



Terminal Evaluation:

Project “Inclusive Development and Public Sector -UNDP Country Programme 2017 -2020

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Draft Report:

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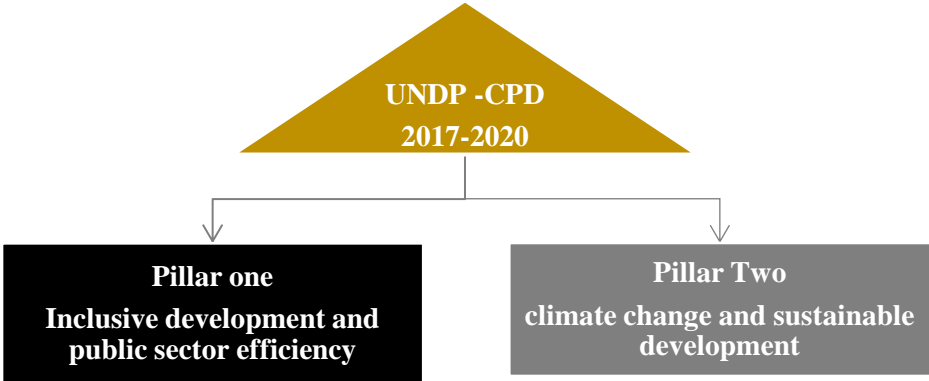
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Project background -Inclusive Development and Public Sector Efficiency

The project “Inclusive Development and Public-Sector Efficiency” (IDPSE) was formulated and endorsed on 1st March 2017 focusing on the pillar one of the UNDP Country Programme Document (CPD) 2017-2020. The first pillar addresses formulating and implementing sustainable, inclusive and gender-based policies, enhancing public sector efficiency and digital transformation to enable Mauritius to achieve the development agenda for 2030 and beyond. Assistance to be provided for capacity for operationalizing and creating structures for social protection, gender equality and enhancing public sector efficiency in the process of achieving equitable growth and inclusive society. In view of building and strengthening partnerships, Mauritius will collaborate with the African Union for exchanges among countries and resource as well as the private and civil society sectors in the country.

The overall objective of the UNDP Country Programme Document for 2017-2020 was to support the Government of Mauritius to achieve the development goals for transforming into a high-income inclusive society incorporating the SDG and SAMOA pathway. The CPD has two pillars:.



The prime focus of the current assessment is to carry out a Terminal Evaluation in order to review the achievements made to deliver the specified objectives and outcomes of the IDPSE project. The latter is comprised of 3 major components

- Support in poverty reduction and promoting social inclusion
- Address gender equality challenges
- Contribute to transformation of public sector

The project was exceptionally extended until 2021 to accommodate pending activities.

Objectives and Methodology for the Terminal Evaluation (TE)

Objective of the terminal evaluation assessment

The Terminal Evaluation of the Inclusive development and public sector efficiency project has been undertaken in order to assess project performance (in terms of relevance, effectiveness and efficiency) and determine outcomes and impacts (actual and potential).

This report also evaluates the collaboration of UNDP in providing assistance to various partners since the inception of the project

The Terminal Evaluation was initiated by independent consultants as from 25th October 2021 by Mrs Soraya Foondun, the Lead Consultant (Kantar); and in collaboration with Mrs Satinder Ragobur the Social and Gender Consultant and in consultation with project's executing organizations: UNDP, Ministry of Social integration, Social Security and National Solidarity (Social integration division), Ministry of Gender Equality, Ministry of Public Service, Administrative and Institutional Reforms, Civil Service College, MACOSS, Police Family Protection Unit and Mauritius Police force.

Methodology used of the Terminal Evaluation (TE)

The Terminal Evaluation findings were mostly based on qualitative interviews which were conducted with main stakeholders to evaluate the project achievements against the expected outputs, outcomes and impacts.

A desk review of key project documentation and reports produced under the IDPSE Project have been also undertaken.

Components	Number of interviews conducted	Participants
Poverty reduction and social inclusion.	2 in-depth interviews	Mrs Jeanne Lan Hing Po , Deputy Permanent Secretary from Ministry of Social integration, Social Security and National Solidarity Mr Rajroop and Mrs Seetulparsad Senior Programme and Project Coordinator from MACOSS
Gender Equality challenges	1 Group session meetings	Mr. Koosiram Conhye , Senior Chief Executive from MGEFW Mrs. Mohini Bali , Head Gender Unit Mrs. J Bhunjun , Head Family Welfare and Protection Unit,

Components	Number of interviews conducted	Participants
	Ministry of Gender Equality and Family Welfare (MGEFW)	Mr. Appadoo , Head, Planning and Research Unit
Projects under Parliamentary Gender Caucus	1 Online meeting	Dr. A Dabee , from UNDP, National Gender Expert
Gender Equality-Addressing Gender Based Violence.	Group session	Mr. Atmanand Kissoondoyal , Superintendent of Police Mrs Rajshrie Jaunkey , Woman Chief Police Inspector Mrs. Sandhya Goorbin , Woman Police Inspector
Enhance Public Sector efficiency.	1 group session	Mrs. C. Jhowry , Mr V. Seedoyal , Mr. S. Ramgolam from Ministry of Public Service, Administrative and Institutional Reforms Prof. R. Durbarry from Civil Service College Mauritius
IDPSE Project	2 Online meeting	Ms. Renooka Beejan , Head of Socio-Economic Development Unit, UNDP

Executive summary and recommendation

Executive summary

General perception of UNDP among different stakeholders and beneficiary

Globally the collaboration of UNDP with ministries are highly appreciated and perceived as a complementary aid to support the government vision: reduce poverty, enhance gender equality and improve the public sector efficiency. It has been highlighted that UNDP has been instrumental in providing technical assistance for the digital transformation of both the Social Register of Mauritius and the public sector by setting up an e-learning platform. The collaboration with UNDP is perceived to have also facilitated exposure to international experiences and transfer of knowledge in various areas in the public service delivery.

Evaluation of component 1: Social inclusion

Globally the objectives of component 1 have partially been met. Significant delays have been observed in implementation phase where decisions and recommendations at the level of governmental bodies took more time than forecasted. Moreover, the COVID 19 outbreak in early 2020 has also contributed to delaying implementation. It is important to highlight that UNDP has provided all necessary technical assistance except for the recruitment of the UNV Monitoring & Evaluation Officer which has remained pending since the resignation of the past one in 2018.

The objectives of subcomponent 1.1, **scaling up the Community development strategy**, has been completed but not fully implemented. The restructuring of the National Empowerment Foundation is still ongoing where 34 Case Management Officers have been recruited in 2018 and more Officers will be recruited by next year in order to have a better monitoring and follow up of vulnerable households. However some major gaps have been noted when it comes to the setting up of the National Council for Social Work. Following the intervention of Dr Paul, an international expert from India, an assessment exercise has been carried out with recommendations. The report was completed in June 2017 but has recently been submitted to the National Social Inclusion Foundation for recommendation and implementation. Between the evaluation of Dr Paul in 2017 and the final implementation expected in 2022, the context must have evolved where the recommendations in 2017 may have an impact on the situational relevance in 2022. When it comes to the 'reform of the legal and operational framework for NGO's intervention in Mauritius', the final review of MACOSS has been submitted to the Ministry since 2017. Since then MACOSS has not received any feedbacks about the implementation and still waiting.

As for the completion of subcomponent 1.2, **professionalization of field operators**, the objectives have been partially met. Projects that have successfully been completed pertain to the development of the Proxy Means Test (PMT) to identify eligible beneficiaries in the SRM and the development of the poverty plan for Mauritius. Regarding the ‘Recognition of Prior learning (RPL) in social work’, only 56% of the target have been achieved: 170 social workers out of 300 have been trained. Reasons for delay pertain mostly to the fact that no new officer has taken up the post of the past UNV M&E officer who resigned in 2018. The University of Mauritius has provided support to train the remaining 130 social workers, but training has been delayed due to COVID outbreak last year (2020).

Regarding subcomponent 1.3, **development of monitoring and evaluation tools and practices**, it has been successfully completed and implemented. An SMS Citizens reporting Mechanism has been developed and is perceived to be very useful for the dissemination of all communication materials to concerned household. UNDP also provided technical assistance to develop an Information Management System (IMS) which is perceived to be relevant and efficient to field operators and for project management.

Evaluation of component 2: Address gender equality challenges

The UNDP Country Programme 2017-2020, pillar 1, Inclusive Development and Public Sector efficiency saw the realization of eighty percent of the projects under the gender component. All projects progressed and a few are approaching completion. The projects aimed to strengthen the progress towards gender equality and inclusive development under the agenda for SDG and the country development agenda for inclusive and progressive society. Mauritius has made significant progress to close gender gaps. The high prevalence of gender-based violence has been a challenge. The Independent UNDP Country programme Evaluation 2019 had given a commendable thrust to addressing gender-based violence through research, awareness creation, rapid service response and development of action plans. A new Gender Policy has been formulated replacing the 2008 Gender policy.

The UNDP has been an effective facilitator and responded to assistance from the implementing partners in the public and private sectors. The battle over gender-based violence and attainment of full gender parity is in sight for attainment. Therefore, the UNDP should continue to support the country in this domain till the goals are attained. Empowerment of the Gender Unit of the Ministry for Gender Equality and Family Welfare will require some consideration as experience staff phase out and no trained staff to follow up.

The Police Family Protection Unit with its objectives of coordination and empowering the police force on domestic violence is also engaged in efforts to reduce harm in gender-based violence through rapid intervention providing firsthand intervention as per needs of the victim of gender based violence.

The officials of the PFPU also identified an emerging need for training for police officers to protect senior citizens based on observations of increasing distress among elderly persons.

The major transformation which is evident is the speeding up of Gender Based Violence from the private sphere to the public domain. The efforts made must be sustained for transformation to occur and community mental health issues examined in GBV. The private sector organization have a culture of awareness and importance of gender, although the private sector has greater gender gaps. The private sector developed partnership with UNDP to launch the “HeForShe” programme which engages men as advocates for gender Equality.

Evaluation of component 3: Enhance public sector efficiency

On a general note, the objectives of component 3 have partially been covered. UNDP has provided adequate and relevant support to initiate the digital transformation of public sector. But due to COVID-19 outbreak and challenges in recruiting in an UNV Monitoring & Evaluation staff, some delays have been experienced in meeting the set objectives.

The objectives of subcomponent 3.1, **strengthening strategic planning, M&E tools for enhancing performance-based management**, has been partially completed and implementation is still on going. UNDP has provided adequate support to develop the Blueprint vision 2030 and the report has been published on the website of Ministry of Foreign Affairs. As for capacity building programme for members of transformation implementation committee to help in policy Formulation and legislation Development for top management, UNDP provided assistance by organizing a 3-day customized training workshop where 35 members of the Transformation Implementation Committees (TICs) have been trained to improve their skills and knowledge in their mission to become agents of change for transformation in the Public Service. However, UNDP has not been successful in supporting the establishment of a Monitoring and Evaluation Framework within the Ministry of Social Integration, due to challenges in recruiting staff.

The objectives of subcomponent 3.2, **upgrading the standards in quality of public governance**, has been completed. UNDP conducted several studies to provide cues and insights to the ministries. Further to a request of the government, UNDP has also provided technical assistance to develop a Business Continuity Plan (BCP) to assist the government in times of crisis. Implementation of the BCP has not yet been done and shall be effective soon (no details have been collected during interviews).

Regarding subcomponent 3.3, **modernization and dissemination of training tools in focused areas**, it has been successfully completed and implementation is still ongoing. UNDP has provided assistance to set up an e-learning platform. The e-learning platform has been successfully launched done by Civil Service College of Mauritius (CSCM) with the support of UNDP. The CSCM developed 26 new online courses on its platform. So far 5000 public civil officers have been trained on the platform. The target for 2020 was 20,000, therefore there is still way to improve.

The conclusions made in review of the projects is based on completion of the project and draws upon content analysis as a reference. Ideally more focus groups would have helped. The draft report was shared with all the stakeholders who were interviewed.

Rating of the IDPSE project

1. Monitoring and evaluation: **Rated as Satisfactory**
 - a. The project document has preset objectives and timings with regard to the completion of the IDPSE
 - b. M&E activities, lead responsible parties, budget and timeframe were clearly identified in the project document.
 - c. Minor shortcomings were noted in the implementation phase where ministries took much time to action
2. IA & EA Execution – **Rating as Highly Satisfactory**
 - a. The technical assistance and support of UNDP has been highly appreciated.
 - b. UNDP acting as a facilitator between ministry and international experts have been evaluated as fruitful
3. Assessment of outcomes – **Rated as relevant and satisfactory**
 - a. **Relevance:** All interventions of UNDP with regard to the objectives of pillar 1 are deemed as relevant (full details are available in situational analysis of each subcomponents).
 - b. **Effectiveness:** Developed programmes and tools are seen to be aligned with the objectives of the IDPSE
 - c. **Efficiency:** Some delays have been noted due to COVID outbreak, but these were among the unforeseen situations that happened during the project implementation. Transfers of staff from one ministry to another also caused a delay in implementation
4. Sustainability: **Rated as negligible risk to sustainability**
 - a. The digital transformation of the public sector shall positively impact on the public sector efficiency
 - b. Less usage of paper and availability of live data shall help field officers to readily take actions

- c. All the activities conducted are aligned with the government’s vision in reducing gender violence and inequality – highly sustainable

Terminal evaluation rating: IDPSE project			
1. Monitoring and evaluation	Rating	2. IA & EA Execution	Rating
M&E design at entry	S	Quality of UNDP implementation	HS
M&E Plan implementation	S	Quality of execution- executing agency	HS
Overall quality of M&E	S	Overall quality of implementation/Execution	HS
3. Assessment of outcomes	Rating	Sustainability	
Relevance	R	Financial resources	L
Effectiveness	S	Socio political	U/A
Efficiency	S	Institutional framework and governance	L
Overall project outcome rating	S	Environmental	L
		Overall likelihood of sustainability	L

Note: Explanation of rating is provided in annex

Lessons Learned

Lesson 1: UNDP is perceived as the technical collaborator by providing instrumental technical assistance to ministries during the implementation of IDPSE project. The intervention of international experts to implement best practice could not have been possible without the aid of UNDP. UNDP act as both a facilitator due its global network but also provided financial support to the government through fund raised with international donors.

Lesson 2: Close proximity of UNDP’s focal point with the Ministries are perceived to help in having better monitoring and coordination while implementing projects. That is why ministries will appreciate to have a dedicated focal point from UNDP who has an overview of all projects and different missions in the event resource are available.

Lesson 3: UNDP has assisted with a diversity of projects and partners ranging from top governance to grass roots civil society organizations engaged in promotion of gender equality. A momentum seems to have been created to push forward actions on Gender Based Violence ranging from research for evidence, policy, legal reform, capacity building and service delivery which have been made possible with UNDP as a partner.

Lesson 5: The presence of a full time in country based National Gender Expert has facilitated progression on gender equality through creation of baseline information through audits, capacity building and research.

Recommendation

- **Post implementation of IDPSE** - Ministry of Social Integration suggested to have an impact assessment of the monthly subsistence allowance schemes that have recently been done to understand whether the concerned households have been alleviated from poverty. It will help to review or improve schemes where necessary
- **Think beyond the digital world**- It has been suggested that UNDP shall come up with proposals of studies to give insights and solution about the sustainability of a digital transformed system. It seems that the digital transformation of public civil service has already paved its way to adoption but the ministry needs the expertise of UNDP to ensure continuity in terms of best practice in other developed countries.
- Based on observations, it has been noted that the project recorded several delays. Most of the delays are at the level of implementation and approval of government bodies. To ensure a smoother and more efficient practice, it will be good to have a permanent representative of UNDP based in ministries to ease communication and a better monitoring of projects from initiation to completion in case resources are available.
- The capacity of the MGEFW needs to be strengthened to be able to deal with many reporting issues in house and be more self-reliant and play a greater role in the region which Mauritius must play as a leading economy in the Africa Region.
- The MGEFW is vulnerable in its capacity as holder of expertise on Gender. Staff have understanding of gender and development through hands- on experience which is not backed by formal training in gender analysis. The Gender Unit is an important institution of the country and should be a storehouse of knowledge and understanding on gender matters. Senior staff of the Gender Unit may be given opportunity to follow courses offered online by UN women.
- The UNDP needs to continue to support the Legislative Assembly of Mauritius with expertise on Gendered Development. Parliament needs to have quick response for information from a gendered perspective which must come from a source of authority on Gender.
- Assigning identity code(example numerical referencing) of projects under different subcomponents can be facilitative for monitoring .

Evaluation of Component 1: Reducing poverty

Objectives of the IDPSE in reducing poverty

The first component is about inclusive development and is based on the Marshall Plan against Poverty, which was approved by the Government of Mauritius. This project proposes key elements to support the implementation of the Plan. Three dimensions are emphasized:

- (i) consolidation of Community Development (CD) as a new approach to move from the current social assistance system to individuals, to a collective, structured and social change-led response at the local level; in this area, main support will be focused, at macro level (developing standardized and appropriate tools, setting up a Community Development Network supporting the scaling up of CD platform), and at grassroots level (direct support to two specific programmes in their successive steps);
- (ii) professionalization of field “operators” with a double focus on social workers (recognition of their prior learning, revamping of social work training materials, review of their legal status, operationalization of the National Social Work Council and so forth) and on the national NGOs (updating the legal framework, strengthening of capacity, restructuring of NGO support institutions)
- (iii) development of monitoring and evaluation tools and practices –for both macro and grassroots levels – in order to provide accurate data about the pro-poor initiatives (costs, outputs and outcomes) for measuring efficiency and effectiveness of the programmes and feeding decision-making and improving knowledge learning and policy dialogue between key stakeholders.

Perception of UNDP’s collaboration in reducing poverty: Social inclusion

UNDP has a long term and strong relationship with the ministries. Since the setting up of the Ministry of Social Integration in 2010, UNDP has collaborated with the ministry at the level of social security with regard to the social register of Mauritius. Following the recommendations of the Marshall Plan, UNDP was approached in 2016 to provide technical assistance where assistance was provided in finalization of the Social Contract through the intervention of an International specialist to implement conditions for cash transfers (based on eligibility criteria of beneficiaries).

The collaboration of UNDP in reducing poverty has been highly appreciated specially in providing technical assistance. It has been highlighted that UNDP has been instrumental in providing technical assistance for the development of the SMS Citizens Reporting Mechanism (CRM) and the Information Management system.

Spontaneous associations to UNDP:

- Ready to assist
- Fruitful collaboration
- Has the technical know how
- Provide sufficient fund
- Capacity building

Total budget allocated by UNDP for Social inclusion from 2017 to 2021	Comments of the Ministry
95,000 USD	Funding was always adequate to the missions.

Initial indicators, baselines and targets	Actual baselines	Evaluation comments
Indicator: Gini Index Baseline in 2012: 0.41 Target in 2020: 0.35	Baseline in 2017: 040 (Household budget survey)	An improvement has been noted in 2017 for the Gini coefficient, however updated figures are not available
Indicator: Number of accredited social workers Baseline 2015 :30 Target 2020: 300	Baseline in 2019: 170	Target not achieved due to COVID 19 crisis. The remaining 130 training shall be handled by University of Mauritius
Indicator: Social Register of Mauritius (SRM) data for evidence-based policymaking and implementation of social schemes Baseline 2015 :2 Target 2020: 5	Baseline 2020: 5	Target achieved.

Situational analysis of component 1: Social inclusion

Initial objectives	Activities supported by UNDP from 2017 to 2020	Implementation and beneficiaries	Perception of implemented measures and status
<p>Scaling up the Community development strategy:</p> <ul style="list-style-type: none"> ➤ Documentation/dissemination on CD pilot practices and establishment of a CD toolkit ➤ Designing and implementing a “CD support network” ➤ Supporting the CD approach at the macro level ➤ Consolidating, developing and financing CD pilot projects in targeted areas ➤ Developing research programme focused on poverty pockets / CD platforms 	<ul style="list-style-type: none"> ➤ Restructuring of the National Empowerment Foundation ➤ Setting up of a National Council of Social Work ➤ Evaluation Framework ➤ Support in the Reforming of the Legal and Operational Framework for NGOs intervention in Mauritius 	<ul style="list-style-type: none"> ➤ A restructuration has been conducted in 2018 where 34 case management officers have been recruited. The NEF is planning to recruit additional staff both in Mauritius and Rodrigues to provide close up assistance. As at now 1 officer is actually assisting 150 households and is aiming to reduce to 60-70 households. ➤ MACOSS participated in the review of the ‘reforming of the legal and operational framework for NGO’s intervention Mauritius’ and submitted their feedbacks to the ministry. They are not aware where the project implementation has reached. ➤ Report to set up the National Council of Social 	<ul style="list-style-type: none"> ➤ Restructuration of NEF with the employment of more officers shall reduce workload and increase efficiency of field workers by better monitoring of beneficiaries. ➤ National council for social work is expected to be setting up by next year - 2022

Initial objectives	Activities supported by UNDP from 2017 to 2020	Implementation and beneficiaries	Perception of implemented measures and status
		<p>Work was done by an international expert from India, Dr Paul. Final report was completed in June 2017 but has recently been sent to the NSIF (National Social Inclusion Foundation) for recommendation- Delays encountered due to COVID.</p>	
<p>Professionalization of field “operators</p> <ul style="list-style-type: none"> ➤ Scaling-up the implementation of Recognition of Prior Learning (RPL) ➤ Improving the status and training of social workers ➤ Reforming the legal and operational frameworks for NGOs interventions 	<ul style="list-style-type: none"> ➤ Develop the Proxy Means Test (PMT) to identify eligible beneficiaries in the SRM ➤ Recognition of prior learning in social work course ➤ Develop a general poverty plan for Mauritius 	<ul style="list-style-type: none"> ➤ In November 2018, approx. 11 108 households representing 43 957 beneficiaries were registered and found eligible under the SRM for empowerment support. The eligibility test criteria were done through the Proxy Means test. ➤ As for the Recognition of Prior learning (RPL) in social work, the target was to conduct RPL in social work for 300 candidates by 2020 collaboration with UOM. UOM has already developed the programme structure but unfortunately has not 	<ul style="list-style-type: none"> ➤ The developed PMT is well appreciated and aligned with the objectives of the Marshal plan in reducing poverty. It has improved the targeting efficiency of social programmes so that limited programme resources primarily reach those who deserve them most. The poverty threshold has been renewed in the 2021-2022 Budget Speech and is now Rs 3,000 per month for an adult and Rs 1,500 per month for a child.

Initial objectives	Activities supported by UNDP from 2017 to 2020	Implementation and beneficiaries	Perception of implemented measures and status
		<p>yet been implemented due to COVID 19 crisis.</p> <ul style="list-style-type: none"> ➤ The General Poverty Line (GPL) which is also derived from the Household Budget Survey has been updated in May 2018. 	<ul style="list-style-type: none"> ➤ RPL implementation has been delayed due to COVID 19 crisis ➤ Poverty plan report has been completed in 2018
<p>Development of monitoring and evaluation tools and practices</p> <ul style="list-style-type: none"> ➤ Strengthening the SRM as a key tool for monitoring of social programmes at macro and micro levels, and capacity building and development of an electronic database or Management Information System at the NEF ➤ Implementation of an integrated M&E system for the Marshall Plan management, including the operationalization of the Poverty Observatory ➤ Developing M&E activities at the level of CSR funds 	<ul style="list-style-type: none"> ➤ Development of an SMS Citizens Reporting Mechanism (CRM) and data analysis tool to assess impact of public service delivery to the poor. 	<ul style="list-style-type: none"> ➤ UNDP, in collaboration with the Government of Mauritius, has launched the SMS Mobile project for Citizens Reporting Mechanism (CRM) and data analysis to assess the impact of public service delivery to the most excluded, especially youth and women. ➤ UNDP helped to develop an information management system at the NEF. The system is expected to be operational as from December 2021. 	<ul style="list-style-type: none"> ➤ The SMS Citizens reporting Mechanism is perceived to be very useful for the dissemination of all communication materials to concerned household. So far 8,340 households are receiving SMS to keep them updated about the SRM criteria and other benefits. ➤ The implementation of the information management system is perceived as being very relevant and efficient as field operators will lose less time in inputting data. Live information will be

Initial objectives	Activities supported by UNDP from 2017 to 2020	Implementation and beneficiaries	Perception of implemented measures and status
			<p>available. It will also help case management officers to follow the progress of households and have a better overview of needs of household and number of inhabitants which will contribute in fine tuning of policy making. However a delay was noted for the implementation which was due since 2020. Delays were due to the COVID outbreak</p>

Overall rating for component 1: Social inclusion

5. Monitoring and evaluation: **Rated as Satisfactory**
 - a. The project document has preset objectives and timings with regard to the component 1: Social inclusion.
 - b. M&E activities, lead responsible parties, budget and timeframe were clearly identified in the project document.
 - c. Minor shortcomings were noted in the implementation phase where ministries took much time to action
6. IA & EA Execution – **Rating as Highly Satisfactory**
 - a. The technical assistance and support of UNDP has been highly appreciated.
 - b. UNDP acting as a facilitator between ministry and international experts have been evaluated as fruitful
 - c. Providing assistance for the development of the SRM and PMT were done in a timely minor
7. Assessment of outcomes – **Rated as relevant and satisfactory**
 - a. **Relevance:** SRM, PMT and IMS developments are aligned to the recommendation of the Marshal Plan to reduce poverty
 - b. **Effectiveness:** The SMS CRM are being used for the dissemination of information to concerned households. By using the PMT formula, the poverty threshold has been reviewed in 2021. The IMS shall help field operators to have an overview of the status of household and have a close follow up.
 - c. **Efficiency:** Some delays have been noted due to COVID outbreak but these were among the unforeseen situations that happened during the project implementation. Transfers of staff from one ministry to another also caused a delay in implementation
8. Sustainability: **Rated as negligible risk to sustainability**
 - a. The digital transformation of data collection and implementation of a monitoring & evaluation shall help to alleviate poverty in the long run Mauritius.
 - b. Less usage of paper as data are captured on tablets.

Ratings for component 1 : Reducing poverty			
1. Monitoring and evaluation	Rating	2. IA & EA Execution	Rating
M&E design at entry	S	Quality of UNDP implementation	HS
M&E Plan implementation	MS	Quality of execution- executing agency	HS
Overall quality of M&E	S	Overall quality of implementation/Execution	HS
3. Assessment of outcomes	Rating	Sustainability	
Relevance	R	Financial resources	L
Effectiveness	S	Socio political	U/A
Efficiency	S	Institutional framework and governance	U/A
Overall project outcome rating	S	Environmental	L
		Overall likelihood of sustainability	L

Evaluation of Component 2: Gender Equality.

The Gender Inequality Index of Mauritius ranks the country 78th out of 162 countries with the country lagging behind in women's empowerment measures, including political, social and economic empowerment. The descriptive representation of women at the level of institutional politics stands at 20%, below the regional average. Concurrently, the Parliamentary Gender Caucus stipulates that the participation of women in high-level decision-making positions in the private sector is below 10%, while the World Bank estimates that there is a gender pay gap of 30% there-in. Women's participation in the labor force is 45% compared to 70% for men. One in four women are reported to have experienced gender-based violence (GBV) in Mauritius, while the economic costs there-of stands at 0.6% of GDP. The implications of covid-19 in Mauritius have the potential of impeding the achievement of gender equality, as per the Policy Priority Brief produced by the Country Office.

Objectives of the IDPSE in addressing Gender Equality challenges

To deepen gender equality,¹ enabling the country to close the gender gaps and address the gender equality challenges. (i) In order to address the challenges identified and in line with the evidence base, priority action revolves around enhancing the policy and legislative framework for gender sensitivity. This includes institutionalization of gender mainstreaming in policies, budgets, legislative processes and institutional practices. (ii) Continuous support at the level of the Executive and Legislature namely the Ministry of Gender Equality & Family Welfare (MGEFW) and the Parliamentary Caucus is of the essence in order to address existing gender gaps in terms of women's substantive political, social and economic empowerment.

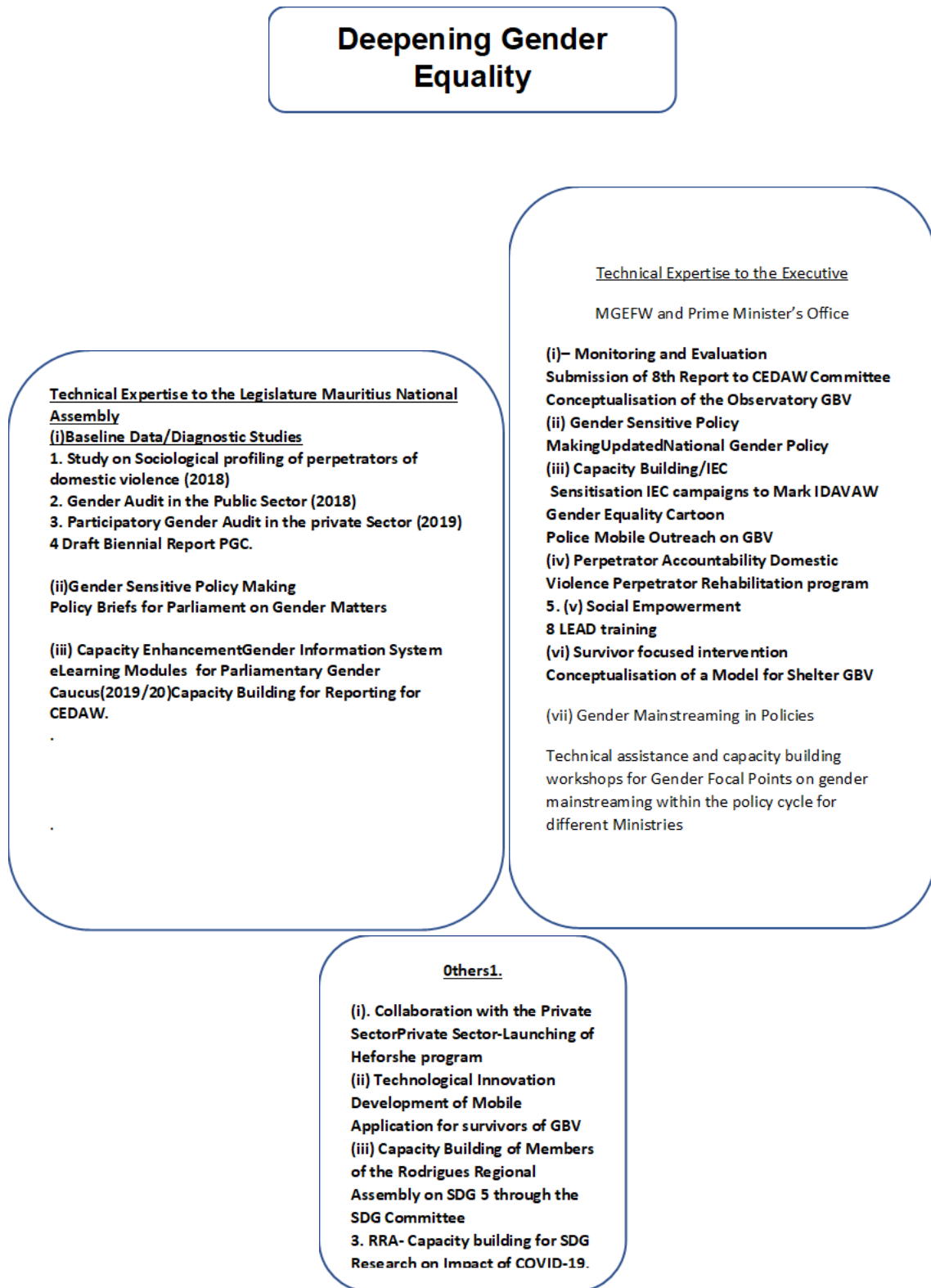
(iii) Strengthen advocacy, institutional capacities for strengthening gender mainstreaming. Support Parliamentary Gender Caucus which is a crucial cross-party lever at the level of the National Assembly.

(iv) Extending technical expertise to the Parliamentary Gender Caucus remains crucial to enhance the gender sensitivity of Parliament, its culture and structures, especially in the context of being a cross-party lever as a common platform on thematic gender issues at the level of the National Assembly.

(v) Support actions for women's socio-economic empowerment initiatives and fighting gender-based violence.

¹ UNDP Country Program Document UNDPDCP/MUS/4

The Gender Related Projects under the CPD 00104411, IDPSE, 2017-2020 are shown in diagram below



Perception of UNDP’s collaboration in Deepening Gender Equality

In the domain of gendered development, the UNDP has a strong track record in helping the stakeholders, particularly MGEFW. In the process working relationships were created or sustained with the representatives of Ministries and Stakeholders. UNDP has been coined as being a privileged development partner in the light of its unwavering support towards gender mainstreaming, addressing gender-based violence issues, and assistance to the Parliamentary Gender Caucus. The specific technical expertise of the Gender Expert was also seen as timely for the Caucus.

The verbatim views of stakeholders towards UNDP gleaned from interviews indicates.

- Good to satisfactory relationships over different leaderships.
- UNDP is ready to assist.
- In the views of the country partners engaged in gender development, UNDP is able to secure high level technical know-how for capacity building, *‘they are able to get the best trainers’*.
- Provide sufficient fund. *‘The funding is always sufficient’*.
- MGEFW suggested that whilst the services of highly competent consultants provided to the Ministry by UNDP is greatly appreciated, in-house capacity for responses to gender issues and reporting requirements under different conventions requires support to create in house sustainability. The staff of the gender unit acquired hands on experience doing the job but are not backed by professional base on the job.
- The UNDP was able to mobilize a lot of its in-country resources for capacity building and audits on gender equality in public and private sectors at no costs to the country partners.

Total budget allocated by UNDP for component 2 from 2017 to 2021	Comments of the Ministry
165,192 USD	Funding was always adequate to the missions.

Situational analysis of component 2: Gender Equality

Initial objectives	Activities supported by UNDP from 2017 to 2021	Implementation and beneficiaries	Perception of implemented measures
Deepen Actions for Gender Equality. Support to MGEFW. Preparation of the Eighth Periodical Report to the UN Committee on CEDAW.	Report Submitted ^{2 h} October 2018. UNDP facilitated a sum of Rs 200,000/for completion of report.	The MGEFW and the Republic of Mauritius enabled to present the Eighth Country Report to CEDAW.	CEDAW Committee invited National Assembly and the Rodrigues Regional Assembly, to take necessary actions for implementation of the concluding comments. <i>Actions Taken.</i> Assessment Statement- Successful; new Gender Policy approved by cabinet
Deepen Gender Equality through Policy. MGEFW Updated National Gender Policy	New National Gender Policy approved by Cabinet on 1 st October 2021. ³ Section 3.	MGEFW was supported to formulate new Gender Policy for the period 2021 to 2030 aligned to National Vision 2030 and SDG.	The project objectives achieved, and activities completed. Successful update of the 2008 Gender Policy. Meets compliance requirements with recommendations from Committee of CEDAW for updated.
Deepen Gender Equality through awareness creation and dialogue.	Video clip on Gender Equality. AUS 16000/	The cartoon was launched by the Hon Minister of Gender Equality and Family Welfare on 28	The Video clip can be viewed on social media. Project completed. The clip promotes thinking on

² CEDAW/C/MUS/CO/8

³ <http://www.maurice-info.mu/2021-10-02-national-gender-policy-2021-2030.html>

Initial objectives	Activities supported by UNDP from 2017 to 2021	Implementation and beneficiaries	Perception of implemented measures
		September 2021 ⁴ , some two months back for public and to be used by trainers.	gender equality within local context in a relevant way. Sustainable technology, safe and efficient for implementation.
Strengthen women's participation in leadership, advocacy and lobby. MGEFW.	L.E.A.D Training of trainers' program conducted by consultant. 11 – 13 November 2019. Some 20 persons trained initially.	Training of trainers. Some 2250 persons in Mauritius and Rodrigues have been trained. ¹⁴ Sept 2020 Delegation headed by Hon. Minister, MGEFW conducted training in Rodrigues.	The training given by consultant highly appreciated. The training is being replicated. Concerns were raised by gender Unit that young people are reluctant to engage in training .Need to analyze the causes for reticence of young persons. Project rating is successful.
Eliminate Gender Based Violence. MGEFW and Mauritius Police. Force	Perpetrators' Rehabilitation Program. Aus. \$15000/. Services of consultant for capacity building, including development of a training module. Training carried out in November 2018, March 2019 and December 2020.	Intended for rehabilitation of perpetrators of GBV and strengthen family relations through behavior change of offenders. The perpetrators too need of help	Training completed .The legal reforms are awaited. The project relevantly addresses the need to for anger management and behavior change for men and women who use violence. Project successful
Eliminating GBV-MGEFW Setting up of the Observatory on GBV.	MGEFW sought the assistance of the UNDP on 25 July 2018 and the consultant was subsequently identified on	The findings and alerts from observatory will lead to evidenced based practice and policy. The beneficiaries will be Mauritian society.	MoU between MGEFW and Mauritius Research and Innovation Council (MRIC) for operationalization of the Observatory. Approved by

⁴ <https://www.facebook.com/watch/?v=602169027480440>

Initial objectives	Activities supported by UNDP from 2017 to 2021	Implementation and beneficiaries	Perception of implemented measures
	31 January 2019. A report on “Conceptualization of an observatory on GBV.		Cabinet ⁵ .A scientific approach is needed to respond to GBV. The setting up of the Observatory was a need to which the UNDP responded. The MRIC will be able to raise funding for research and manage the operations of the observatory effectively.
Elimination of GBV - MGEFW	Sensitization clip for marking International Day Against Violence Against Women (IDEVAW)	Public at large.	The public Sector and civil society rally together forming coalitions to sensitize public and stakeholders on the harm caused by GBV and the call for elimination
Reducing GBV through early intervention	Development of mobile application for rapid response Mobile application. Through a push of the panic button on the mobile phone, the police and Family Protection unit are alerted. Through the location identification (geo localization) the police effect a rapid visit to the persons needing help. On	Usually women are the victims. The late arrival of help/police can result in grave injuries or death. Police have been criticized for failing to act quickly	The project is perceived to be successful for the following reasons. <ul style="list-style-type: none"> i) The application was a relevant need, has empowered the police to act promptly, bringing the service closer to best practice. ii) The rapid intervention by police reassures. iii) easy to use.

⁵ Highlights of the Cabinet meeting.12/11/2021. Point 24.https://pmo.govmu.org/CabinetDecision/2021/Final_Highlights%20of%20Cabinet%20Meeting

Initial objectives	Activities supported by UNDP from 2017 to 2021	Implementation and beneficiaries	Perception of implemented measures
	site, the Police Officers are required to provide first hand intervention, depending on the needs of the victim.		iv) Easy to maintain so is sustainable. Can be perceived as highly effective, efficient and sustainable. Police collecting data for M&E.
Empowering police officers to respond to victims of GBV	Police outreach program during the months of November and December and training of police force for responding to victims of GBV with sensitivity. PFPU benefitted from capacity building for reporting GBV which requires a different approach to recording statements.	The outreach is targeted at public at large to convey that GBV is a harmful offence. Give out message of zero tolerance of GBV, to public and within police force PFPU carried training for police officers in seven districts and will eventually cover all police divisions in the country.	The training program is deemed successful and effective. Empowering police officers with information on GBV is a need for effective policing The support of the UNDP was greatly appreciated ⁶ for enabling knowledge on GBV. Capacity building for dealing with abuse and neglect was identified as a domain for capacity building.
Deepening gender Equality through capacity building for Parliamentarians.	Setting up an online Gender Information system for Members of the Parliamentary Gender Caucus with e-learning modules on gender equality	Enabled PGC with effective tools for intervention. The PGC I is an institution with high leverage for public policy and actions.	Highly relevant project for PGC members to have a strong base in international gender concepts and terminologies. The program was developed by the National Gender Expert. It is efficient as it covers the essential terms and concepts and sustainable.

⁶ Interview , 9th November 2021.

Initial objectives	Activities supported by UNDP from 2017 to 2021	Implementation and beneficiaries	Perception of implemented measures
<p>Deepening Gender Equality Enabling the PGC with services of a National Gender Expertise</p>	<p>The UNDP has provided support to parliament through readily available gender expertise for reference and guidance on gender matters. The in-house presence of the Gender Expert provides ready technical expertise to Members as and when required. Capacity Building of Members by the Gender Expert, as well as provision of updated gender-disaggregated data informs interventions of Members for their legislative oversight role.</p>	<p>Parliamentary Gender Caucus and the National Assembly.</p>	<p>Parliamentarians require access to high level professional insights in different domains, including gender for effective debates and decision making. The availability of context specific gender expertise needs to be sustained.</p>
<p>Deepening Gender equality through Developing e-learning For gender focal points and senior staff of the government.</p>	<p>A high- level training program was organized for gender focal points and senior public servants to enhance gender mainstreaming.</p>	<p>The members of the gender focal points who facilitate implementation of the decisions of PGC. Targeting 90,high level participants from the public, private and civil society organisations,</p>	<p>Highly successful training which introduced gender mainstreaming approaches and methods. Gender mainstreaming is a tool for achieving gender equality and closing the gender gap. Project perceived to be relevant and successful with positive outcomes.</p>

Initial objectives	Activities supported by UNDP from 2017 to 2021	Implementation and beneficiaries	Perception of implemented measures
Promoting women in decision making and Gender Equality through establishing baseline	UNDP Country office enabled the PGC to conduct an audit on women in positions of power and leadership in the public sector to establish a baseline and develop road map for equality in decision making.	A baseline established for informed actions and decision making. Information tabled in Parliament ⁷ in April 2018.	Highly relevant knowledge created through the audit and tabled before the Legislative Assembly. Baseline for policy and monitoring.
Deepening Gender Equality in the Private Sector.	The UNDP Country office facilitated a participatory Audit of women in top decision making in the private sector to develop a baseline.	Tabled before Legislative Assembly for informed decision making. ²⁷ May 2019. ⁸ Private Sector Enterprises, academia.	The project highly relevant for establishing ground realities and baseline for Private sector enterprises where there are very few women in top management. But a culture of gender awareness exists. Highly useful project outcome for policy and monitoring.
Eliminating Gender Based Violence through fact finding and research.	The UNDP support the PGC to commission research on Sociological Profiling of Perpetrators of Gender Violence in 2017. UNDP facilitated funding of US\$10,000/for the research which was contracted out to the University of Mauritius.	Mauritius National Assembly. Stake holders through dissemination workshop. Table before the Legislative Assembly in April 2018 ⁹ Academia and citizens.	Established baseline and generated knowledge on perpetrators of domestic Violence in Mauritius. Report tabled before the Legislative Assembly in April 2018. Successful project generating new knowledge and establishing baseline.

⁷ https://mauritiusassembly.govmu.org/Documents/Archives/Legislative%20Elections%202014/GenderCaucus_02.pdf

⁸ <https://mauritiusassembly.govmu.org/Documents/Publications/GenderCaucus/genderaudit.pdf>

⁹ <https://mauritiusassembly.govmu.org/Documents/Publications/GenderCaucus/GC01.pdf>

Initial objectives	Activities supported by UNDP from 2017 to 2021	Implementation and beneficiaries	Perception of implemented measures
Eliminating Gender Based Violence -National Strategy and Action Plan.	UNDP supported the Government of Mauritius upon request, for the realization of the National Strategy and Actions for Elimination of GBV. The Committee for the formulating the plan was chaired by the Prime Minister. The report was finalized in November 2020. ¹⁰	National Plan. Benefits policy makers and the country and its citizens.	Highly successful strategic policy document formulated to eradicate gender- based violence. It is a signature project of the UNDP 2017-2020 Country Program. It gives direction to vision 2030 of Mauritius as a High Income stable society and the SDG, 2030.
First Biennial Report Parliamentary Gender Caucus.	National Gender Expert drafted the first Report. ¹¹ August 2019.	Mauritius National Assembly and the citizens.	Report successfully accounts for the activities under its mandate.

¹⁰ <https://pmo.govmu.org/Communique/PMO%20-%20National%20Strategy%20TP%20FINAL%20WEB.pdf>

¹¹ <https://mauritiusassembly.govmu.org/Documents/Publications/GenderCaucus/GC03.pdf>

Overall rating for component 2: Enhance gender equality

1. Monitoring and evaluation : **Rated as Satisfactory**
 - a. The project document has preset objectives but not all timing were clearly indicated
 - b. M&E activities, lead responsible parties, budget and timeframe were clearly identified in the project document.
2. IA & EA Execution – **Rating as Highly Satisfactory**
 - a. The technical assistance and support of UNDP has been highly appreciated.
 - b. UNDP has provided training for the online gender information system for CAUCUS members and parliamentarians.
3. Assessment of outcomes – **Rated as relevant and satisfactory**
 - a. **Relevance:** A baseline established for informed actions and decision making is perceived to be highly relevant.
 - b. **Effectiveness:** Highly successful training which introduced gender mainstreaming approaches and methods. Gender mainstreaming is a tool for achieving gender equality and closing the gender gap.
 - c. **Efficiency:** Studies conducted by UNDP were carried out in a timely manner. But when it comes to implementation, the process took much time. Moreover after conducting the training of trainers, it has been highlighted that all trained participants don't have the required skills and profile to train others- some of them were too young, not sufficiently mature, without having an engagement with the activities
 - d. **Sustainability: Rated as negligible risk to sustainability**
All the activities conducted are aligned with the government's vision in reducing gender violence and inequality – highly sustainable

Ratings for component 2 : Enhance gender quality			
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	Sustainability	
Relevance	R	Financial resources	U/A
Effectiveness	S	Socio political	U/A
Efficiency	MS	Institutional framework and governance	L
Overall project outcome rating	S	Environmental	U/A
		Overall likelihood of sustainability	L

Evaluation of Component 3: Public sector efficiency

Objectives of the IDPSE in improving the public sector efficiency

The third component of the project consists of three directions: (i) Strengthening some links in the Planning-Programming-Budgeting-Monitoring-Evaluation chain; (ii) Improvement of certain quality standards in public governance; and (iii) modernization and dissemination of training tools in the areas targeted by the project.

I. **Strengthening strategic planning, M&E tools for enhancing performance-based management**

- **Development of foresight capacity in three Ministries on a pilot basis:** It has been proposed to implement a foresight exercise in three Ministries (MSIEE, MSS, and MGE) and one public institution (Civil Service College Mauritius, which will act as the Champion) on a pilot basis. The foresight, carried out during the first two years (2017-2018), will be focused on human capital development, streamlining of processes, and optimization of information and communication technologies, in line with the objectives of Vision 2030
- **Development of operational multi-year plans in the line ministries:** After the finalization of the Blueprint on Vision 2030, developed in 2016 by the Strategic Policy Department/PMO on the basis of a participatory process, next task was to ensure the operationalization of the new long-term reference framework for public policies. To this end, the project will support, in conjunction with the SPPD (PMO), the following activities:
 - the proposal of a simple matrix tools (rolling results frameworks) to translate the priorities identified in Vision 2030 and to monitor progress at regular intervals.
 - the establishment of three-year operational plans on two or three sectors, including key programs and measures, milestones and key targets.
 - the production of an annual or biennial progress report on the results achieved in relation to the Vision priorities, the trends observed for the relevant indicators, bottlenecks and recommended inflections; the report will also include monitoring of relevant SDGs (this last activity should be considered as part of the overall M & E system)

- **Strengthening of Project Implementation Units in key ministries:** To empower and provide adequate trainings to Project Implementation Units (PIU) which has been set up in the ministries specifically to improve the pace of implementation, quality and effectiveness of public investments. Supports from the project will be focused on:
 - Rapid assessment of capacities and constraints for units that are already operational): technical knowledge, tools, information flow, procedures and regulations, etc.)
 - Establishment of a two-year intervention plan with support from a short-term technical assistance.
 - Coaching of the PIU by the same on a basis of several “training in action” on tools and process (design of projects, dashboard for the monitoring of the projects, analysis of the portfolio, checklist for the missions in the field)

- **Setting up a national evaluation framework for policies and programmes:** Evaluation is an essential function that complements the analysis of monitoring data by a deeper, more qualitative and more systematic exploration of public interventions to improve the choices of public decision-makers. Supporting activities will cover:
 - A proposal for a national public policy evaluation framework, including the institutional framework (regulatory framework on policies/programmes evaluations), criteria for the selection of evaluations to be carried out, methods and standards, etc.);
 - “training in action” on evaluation tools for evaluation of policies (one policy per year from 2018);
 - the evaluation of the Marshall Plan Against Poverty (proposed for early 2019)

II. Improving quality standards in public governance

- **Implementing innovative solutions in public sector organization/HR management and public service delivery within the framework of the civil service reform:** Development challenges are becoming more and more complex, inter-connected and the pace of change is constant and often unprecedented. Government institutions need to be able to respond to these complex challenges with agile and flexible solutions and be creative in their approach and invest in exploring innovation. This component will support such initiatives with the belief that innovation happens through practical explorations of new ways to address old problems. Institutional capacity will be built in organization and management review exercise as well as human

resources audits and assessments. Three ministries will be concerned in 2017, including MSIEE under which the NEF falls, and MSS, which has responsibility for the success of the SRM as a key instrument to fight poverty in all its forms. In parallel, support will be provided to Government to scale up business intelligence tools to better inform public policy and management and to develop accountability mechanisms in the public sector. The UNDP Innovation Facility will be explored to collaborate to set up Public Service Innovation (PSI) Labs in the three ministries in 2018, which would be extended to other public institutions in 2019 and beyond

- **Reinforcing citizens' information and participation regarding public expenditure use and quality of public services:** In Mauritius, significant budgetary information is available to the public, in particular through the radio and TV broadcast of the Budget Speech and the documents posted on the MOFED, National Assembly and National Audit Office websites. However, some international standards are not met and around 40% of the population had no internet access. At the same time, information on public service performance remains limited. That means that efforts have still to be done to develop effective, accountable and transparent institutions at all levels. A flexible approach will be proposed to address the main issues through several activities as:
 - Overall assessment on quality and transparency of online information regarding policies, programmes and budgets.
 - Designing easy tool for “Survey” page mentioned in all ministries websites; - Carrying out a national survey for measuring performance of public services and informing on reasons of satisfaction rate and “clients” orientations; this could be done through the development of a specific additional module, in the frame of the annual household survey conducted by Statistics Mauritius.
 - Dissemination of best practices for citizens participation in the budget process.
 - Development of tools and training within the civil society in order to improve public debate on efficiency and effectiveness of public policies.

- **Developing the oversight mission of the National Assembly (Activity 3.2.3):** The National Assembly has a key role to play for reinforcing governance and transparency. Supporting the National Assembly to perform its oversight function more effectively has been retained as priority action for the project, making the link with previous support from UNDP to the Public Accounts Committee (PAC). Support will be provided to explore avenues to make the PAC more effective and in line with best practices, including the SADC and Commonwealth legislatures (the mandate of the PAC of the National Assembly has not been revised over the past 30 years). On the basis of the

recommendations of the PAC 2015 report, assistance should be focus on:

- Review the Rules of the Standing Orders and the National assembly (Powers, Privileges and Immunities) Act to inter alia allow for more independent audits beyond the ones made by the National Audit Office;
- Setting up a Secretariat for the PAC and training its staff for improving quality of reports and reduce the long duration for completing the review of audit reports by PAC.
- Development of performance auditing

III. Modernization and dissemination of training tools in focused areas

- **Development of training materials for online courses in cooperation with Civil Service College Mauritius:** Capitalizing on the first e-learning system (ELS) pilots, the project will take advantage of the benefits of e-learning to ensure the widest possible dissemination of the training content that will be provided at the level of the different components of the project, at least once the tool is adapted to the audience concerned. This will also concern stakeholders and public officers involved in Output 1, who will benefit from the e-learning solutions being proposed. In the first semester of 2017, a program for the development of the modules over a period of 4 years will be proposed for the three components on the basis of a preliminary and joint proposal elaborated by the three permanent experts of the project. The aim is to create 3 to 5 new modules per year (content development and adaptation for online media) and to support training sessions combining online resources and face to face.

The development of online media should be carried out in close cooperation with the Civil Service College Mauritius, eventually with other operators.

Training modules could for instance include:

- For component 1: some of the themes of the tool kit for Community development (e.g. Local planning, qualitative tools for community mobilization); analysis of poverty data; implementation of a M&E system.
- For component 2: gender assessment; gender budgeting.
- For component 3: project management; project monitoring; monitoring of public services performance; evaluation of public policies and programmes; Public Expenditure Tracking Survey (PETS).

Perception of UNDP’s collaboration in enhancing public efficiency

The collaboration of UNDP with the Ministry of Civil service as well as Civil Service College of Mauritius are generally well perceived. They seek the support of UNDP for both technical assistance and the capacity of the latter to source the required fund to support activities. The collaboration with UNDP is perceived to have also facilitated international experiences and transfer of knowledge in various areas in the public service delivery.

Spontaneous associations to UNDP:

- Always here to collaborate and provide support to the government
- International expertise
- Has the technical know how
- Provide sufficient fund
- Capacity building

Total budget allocated by UNDP for Public Efficiency part from 2017 to 2021	Comments of the Ministry
142,717 USD	Funding was always adequate to the missions.

Outcome 3: Initial indicators, baselines and targets	Actual baselines	Evaluation comments
Extent to which ministries and departments are conducting and implementing strategic foresight exercises Baseline: 0 Target in 2020: 4	Baseline: 0	In progress
Indicator: No. of staff of public sector institutions accessing e-learning solutions for professional development Baseline :500 Target 2020: 20,000	Baseline in 2020: 5000	Significant improvement has been noted but still the target has not been achieved.
Indicator: Extent to which ministries and departments are using business intelligence tools for performance management Baseline:1 Target 2020: 4	Baseline 2020:	In progress
Indicator: Extent to which client and citizen feedback surveys implemented by public sector institutions are demonstrating improvement in public service user satisfaction: Baseline:1 Target:5	Baseline2020	In progress

Situational analysis of component 3: Public efficiency

Initial objectives	Activities supported by UNDP from 2017 to 2021	Implementation and beneficiaries	Perception of implemented measures and status
<p>Strengthening strategic planning, M&E tools for enhancing performance-based management:</p> <ul style="list-style-type: none"> ➤ Development of foresight capacity in three Ministries on a pilot basis ➤ Development of operational multi-year plans in the line ministries ➤ Strengthening of Project Implementation Units in key ministries ➤ Setting up a national evaluation framework for policies and programmes 	<ul style="list-style-type: none"> ➤ Recruitment of Community Development Officer to be based at the Ministry of Social Integration ➤ Support to develop the blueprint vision of 2030 ➤ Capacity building programme for members of transformation implementation committee to help in policy Formulation and legislation Development for top management 	<ul style="list-style-type: none"> ➤ UNDP has not been successful in supporting the establishment of a Monitoring and Evaluation Framework within the Ministry of Social Integration, due to challenges in recruiting staff. ➤ Support from UNDP has been provided to develop the blueprint vision of 2030. Report was support to Ministry of foreign affairs ➤ UNDP assisted the Ministry of Civil Service and Administrative Reforms by organising a 3-day customized training Programme for the benefit of 35 members of the Transformation Implementation Committees (TICs) which contributed to improve their skills and 	<ul style="list-style-type: none"> ➤ Training of officers for M&E has been put on hold since 2018 following the resignation of the UNV officer. Up to now, no officers have been appointed even though the job was advertised- Not effective ➤ The blueprint vision 2030 report was duly completed and published on the website of Ministry of Foreign Affairs-. ➤ It seemed that the Workshop programme was successful Participants: 35 TICs in Ministries/Departments and that those TICs reported to the National Planning Result Committee which was Chaired by the Secretary for Public Service. Relevant & Efficient ➤ In addition to the training of TICS, from June 2017 to June 2018, with the help of UNDP, the

Initial objectives	Activities supported by UNDP from 2017 to 2021	Implementation and beneficiaries	Perception of implemented measures and status
		<p>knowledge in their mission to become agents of change for transformation in the Public Service.</p>	<p>CSCM has trained and enhanced the capabilities where 6,166 Public Officers have been trained through the Capacity Building and Capability Development Programme, customized training courses and E-Learning System- Relevant & Efficient</p>
<p>Upgrading the standards in quality of public governance</p> <ul style="list-style-type: none"> ➤ Implementing innovative solutions in public sector organization/HR management and public service delivery within the framework of the civil service reform ➤ Reinforcing citizens information and participation regarding public expenditure use and quality of public services ➤ Developing the oversight mission of the National Assembly 	<ul style="list-style-type: none"> ➤ UNDP has conducted several studies to support the government in upgrading the standards in quality of public governance. ➤ UNDP has also provided support to develop a Business Continuity Plan (BCP) through the support of PWC at the level of Ministries/Departments. 	<ul style="list-style-type: none"> ➤ The implementation of the BCP shall be implemented in Ministries/Departments. <p>The UNDP has funded the digitalization projects to help Government operation in times of crisis namely-</p> <ul style="list-style-type: none"> ○ Implementation of an Electronic Document Management System at this Ministry. 	<ul style="list-style-type: none"> ➤ Implementation not yet done- on progress

Initial objectives	Activities supported by UNDP from 2017 to 2021	Implementation and beneficiaries	Perception of implemented measures and status
		<ul style="list-style-type: none"> ○ Implementation of a Parliamentary electronic Document Management System at the National Assembly; and ○ Automation of the Data capture process at the Registrar General's Department. 	
<p>Modernization and dissemination of training tools in focused areas</p> <ul style="list-style-type: none"> ➤ Development of training materials for online courses in cooperation with Civil Service College Mauritius 	<ul style="list-style-type: none"> ➤ Setting up of an E-Learning platform of Civil Servants AND Course on Code of Ethics 	<ul style="list-style-type: none"> ➤ The e-learning platform has been developed and launched by the Civil Service College of Mauritius (CSCM) with the support of UNDP. The CSCM developed 26 new online courses on its platform. 	<ul style="list-style-type: none"> ➤ The CSCM has trained more than 5000 public officers on e-learning courses since 2017 up to now. The online courses were perceived to be very relevant during the first COVID-19 confinement period. The most popular training at that time was training on Stress Management- Efficient and Relevant

Overall rating for component 3: Public efficiency

4. Monitoring and evaluation: **Rated as Satisfactory**
 - a. The project document has preset objectives but not all timing were clearly indicated
 - b. M&E activities, lead responsible parties, budget and timeframe were clearly identified in the project document.
 - c. The recruitment of M&E officer which could not be renewed following the resignation of the past officer in 2018 has somehow impeded the development of foresight capacity in the main ministries
5. IA & EA Execution – **Rating as Highly Satisfactory**
 - a. The technical assistance and support of UNDP has been highly appreciated.
 - b. UNDP acting as a facilitator between ministry and international experts have been evaluated as fruitful
 - c. Provided assistance for the development of the development of the e-learning platform and Business Continuity Plan
6. Assessment of outcomes – **Rated as relevant and satisfactory**
 - a. **Relevance:** The development of the e-learning platform as well as the support provided in the blueprint vision of 2030 are aligned to the government strategies. Moreover as part of the government’s vision in enhancing the public efficiency, UNDP has provided technical assistance in providing stress management courses and other relevant course.
 - b. **Effectiveness:** More than 5000 civil servants have participated to online courses provided by the Civil Service College of Mauritius. The e-platform shall be updated to provide new courses. Based on participants’ feedbacks, it seemed that the quality and delivery of the courses are up to their expectations.
 - c. **Efficiency:** Some delays have been noted in the implementation due to COVID outbreak, but these were among the unforeseen situations that happened during the project implementation.

7. Sustainability: **Rated as negligible risk to sustainability**
- a. Online courses shall contribute to less paper usage

Ratings for component 1 : Reducing poverty			
1. Monitoring and evaluation	Rating	2. IA & EA Execution	Rating
M&E design at entry	S	Quality of UNDP implementation	HS
M&E Plan implementation	S	Quality of execution- executing agency	HS
Overall quality of M&E	S	Overall quality of implementation/Execution	HS
3. Assessment of outcomes	Rating	Sustainability	
Relevance	R	Financial resources	U/A
Effectiveness	S	Socio political	U/A
Efficiency	MS	Institutional framework and governance	U/A
Overall project outcome rating	S	Environmental	L
		Overall likelihood of sustainability	L

Appendix

List of Abbreviations

Abbreviation	Representation
BCP	Business continuity plan
CEDAW	Convention on Elimination of Discrimination Against Women
CP	Country Program
CPD	Country Program Document
GBV	Gender Based Violence
GFP	Gender Focal Points
GIS	Gender Information System
GNI	Gross National Income
ICT	Information and Communication Technology
IDPSE	Inclusive Development and Public Sector Efficiency
IPV	Intimate Partner Violence
IT	Information Technology
Macoss	Mauritius Council for Social Service
IMS	Information management system
M&E	Monitoring and Evaluation
MGEFW	Ministry for Gender Equality and Family Welfare
MoU	Memorandum of Understanding
MRIC	Mauritius Research and Innovation Council
PFPU	Police Family Protection Unit
PGC	Parliamentary Gender Caucus
RRA	Rodrigues Regional Assembly
SADC	Southern Africa Development Region
ToR	Terms of Reference
ToT	Training of Trainers
UNDP	United Nations Development Program
UoM	University of Mauritius

Annex of rating scale

<p>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</p> <p>6: Highly Satisfactory (HS): no shortcomings</p> <p>5: Satisfactory (S): minor shortcomings</p> <p>4: Moderately Satisfactory (MS)</p> <p>3. Moderately Unsatisfactory (MU): significant shortcomings</p> <p>2. Unsatisfactory (U): major problems</p> <p>1. Highly Unsatisfactory (HU): severe problems</p>	<p>Sustainability ratings:</p> <p>4. Likely (L): negligible risks to sustainability</p> <p>3. Moderately Likely (ML): moderate risks</p> <p>2. Moderately Unlikely (MU): significant risks</p> <p>1. Unlikely (U): severe risks</p>	<p>Relevance ratings</p> <p>2. Relevant (R)</p> <p>1.. Not relevant (NR)</p> <p>Impact Ratings:</p> <p>3. Significant (S)</p> <p>2. Minimal (M)</p> <p>1. Negligible (N)</p>
<p><i>Additional ratings where relevant:</i></p> <p>Not Applicable (N/A)</p> <p>Unable to Assess (U/A)</p>		

Effectiveness: The extent to which the results have been achieved or how likely they are to be achieved

Efficiency: The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness

Relevance: The extent to which the activities are suited to local and national development priorities and policies and to global environmental benefits

Sustainability: The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion

List of Sources for Poverty

- Project document of the Inclusive Development and Public Sector Efficiency report
- Annual reports from UNDP for the IDPSE project: 2017,2018,2019,2020,2021
- Empowerment Schemes and Support provided to the SRM households under the MPSC by the Social Integration Division and the National Empowerment Foundation- MINISTRY OF SOCIAL INTEGRATION, SOCIAL SECURITY & NATIONAL SOLIDARITY (SOCIAL INTEGRATION DIVISION)
- Number of household eligible for the SRM: <http://www.govmu.org/English/News/Pages/The-number-of-households-eligible-under-the-Social-Register-of-Mauritius-keeps-fluctuating,-says-Minister-Wong.aspx>

List of sources for Gender equality

- .Republic of Mauritius. Legislative Assembly Parliamentary Gender Caucus. Biennial Report 2017-2019. August 2019.
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