 10 proposals for Mauritius	Nov-14	UNDP/ScaleChanger	-
<a href="#">Preliminary Report for the inclusion of SEN Children in Pre-Primary schools</a>	Feb-15	UNRCO/ Ministry of Education	
<a href="#">SEN Framework for the Pre-Primary sector</a>	Feb-15	UNRCO/ Ministry of Education	
<a href="#">SEN Handbook for the Pre-Primary sector</a>	Feb-15	UNRCO/ Ministry of Education	
LMS Management - Strategies and Procedures	Apr-15	UNDP / MSS	
<a href="#">African Economic Outlook - Mauritius 2015</a>	May-15	UNDP/ AfDB/ OECD	-
<a href="#">5th National Report on the Convention on Biological Diversity - Republic of Mauritius</a>	Apr-15	UNDP/GEF/UNCBD/MAIFS	
Technical recommendations for a Mobile Technology platform and content to improve outreach of marginalized households in Mauritius	Jun-15	UNDP	-
Climate change Education Kit: Secondary	Aug-15	UNDP/Ministry of Education	-
Climate Change Education Kit: Primary	Aug-15	UNDP/Ministry of Education	-
MDG Report 2015	Sep-15	UNDP/MFA/SPU	draft
Black River National Park Management Plan	2015	UNDP/NPCS	draft
Bra D'eau National Park Management Plan	2015	UNDP/NPCS	draft

## Annex 10. GEF & AFB Project Evaluation Rating Tables

This annex contains the evaluation summary tables from the MTE and the final evaluations of the Pillar 3 project portfolio. Ratings are expressed as:

NA: Not Applicable  
 HS: Highly Satisfactory  
 S: Satisfactory  
 MS: Marginally Satisfactory  
 MU: Marginally Unsatisfactory  
 U: Unsatisfactory  
 HU: Highly Unsatisfactory  
 L: Likely  
 ML: Moderately Likely  
 MU: Moderately Unlikely  
 U: Unlikely

### UNDP/GEF Project: Removal of Barriers to Energy Efficiency and Energy Conservation in Buildings (Terminal, December 5, 2014):

Evaluation Ratings:			
1. Monitoring and Evaluation	rating	2. IA& EA Execution	Rating
M&E design at entry	S	Quality of UNDP Implementation	MS
M&E Plan Implementation	MU	Quality of Execution - Executing Agency	MS
Overall quality of M&E	MS	Overall quality of Implementation / Execution	MU
3. Assessment of Outcomes	rating	4. Sustainability	Rating
Relevance	HS	Financial resources:	ML
Effectiveness	MS	Socio-political:	L
Efficiency	MS	Institutional framework and governance:	L
Overall Project Outcome Rating	MS	Environmental :	L
		Overall likelihood of sustainability:	L

### UNDP/GEF Project: Sustainable Management of Persistent Organic Pollutants in Mauritius (Terminal, May, 2015):

Evaluation Ratings:			
1. Monitoring and Evaluation	Rating	2. IA& EA Execution	Rating
M&E design at entry	S	Quality of UNDP Implementation	S
M&E Plan Implementation	S	Quality of Execution - Executing Agency	S
Overall quality of M&E	S	Overall quality of Implementation / Execution	S
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	R	Financial resources:	ML
Effectiveness	S	Socio-political:	ML
Efficiency	S	Institutional framework and governance:	L
Overall Project Outcome Rating	S	Environmental :	ML
		Overall likelihood of sustainability:	ML

**UNDP/AFB Project: Climate Change Adaptation Programme in the Coastal Zone of Mauritius (MTE, January 2015):**

Measure	MTR Rating	Achievement Description
<b>Project Strategy</b>	N/A	
<b>Progress Towards Results</b>	Objective Achievement Rating: (rate 3. scale)	
	Outcome 1 CCA sites Achievement Rating: (rate 3. scale) Satisfactory	See recommendations and description above Procurement completed and project implementation underway... Satisfactory coordination between outcomes related to these results happening.
	Outcome 2 EWS Achievement Rating: (rate 3 scale) Satisfactory	See recommendations and description above Procurement completed and project implementation underway... Satisfactory coordination between outcomes related to these results happening.
	Outcome 3 Capacity Building Achievement Rating: (rate 3 scale) Satisfactory	See recommendations and description above Excellent initiatives on training and work with the University of Mauritius undertaken including MOUs for longer term CCA learning.
	Outcome 4 Achievement Rating (rate 2 scale) Marginally Satisfactory	See recommendations and description above Work planned
	Outcome 5 Achievement Rating (rate 2 scale) Marginally Satisfactory Etc.	See recommendations and description above Needs more technical support and attention to two way information sharing and learning system.
<b>Project Implementation &amp; Adaptive Management</b>	(rate 3 scale) Satisfactory	See recommendations and description above See concrete recommendations above
<b>Sustainability</b>	(rate 3 scale) Medium Likely	See recommendations and description above. Attention needed to policy learning and costing of CCA options and EWS in order to make a concrete judgment on scale up...

**UNDP/GEF Project: Expanding Coverage and Strengthening Management Effectiveness of the Protected Area Network on the Island of Mauritius (MTE, March 2014):**

Evaluation Rating Table		
Criterion	Comments	Rating
<b>Project Results</b>		
Attainment of Project Results	The Project has been unable to achieve very much after 44 months because of bureaucratic delays. Some progress has been made with the clearance of invasive alien plants.	Marginally Unsatisfactory
Effectiveness	Given the limited progress made, no assessment of the Project's effectiveness in terms of impacts can sensibly be made.	Not assessed.

<b>Evaluation Rating Table</b>		
<b>Criterion</b>	<b>Comments</b>	<b>Rating</b>
Relevance	The Project intervenes in an area of huge importance globally for endemic and highly threatened biodiversity, is congruent with GEF and national priorities, and remains pertinent in the light of the current levels of threat.	Relevant
Cost-effectiveness (Efficiency)	Would seem generally poor since few tangible results appear to have been achieved for the expenditure of US\$ 454,556. However, costs of IAS clearance have been reduced from US\$ 9,000 to 3,000/ha.	Marginally Unsatisfactory
<b>Sustainability</b>		
Overall likelihood of risks to Sustainability	Each risk dimension of sustainability is deemed to be critical, the overall rating for sustainability cannot be higher than the rating of the dimension with lowest rating.	Moderately Likely
Institutional framework and governance	Appears strong, with clear statements of support about the importance of the Project's aims voiced by the Deputy Permanent Secretary of the Ministry of Agro-industry and Food Security. Government's recognition of the importance of clearance of IAS from more than just State-owned land is evidenced from its willingness to sign agreements with the private sector.	Likely
Financial resources	State funding appears to be increasing via the most recent budget and new sources of funding such as the Mauritius Ile Durable Fund and that made available through the Corporate Social Responsibility Law 2009. However, some companies are retrenching on their conservation budgets and the Conservation Fund is reducing.	Moderately Likely
Socio-economic	Project has little direct social impact, although it is providing labouring jobs for some of the poorer members of society. Economically, IAS clearance in private forest and future PA designation on private land will depend upon economic spin-offs, e.g. eco-tourism and Government incentives.	Moderately Likely
Environmental	Closely tied to the success of the IAS clearance programme.	Moderately Likely
<b>Achievement of outputs and activities</b>	There are no substantive outputs from the Project to date under Outcomes 1 or 2. Significant progress has been made with IAS clearance under Outcome 3 but that is all. Project outputs are ranked individually from Satisfactory to Unsatisfactory.	Marginally Unsatisfactory
<b>Monitoring and Evaluation</b>		
Overall quality of M&E	The Project Document contains a comprehensive M&E Plan with a full budget allocation for its implementation. M&E implementation has been generally of a sufficient standard to provide a basis for adaptive management	Satisfactory
M&E design at project start up		Highly Satisfactory
M&E Plan Implementation		Satisfactory



<b>Evaluation Rating Table</b>		
<b>Criterion</b>	<b>Comments</b>	<b>Rating</b>
<b>Quality of implementation and oversight:</b>		
Overall Quality of Project Implementation/Execution	Notwithstanding the very obviously high quality technical implementation of the IAS programme and the reasonable attempts at adaptive management to expedite progress, overall there have been too many inadequacies displayed by the National Steering Committee (insufficient oversight), the Project Management Unit (poor strategic comprehension), Ministry (inadequate implementation of their own cumbersome procedures), and the UNDP-CO (delays in recruitment of key personnel)	Marginally Unsatisfactory
Implementing Partner	The poor implementation of cumbersome procurement procedures by the Ministry of Agro-industry and Food Security has resulted in significant delays to the Project. Insufficient oversight led by the Ministry has allowed these problems to continue unchecked. The NPCS and PMU has received insufficient technical support to fully comprehend the Project's strategic rationale to move the Project forward on anything other than clearance of invasive alien plants, but it has made significant progress within this limited field.	Marginally Unsatisfactory
UNDP supervision and backstopping	UNDP-CO took one year to recruit the National Project Manager and eight months to recruit the Chief Technical Advisor. An inadequate number of steering committee meetings has meant that the CO has been unable to exert greater influence over subsequent problems but it could have pushed harder to have these organised more frequently while maintaining a careful balance of not overly interfering with a nationally-executed project, it has provided satisfactory levels of support.	Marginally Unsatisfactory
<b>Miscellaneous:</b>		
Catalytic Role	The Project has been so dogged by delays that to date the Project Management Unit has had to spend most of its time just trying to get the initial activities underway, let alone be thinking about replicability. The main thrust for the Project's catalytic role is definitely on the IAS control and ecological restoration work, but much thought and effort will be required to scale this up to satisfactory levels if anything more than tiny islands of IAS-free land are to result.	Marginally Unsatisfactory
Country ownership	Mixed. Low level of engagement from the GEF Focal Point in the Ministry of Finance; high levels of commitment displayed by the Deputy Permanent Secretary of the Ministry of Agro-industry and Food Security.	Marginally Satisfactory

Evaluation Rating Table		
Criterion	Comments	Rating
Stakeholder participation	The Project's limited ability to undertake activities has severely curtailed the involvement of stakeholders. Despite the Government's initiation of the Public Private Partnership, bureaucratic delays are leading to reduced commitment from the private sector, and this will need to be addressed if the Project is to keep them engaged and make any meaningful progress. An Agreement for the Project to fund IAS clearance on private land, which has been vetted and is awaiting signature, will help.	Marginally Satisfactory
Financial planning	Financial planning and management is adequate but tracking of partner-managed funding has been poor.	Marginally Satisfactory
<b>Overall Project Results</b>		<b>Marginally Unsatisfactory</b>

**UNDP/GEF Project: Removal of Barriers to Solar PV Power Generation in Mauritius, Rodrigues and the Outer Islands (MTE, May 2015):**

Main criteria	Rating	Explanation
<b>Project Strategy</b>	<b>NA</b>	The objective of the project is to increase the uptake of solar PV at Mauritius. The strategy of the project is centred on removing the technical, regulatory and financial barriers. The strategy has five different components, with each of the component targeted specifically at a set of barriers. The underlying assumption that the removal of barriers will lead to higher uptake of solar PV has proven to be correct when seen in the present day context. The project is in line with the priorities of the country for the power sector. One of the objectives of the project is reduction in emissions of GHG, is in line with the stated position of Mauritius on the issue of climate change. Although the project is targeted at Solar PV, the outcomes will also benefit other renewable sources of energy.
<b>Progress towards results</b>		
<b>Project Objective</b>	<b>MS</b>	Indicator wise, the project has significantly overachieved. However, it is considered that the indicator used (creation of solar PV capacity under the project) does not adequately represent removal of barrier. At the MTE, PPAs for 10 MW solar PV capacities are in place (against the target of 3 MW). However rating for achievement of project objectives has been made considering the progress towards achievement (and the ratings) for different Outputs of the projects.
<b>- Outcome 1</b>	<b>MS</b>	This outcome largely pertains to creation of regulatory framework to create transparency, easy and speedy consulting approval processes etc. Achievements against this Outcome have been largely due to the pro-active approach of CEB (to engage with private sector PV operators and with WB for consulting on MSDG) in the absence of any planned activities under the project for quite some time. Considering that some of the Outputs are not on track and unlikely to be achieved during the project implementation timelines, progress towards achievement has been rated as Moderately Satisfactory.
<b>- Outcome 2</b>	<b>S</b>	This Outcome addresses the financial barriers through capacity building of financial institutions / key Government officials to appraise investment

		<p>propositions and formulate incentives to attract investors.</p> <p>During the period of initial delay, CEBs followed a pro-active approach and engaged a consultant to carry out the assignment on MSDG. This helped towards achieving some of the outputs set against this Outcome. For other outputs a RFP has been issued to appoint a consultant. The likely completion date of this consulting assignment is July 2015. The outcomes of this component have been achieved or are on track to be achieved during rest of the implementation period.</p>
<b>- Outcome 3</b>	<b>MS</b>	<p>This component / Outcome is targeted at removal of technical barriers by developing the energy resource mapping, facilitating technology transfer, creation of technical standards for PV and grid connection systems, and capacity building. No specific activities have been carried and activities are planned during rest of the project implementation period. However, two of the outputs of this component were achieved as a part of study on MSDG led by WB and partially supported by this project. RFP has been prepared to award consulting for resource assessment and preparation of solar maps.</p>
<b>- Outcome 4</b>	<b>S</b>	<p>This component targets investment barriers (financial barriers) by providing feed in tariff support to demonstration projects, and also barriers such as lack of awareness and technology.</p> <p>The progress against this Outcome is satisfactory as PPAs have been signed with promoters of solar PV facilities aggregating to capacity of 10 MW (against target of 3MW in the project document)</p>
<b>- Outcome 5</b>	<b>MS</b>	<p>This component is targeted at the barrier of lack of awareness. It also is intended to multiply the benefits of the project by dissemination of the project experience / best practices etc.</p> <p>Due to priority to implement other components of the project to make up for initial delay, no work has been carried out for this component till the time of MTE. However, activities are now planned and scheduled during rest of the of project implementation period.</p>
<b>Implementation and adaptive management</b>	<b>MS</b>	<p>As and when needed, project team has responded to changing conditions and risks, to take advantage of opportunities for partnerships and actions that support the overall project objective. One of the issues with the work planning is that the activities have not been planned for each of the outcomes and output.</p> <p>Quarterly progress reports and the annual progress reports are prepared and shared in accordance with UNDP / GEF requirements. The quarterly reports however do not report the details of the tasks carried out during the reporting period.</p> <p>Communication is one of the aspects of the project management which is clearly lacking. There are no formal or informal communication channels in place for internal or external communications</p> <p>Quarterly progress reports and annual progress reports are prepared as per the M&amp;E plan and were made available during the MTE. The monitoring reports do not cover the co-financing aspects</p> <p>Stakeholder engagement is one of the weak areas, and the only formal platform for engaging the stakeholders is the steering committee.</p> <p>Budget utilization and co-financing of the project are lacking but are likely to be made up during the remaining implementation period.</p>
<b>Sustainability</b>	<b>L</b>	<p>The solar PV projects being supported under the projects are likely to continue receiving the feed in tariff support for their life time as PPAs have been signed and budget allocations have been made by the Government. No political, social economic or environment risks are envisaged for the project</p>

## **Annex 11. Additional Support to National and Regional Initiatives**

In Section 10, key contributions to national and regional initiatives were highlighted. In order to complete the list, this annex provides additional information on initiatives that were supported by the UNDP CO.

### **Facilitating Trade and Export**

The UNDP CO facilitated an ITC project, that is, the development of a National Export Strategy. For instance, the Office shared the “Trade mainstreaming in Mauritius” Report with the ITC, participated in related discussions, made suggestions and organised a meeting with Development Partners in Mauritius. In addition, the Office was instrumental in ensuring the participation of the Minister of Foreign Affairs, Regional Integration and International Trade at the launch of the UNCTAD 2015 Report entitled “Economic Development in Africa” (EDAR). The EDAR 2015 theme focuses on unlocking the potential of Africa’s Services Trade for Growth and Development.

### **Advisory Support to Pre-Primary Special Educational Needs Project**

The CO facilitated the Ministry of Education’s project for the development of a policy framework and action plan on Pre-primary Special Educational Needs. The comments and suggestions of the CO were particularly useful to the finalisation of the report.

### **Study on Improving Human Development Indicators in Mauritius**

With a view to improving Human Development indicators, the UNDP CO supported a ‘Study on Improving Human Development Indicators in Mauritius’. Based on discussions, a document (underlining a Matrix of Indicators, Areas for Priority Action, Recommendations, Outcomes and implementing agencies) was forwarded to MoFED for necessary action.

### **Facilitating the visit of UNAIDS**

UNDP is a member of the Country Coordinating Mechanism (CCM) - Global Fund for fights against HIV/AIDS. The Office recently hosted the visit of the UNAIDS Executive Director and UN Under-Secretary General to Mauritius, in particular to the National Aids Secretariat

### **Assistance from UNDP Regional Service Centre (RSC)**

The UNDP CO sought and obtained the collaboration of UNDP Regional Service Centre (RSC) to strengthen the capacity of selected staff of MoFED and LMs in “Programme Evaluation”. The assistance of the UNDP RSC was also obtained for the organisation of M&E training. Besides, assistance has been obtained from the RSC for the formulation of Marshall Plan against Poverty. In this respect, four technical experts have been despatched to Mauritius.

### **Assistance from UNDP Regional Centre in Dakar**

The UNDP CO managed to secure assistance from UNDP Regional Centre in Dakar to provide support to the formulation of ESTP. In this respect, funding of the order of USD 11,000 was provided by the centre.

### **Support for the organisation of workshops and seminars in Mauritius**

It is usual for the UNDP CO to provide support for the organisation of workshops and seminars in Mauritius. This support includes back office logistical and administrative support to the organisation of meetings, trainings, and conferences sponsored by the UN System. UNDP identifies the venues, arranges/assists in travel of resource people and participants, hotel booking, enters into contracts, and facilitates the logistics and financial aspects.

Examples of such support by the UNDP CO relate to the following:

- Study Tour by a Mali Government delegation ( Poverty and Environment Initiative)
- Combined training course for Judges and Lawyers on Maritime Crime and Justice
- Workshop on Green Housing Construction Materials (with Community members and with Professionals)
- Training for 50 prison staff, including medical and para-medical, on psychosocial support for drug users on the methadone programme, including those living with HIV
- Validation Workshop of the Mauritius country case study report 'Rethinking agriculture and rural transformation in Africa in the global context: Challenges, opportunities and strategic policy options'
- UNECA Expert Group Meeting on Supply Use Table with Statistics Mauritius
- UNDESA Half-day workshop on Vulnerability-Resilience Profile (VRP) with the MID
- Fossil Fuel to Renewable Energy (FFRE) Transition Workshop for Indian Ocean and African SIDS with the MID and UNOSD
- Workshop on Developing Trade Facilitation Implementation Plan for Mauritius (joint project of ITC and UNCTAD)
- UNEP Mission in Mauritius for the Fiscal Policy Assessment for Green Economy
- UNECA Areas of Collaboration on Environmental Management - Climate Change/Loss & Damage

#### **Procurement of consultants for other UN agencies/programmes**

In many instances, UN agencies, funds, and programme use the UNDP CO to undertake contractual services for the employment of consultants. Examples include the following:

- Through UNEP, UNDP has contracted a consultant and the University of Mauritius to carry out a Green Economy Assessment including a Fiscal Policy Study, and based on the assessment to develop a Green Economy Action Plan with the objective of transforming the economy into a high-income, inclusive and green economy and all this work will be input to Government's vision of "Realising our high income and inclusive economy"
- Through UNEP, UNDP has contracted a consultant to support the preparation of the sustainable development legislation for Mauritius, as recommended in the Government approved MIDPSAP (para 3.4 - Proposed Legal Framework) and the work entails the review of the country's legal framework related to MID compliance including the preparation of a compliance strategy.
- Through UNEP, UNDP has contracted a consultant to support the preparation of proposals to foster environmentally sustainable growth in Rodrigues
- Through UNDESA, UNDP has contracted a National Expert to conduct a Vulnerability-Resilience Profile for Sustainable Development to develop a Monitoring and Evaluation System, for the Mauritius Strategy for Implementation (MSI) of the Programme of Action on Small Island Developing States (SIDS)
- Through UN Habitat, UNDP has contracted:
  - An international consultant for supporting a Pilot Project of the Global Network for Sustainable Housing in Mauritius
  - A team of national Consultants for undertaking research with local stakeholders and local authorities and institutions on slum upgrading and social issues
  - An Implementing Partner for assisting consultant, local stakeholders, local authorities and institutions on slum upgrading and social issues as part of the outputs for the Phase 2 of the Participatory Slum Upgrading Programme

#### **Support to Seychelles Office**

Since the beginning of the current CP, the UNDP CO has assisted the Seychelles SC in various ways.

The Office facilitated a learning visit of a delegation of the Seychelles Energy Commission to Mauritius in August 2013. Delegates from Seychelles visited their counterparts in Mauritius with the objective of establishing linkages and promoting information sharing on renewable energy technologies (RETs), more specifically solar technologies. A tacit agreement was reached for the countries to share information on grid codes and tariff schemes. SEC and PUC highlighted the importance of maintaining a strong and collaborative partnership with the CEB, MEC and other departments working with renewable energy.

The UNDP CO supported the social sector reform in Seychelles through the “Support Plan to the Welfare Agency and Social Sectors in Seychelles” project, the aims of which include social sector reform, poverty monitoring and enhancing social safety nets for the very vulnerable in the island.

Technical support and mobilisation of resources was also provided to enable the conduct of a study on Multi-Dimensional Poverty in Seychelles. The aim of the study was to improve understanding of the various dimensions of poverty and to assist in social targeting.

The UNDP CO facilitated the task of the consultant carrying out a mid-term review (MTR) of the UNDP Seychelles Country Programme (2012 – 2016) and particular assistance was provided to strengthen the section on MDGs in the MTR report. Comments and suggestions were also provided on the Draft MTR Report.

The UNDP CO also supported knowledge sharing between Statistics Mauritius (SM) and the Seychelles National Bureau of Statistics (NBS). SM assisted the NBS in improving their data collection and establishing a mid-term Local Consumption Survey to monitor poverty. The NBS will be collating the results of the 2013 Household Budget Survey and will now include indicators developed under the UNDP poverty study. Moreover, the Office supported a peer to peer capacity building exchange programme between SM and the NBS to strengthen MDG data gathering and management systems in Seychelles.

### **Cooperation with the African Development Bank**

The UNDP CO was represented at the African Development Bank’s Country Dialogue/ Business Development Mission meeting held in May 2015. The meeting aimed at engaging with the new Government on policy reforms and strategic priorities, as identified in the Government Programme 2015-2019 and to discuss on the implementation of the Bank’s 2014 - 2018 CSP and developments in the first half of 2015.

### **UNDP Coordination Support Service**

The UNDP Coordination office has been providing logistics support (including the purchase of tickets, making payments and arranging venues / hotels) to facilitate the visit/mission of UN country team members (WHO, FAO, ILO, UNIDO, UNFPA, UNAIDS, OCHA, UNOHCHR, UN Women, UNESCO, UNEP, UN-HABITAT, UNODC, IAEA, UNV, and IFAD) as well as to non-members including UNCTAD, WIPO, WTO, IMO and WMO.

Besides, during the current CP, the Office has also been involved in the following activities:

- Making travel arrangements and DSA payments for Government officials to allow them attend UN sponsored meetings/conferences / workshops
- During the period 2013-2014, UNDP has facilitated 198 itineraries and/or DSA payments totalling \$470,000

- Making arrangements for visas and residence permits for UN agencies' personnel and dependents posted/visiting Mauritius (visas for 1438 UN staff visiting Mauritius during the period 2013-2014)
- Administering written tests and security tests for Mauritian nationals selected for UN jobs
- Implementation of arrangements for safety and security of UN personnel (UN agencies, IMF, WB and IOM), both office and residential.
- Facilitating and coordinating VVIP UN system visits (UN agencies, IMF, WB and IOM)
- Facilitating medical evacuation of UN personnel to Mauritius as needed from Comoros and Madagascar for visas and residence permits for UN agencies' personnel and dependents posted/visiting Mauritius (visas for 1438 UN staff visiting Mauritius during the period 2013-2014)
- Administering written tests and security tests for Mauritian nationals selected for UN jobs
- Implementation of arrangements for safety and security of UN personnel (UN agencies, IMF, WB and IOM), both office and residential.
- Facilitating and coordinating VVIP UN system visits (UN agencies, IMF, WB and IOM)
- Facilitating medical evacuation of UN personnel to Mauritius as needed from Comoros and Madagascar

## Annex 12. MTR Remarks to the SP Alignment Road Map

This table refers to the steps defined by the UNDP SP alignment road map for the CPD. It aims to link the findings and recommendations of the MTR to key engagement principles and alignment dimensions of the SP.

Steps	Remarks from MTR
<b>Establishing a common understanding on programme alignment in the CO</b>	<p>The overall conclusion of the MTR is that the CO has a good common understanding of the SP and that the CPD is well aligned to the SP. The CPD covers three outcomes (which tallies with the SP in numbers and focus) and provides support within the thematic priority areas of the SP, amongst others with a strong focus on the sustainable development agenda (biodiversity, pollution, renewable energy, energy efficiency, water resource management) which are linked closely to the global conventions and which includes the support to new technologies. The CPD also has a strong focus on social protection, governance, accountability and voice/public engagement.</p>
<b>Engagement with the Government</b>	<p>The strategic position of UNDP as a key partner for Government (and NSAs) remains unchanged. With the UNDP CO as the only donor with broad development engagements with the Government, the CPD is a unique platform to assist Mauritius and to leverage partnerships and synergies among local and international partners. UNDP's role as a neutral and credible partner for the Government and for NSAs was underlined during all meetings conducted by the MTR team.</p> <p>The support rendered by the country programme has maintained its relevance vis-à-vis Government priorities and support to NSAs. The main reasons behind this achievement are: a) the flexible manner in which the support is delivered in response to changing priorities of the new Government and b) the ability of the CO to mobilise support through the DaO approach and through quite significant international funding linked to the global conventions on sustainable development. The ability of the UNDP CO to respond to changing Government priorities is perhaps best illustrated by the present support to the to the MCSAR for a foresight exercise and to the Government for the formulation of the Marshall Plan against poverty. Both engagements support key elements in the new Government programme and this cooperation will also identify where future UNDP support will be needed. They will also provide inputs for the preparation of the new CPD (2017-2020). The relevance of UNDP support is further documented through the strong policy support rendered to Mauritius' development agenda and participation in international forums as well as contributions to strategic and small-scale development projects supplementing the CPD.</p>



Steps	Remarks from MTR			
	UNDP key thematic areas	Related support	Overall 'fit' between what the CO is working on currently and the substantive content of UNDP Strategic Plan	Opportunities for the office to initiate, deepen or expand and accelerate UNDP's work on new or emerging issues
<b>Macro and thematic diagnostic</b>		Focus on economic growth that generates jobs and livelihoods and protects social and natural capital	Pillar 2. Support to Womens/social entrepreneurship	Recommendation # 4
	Support the adoption of sustainable development pathways	Support to transform production and consumption patterns so that they are sustainable	Pillar 3. Support to PV power, energy efficiency in industry and buildings	
		Support to lower risks arising from economic and other shocks	Pillar 2. Support to Womens/social entrepreneurship	Recommendation # 4
	Strengthen inclusive and effective democratic governance	Support to maintain or secure peaceful and democratic governance either when faced with reforming constitutions, organizing elections or strengthening parliaments	Pillar 1. Support to PAC	Recommendation # 2
		To help governance institutions adapt to changing public expectations and deliver clear benefits to citizens, better services, improved access to resources needed	Pillar 1. Overall support to the new government programme Pillar 2. Support to the Marshall Plan	Recommendation # 4, 6, 10

Steps	Remarks from MTR			
		for employment and livelihoods, and greater security		
		UNDP to operate towards reducing discrimination and exclusion	Pillar 2, Support to Gender Strategy, Social inclusion	Recommendation # 5, 6, 7
	Help to build resilience at country, community and household levels	Through greater employment and livelihoods	Pillar 1. Support to SRM  Pillar 2. Support to Social entrepreneurship	Recommendation # 1  Recommendation # 4
		Through more equitable access to resources	Pillar 1. Support to SRM  Pillar 2. Support to NEF, Marshall Plan	Recommendation # 1  Recommendation # 10
		Through better protection against economic and environmental shocks	Pillar 3. Support to CC adaptation (CZM)	
		Through peaceful settlement of disputes or progress towards democratic governance	Pillar 1. Support to NSAa in expenditure tracking  Pillar 2. Community Development	Recommendation # 1  Recommendation # 4
	Focus on rapid and effective preparedness to deal with the consequences of natural disasters, especially as they are exacerbated by climate change	Pillar 3. Support to CC adaptation (CZM)  Support to natural disaster preparedness	Recommendation # 12-14	

Steps	Remarks from MTR		
<b>Design diagnostic</b>	<b>Issues</b>	<b>Details</b>	<b>Current CO actions and areas in need of further improvements</b>
	Issues-based approach	Does the CO consider issues and maximize on cooperation, complementarity, coordination, communication and collective action?	Coordination with other institutions. Avoiding duplication (solar map) Collaboration with other development partners, but room for improvement, see Recommendation # 15.
	Scalability	Scaling up coverage Scaling up effects	Scalable pilots with potential impact at national level are found in all three pillars (SRM, ELS, KRN, IWRM, POPs/IVM). See Recommendation # 4 for KRN.
	Sustainability	UNDP's contribution to the sustainability of national results - building on and strengthening institutions and systems so that they can plan and implement their own development activities	Addressed in all pillars, but the MTR has also identified issues, which need more attention, see Recommendation # 1, 2, 4, 5, 6, 7, 8, 10, 12-14.
	Voice and participation	Whether or not programmes and projects provide the poor and excluded with meaningful opportunities for voice and participation	Pillar 2. Community development, support to NSAs
	South-South cooperation/TrC		Pillar 3. Regional projects
<b>Operational diagnostic</b>	<b>Issues</b>	<b>Details</b>	<b>Comments</b>
	Evidence-based approaches (in-depth use of data, policy research and analysis)	Systematic use of data and knowledge to design programmes and projects	Pillar 1. SRM Pillar 2. KRN, see Recommendation # 2 Pillar 3. All projects CDP based on lessons learned from previous CP phase

Steps	Remarks from MTR		
	Application of theories of change	Evidence-based analysis of the problem or particular development condition	Mostly applied in Pillar 3 only
		Mapping of possible strategies for addressing the problem	
		Assessment of intervention options against risks and opportunities	
	Portfolio management		<p>It seems that there is strong collaboration within each pillar.</p> <p>Besides, there is evidence of collaboration between Pillar 1 and Pillar 2. For instance, outputs of Pillar 1 (the SRM and PMT) are being used as inputs in Pillar 2 (SIE).</p> <p>Yet, there is less evidence of collaboration between Pillars 1 &amp; 2 with Pillar 3</p>
	Enhanced monitoring and evaluation (M&E)	<ul style="list-style-type: none"> <li>- Institutional and functional capacity</li> <li>- M&amp;E and data management capacity</li> <li>- Data use capacity</li> </ul>	<p>The UNDP CO in Mauritius is quite small and cannot afford having a dedicated M&amp;E team or specialist. M&amp;E is being carried out at programme and project levels by programme staff (by way of quarterly progress reports on results and resources, ARR and field visits).</p> <p>Yet, it has been found that the frequency of project board meetings in some cases is too low (Pillar 2).</p> <p>Data is being collected and analysed.</p>

Steps	Remarks from MTR		
			Such data (in the form of reports) as well as other relevant reports received from various networks are then communicated to key stakeholders, including Government and implementing/executing agencies.
Option analysis – Key findings	Issues	Comments	
	Is the UNDP CO missing some important opportunities to improve the development effectiveness of its work?	Pillar 1. Need to engage more with demand side of accountability, see Recommendation # 2	
	Recurring issues (across all the diagnostics)	Slow procurement process hindering project implementation and achievement of results  Slow process if recruitment is carried out by Government leading to unnecessary delays in project implementation and therefore affects programme performance	
Action plan for implementation			