

UNDP Management Response ICPE Mauritius
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Overall comments: The Independent Country Programme Evaluation provides comprehensive analysis the development impact, sustainability and scope of the current Country Programme for Mauritius. The country office management largely agrees in principle with the findings and recommendations regarding resource mobilization, staffing structure and the future scope and definition of the portfolio. The management also takes due note of the deficiencies in results-based management including the identification of performance indicators and feasibility of key results; and, in the mainstreaming of gender.

Recommendation 1	The next Mauritius CPD should be far more focussed and realistic that the current one, reflecting more accurately the country office's capacity and resources. CPD objectives, targets and indicators should only be included if there is a realistic prospect for UNDP to have a measurable influence over them. Results reporting should focus on indicators that have a moderate or higher level of significance in terms of the scale or the substance of the social change they measure, and where UNDP has sufficient resources to make a substantive contribution to results achieved against them.
Management Response: Agreed	From a Monitoring and Evaluation point of view, it is agreed that some targets were beyond the technical and financial resources available to UNDP to make a substantive and measurable contribution over the lifetime of the Country Programme Document. Notwithstanding, the CPD outcomes ought to measure results to which other partners also contribute. It may also be noted that some indicators were included at the request of the various key stakeholders both Government and UNDP Regional Service Centre; suggesting the need for a more robust capacity in country to finalize the indicators discussion based on objective criteria and independent analyses. That said, during the Country Programme period under review, the Country Office experienced a drastic reduction in core human and financial resources as Mauritius graduated to an upper middle-income country; and was severely constrained in the ability to make substantive contribution to development results following contributions to seminal work such as the Marshall Plan; and, likely bringing key indicators into misalignment. This should have suggested an indicator review at a mid-term review.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments

1.1. Identify key indicators on which UNDP has a measurable influence	Jan 2020-June 2020	UNDP/Programme Team	In Progress	Working group to be established with stakeholders to identify parameters which Government is willing to support.
1.2 Review indicators for CPD 2017-2020	September 2019 to June 2020	UNDP/ Head of Socio-Economic Development Unit	In Progress	Indicators that were not achievable were adjusted during Project Board Meeting
1.3 Engage the Regional Bureau for Africa on the optimal office capabilities to support the evolving offer	February 2020 to December 2020	UNDP/ Head of Socio-Economic Development Unit	In Progress	-Short Term Economist support made available by RBA to support the portfolio for the time being while the Senior Economist will be recruited on full time basis in 2020

Recommendation 2	In developing its next country program document UNDP should position the program and align staffing structures and resources to support and enhance the performance its growing environment and climate change portfolio, and mitigate the risks associated with this growth
Management Response: Agreed	<p>The Mauritius CO currently has the largest environment portfolio in Africa; and it is projected to grow further. Management agrees that this suggests a need for adequate staffing, fit for purpose profiling; and due attention to risk management.</p> <p>Furthermore, the country office will need to consider the overarching office structure in terms of limitations in key core functions that provide the backstopping, risk and management oversight of the growing environment portfolio. Workload imbalance was highlighted in the last two Global Staff Survey responses to which substantive solutions remain under consideration. The limiting nature of the CO over reliance on vertical funds, which do not provide enough flexibility to augment roles beyond narrow project considerations mean a diversification in partnerships and funding sources will be necessary to adequately address this imbalance in programme, staff and resources. Going forward, the country office aims to engage with the UNDP at global level to develop solutions for a sustainable ensure office footprint and profile that enables economies of scale and efficient programme delivery. design.</p> <p>The CO management agrees that attention will also need to be paid to the country office capability for governance work even as it relates to the environment portfolio. In this regard the economist function and increased technical advisory a capacity in the social and environmental development unit will be required.</p>

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2.1. The CO is applying staffing gap filling measures including deployment of UNV positions to supplement the Environment and Governance portfolios	September 2019	UNDP/Head of Environment Unit	Ongoing	The Bureau for Africa has approved the deployment of a senior economist and temporary establishment of an operations manager to enhance performance and mitigate risk
2.2. Review structure of CO to meet the requirement of the future CPD	February 2020-December 2020	UNDP/Bureau for Africa/RR	Not yet started	Discussions to be held in the context of the new CPD formulation as the size of the portfolio demands more programmatic support.

Recommendation 3	Core funding allocations for governance in the CPD should be contingent on resource mobilization at minimum levels, or the ability of these funds to leverage contributions for UNDP's global and regional network, or from the UN system. If additional resources cannot be mobilised for existing democratic governance work, the country office should allocate its core resources to strengthen engagement in policy development relevant to the work being undertaken in the environment portfolio.
Management Response: Partially agreed	<p>This recommendation does not properly consider the UNDP integrator role and the iterative nature of the Sustainable Development Goals, which require iterative engagement across thematic and policy spaces to achieve development impact. In line with the imperatives of the Sustainable Development Goals, and with the UNDP offer as an SDG integrator in the context of UNDS reform; the governance portfolio remains relevant to UNDP's positioning in Mauritius. Furthermore, as reported in the UNDP Human Development Report, 2019 the attainment of upper -income status has not resolved the question of inequality with a reported marginal improvement over the CPD period, and significant gender related inequality across the HD indices. As such, work towards addressing inequality remains of key importance. As such, the management does not agree that a discrete governance pillar should be eliminated; and UNDP in Mauritius focus solely on environment work.</p> <p>During the CPD period under evaluation, UNDP's support has been instrumental for the development of "Marshall Plan for Poverty Alleviation", the Social Register https://www.globalinnovationexchange.org/innovation/social-register-of-mauritius and the Voluntary National Report on SDG progress https://sustainabledevelopment.un.org/memberstates/mauritius . Going forward, the Country Office plans to undertake a resource mobilization discussion with the government, in the context of the new UNDP SIDS Offer, to explore alternatives for finance for development.</p> <p>A key issue within middle- and upper-income contexts such as Mauritius is growing inequality and the governance policy options that may be necessary to address this phenomenon. While management agrees that due attention needs to be paid towards minimum resource mobilisation; there is also need for investment in staffing, communications and strategic partnerships development. Management also agrees that there is scope for addressing environmental governance issues within the portfolio. Within the context of limited resources, UNDP will continue to leverage its' comparative advantage as a key development actor in-country by supporting Government of Mauritius strengthen socio-economic transformation with a view to sustainability through provision of knowledge and policy advisory services.</p>

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3.1 Step up resource mobilization efforts for the Governance portfolio to identify new projects which can show that the Governance portfolio will continue to have impact considering the need to be more focused.	September 2019 to June 2020	UNDP Head of Socio-Economic Development Unit	Ongoing	The Africa Bureau has agreed to strengthen the Socio-economic unit in FY 2020 through the deployment of a senior economist; with the aim of

				increasing our capacity to strengthen strategic partnerships for research and policy advisory collaboration; and to develop concept notes and ideation for resource mobilisation
3.2. Identify key actions for Resource Mobilization	September 2019-June 2020	UNDP/ Head of Socio-Economic Development Unit	In Progress	-TRAC 2 mobilized in 2019 -Cost Sharing from Government received -Direct Aid Program-Australian High Commission -Application for AFDB Technical Assistance Fund
3.3 Review indicators for CPD 2017-2020	September 2019 to June 2020	UNDP/ Head of Socio-Economic Development Unit	In Progress	Indicators that were not achievable were adjusted during Project Board Meeting
3.4 Engage the Regional Bureau for Africa on the optimal office capabilities to support the evolving offer	February 2020 to December 2020	UNDP/ Head of Socio-Economic Development Unit	In Progress	-Short Term Economist support made available by RBA to support the portfolio for the time being while the Senior Economist will be recruited on full time basis in 2020

Recommendation 4	The Country Office should develop a strategy for addressing gender equality that is founded on a clear-headed assessment of the scope provided by different activities to do so. This strategy should outline how gender equality will be addressed by different activities and the extent to which these can reasonably be expected to produce significant and consistent gender equality outcomes. Gender marker coding should be annually reviewed, coding updated where necessary to ensure the data provides an accurate picture of the level of focus on gender equality of UNDP's programmes.
Management Response: Agreed	The CO management agrees with the noted deficiencies in terms of the scale of ambition, identification of possible outputs and development impact. Internally, and following on the completion of the Gender Action plans, which were developed in the period 2016 onwards, there will be need to deploy the necessary technical expertise to ensure accurate use of the gender markers; provide technical advice on gender mainstreaming and capacity development for programme and project staff on gender mainstreaming. As a normative institution, seeking to ensure implementation of international standards on inclusion and a rights'-based approach to development – the UNDP management and key staff will need to make significant commitment to align our programmes with these standards and SDG5.

The implementation status is tracked in the ERC.

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4.1 Recruiting gender and M&E expert	End of November -Mid-December 2019	UNDP/HR	initiated	TORs is drafted and will be advertised by end of December 2019- Recruitment should be finalized by end of January 2020
4.2 Review Gender markers on an annual basis in accordance with actual project activities	February to March 2020	UNDP/Gender expert/ Head of Socio-Economic Development Unit/ Head environment Unit	Not yet started	To be integrated as part of the Annual Work Plan process The new GCF portfolio includes recruitment of a gender focal point to assist in mainstreaming.
4.3 Undertake Gender mainstreaming training sessions for Environment Unit project staff	February to March 2020	UNDP/Head environment Unit/ Head of Socio-Economic Development Unit	Not yet started	To be included as key deliverables of the Learning Committee
4.4 Review and implement the office Gender Equality Strategy and Action Plan	February to March 2020	UNDP/Gender expert/ Head environment Unit/ Head of Socio-Economic Development Unit	Not yet started	The minimum requirements of a gender focal point do not align with the approved core structure of the Country Office despite meeting the programme volume threshold. The CO will engage with the bureau on the need to align the approved structure with the corporate policy.