



**Partnerships and Communications UNDP Country Programme:**  
**Strategy and Action Planning**  
**MAURITIUS**  
**FY2021 – FY 2023**

## **PART I. Partnerships and Resource Mobilisation**

### **1. Outlook**

- The African region spends around USD 1.2 Billion on environmental and social development, out of which 20% goes to Small Island Developing States (SIDS) under which Mauritius and Seychelles cover most of the environmental finance for the African region. The UNDP Country Office (CO) is important to define how we work for SIDS in terms of the environmental and social portfolios namely, the Marshall Plan, which does not exist in other African countries. The UNDP Mauritius had the highest expenditure amount for the Regional Bureau of Africa (RBA) in 2019, which largely exceeded the target set at USD 7.7 Million.
- On July 1, 2020 the World Bank classified Mauritius as a high-income country, having surpassed the Gross National Income (GNI) per capita threshold of US\$ 12,535. This steady progress is a good sign that the country is making headway in translating its national vision into reality. With this transition, it is probable that bilateral and multilateral organizations will significantly reduce or withdraw their financial and technical support and other preferences to Mauritius as is the common practice. Given its peculiarity as a small island nation, Mauritius is still not fully equipped to manage the transition and must make sure that the anticipated waning of support does not perpetuate its vulnerabilities, and delay progress.
- Already, the country's positioning as a middle-income nation has been accompanied by growing constraints in mobilising resources for development. Except for 2018 where improvements in Official Development Assistance (ODA) were registered, Mauritius has been experiencing a gradual decline in concessional loans. The recent graduation to high income status, is thus most likely to be associated with even steeper fall in donor support, coupled with ineligibility for concessional finance, which will undoubtedly exacerbate the existing constraints. Gross domestic savings have also steadily declined from 25 % of GDP in 2000 to 9.5 % of GDP in 2019, while tax revenues have stagnated at around 18 % of GDP during the past decade.
- Like other Small Island Developing States (SIDS), Mauritius continues to face several development challenges that will require increased government expenditure and revenue. Despite a robust growth momentum, income inequality has been rising for the past 15 years. Rising inequality is partly attributed to skills shortage, high levels of youth unemployment and widening gender gaps in earnings.
- Additionally, whereas Mauritius has successfully shifted from a predominantly agrarian economy to a diversified economic structure, more than 50% of the population outside of

agriculture is locked in informal employment. The country is also highly vulnerable to the effects of climate change and several disasters, rendering it susceptible to economic and social volatilities. [The 2016 World Risk Report](#) ranked Mauritius the 7th most exposed and 13th most vulnerable country globally to extreme natural events, with its capacity to cope with and adapt to them estimated at only 39%.

- The country may have to forego eligibility to the few remaining preferential facilities such as the [African Growth Opportunity Act \(AGOA\)](#). This coupled with constraints such as high cost of labour could continue to hurt the industrial sector. The COVID-19 pandemic has also demonstrated that the once-promising tourism sector that registered 50% growth in tourist numbers and a 22% rise in its share of exports during the past decade may not be sustainable. The potential devastating impact of the recent oil spill on the natural ecosystem is another factor that may directly affect the reliability of that sector.
- Building readiness to manage the envisaged transition and to ensure shared prosperity will require several bold steps and undertaking them still calls for sustained support. Some of these include: 1) undertaking the policy and institutional upgrading necessary to match up to the high-income status; 2) building capacities to finance the infrastructure needs and build the resilience of the economy against disruptions of nature; 3) repositioning the tourism sector by diversifying away from the traditional markets and developing a vibrant silver economy to tap into the global demand by the aging population in advanced economies; 4) re-orienting the industrial sector to remain competitive; 5) developing strategies and capacities to negotiate for opportunities in global trade, and 6) repositioning the country to benefit from the opportunities presented by the [African Continental Free Trade Agreement \(AfCFTA\)](#).
- With these development challenges in view, there is a need to urgently advance the dialogue on the necessary reforms to the graduation criteria. This should partly entail expanding the bracket of indicators to capture pertinent issues such as population dynamics, degree of vulnerability to shocks, and social indicators, among others.

### **Development Indicators:**

#### **Human Development Index (HDI)**

Mauritius' HDI value for 2019 is 0.804— which puts the country in the very high human development category for the first time—positioning it at 66 out of 189 countries and territories.

Country	HDI Value	HDI Rank	Life Expectancy at Birth	Expected Years of Schooling	Mean Years of Schooling	GNI per Capita (2017 PPP US\$)
Mauritius	<u>0.804</u>	<u>66</u>	<u>75.0</u>	<u>15.1</u>	<u>9.5</u>	<u>25,266</u>

<b>Botswana</b>	<b>0.735</b>	<b>100</b>	<b>69.6</b>	<b>12.8</b>	<b>9.6</b>	<b>16,437</b>
<b>Gabon</b>	<b>0.703</b>	<b>119</b>	<b>66.5</b>	<b>13.0</b>	<b>8.7</b>	<b>13,930</b>
<b>Sub-Saharan Africa</b>	<b>0.547</b>	<b>-</b>	<b>61.5</b>	<b>10.1</b>	<b>5.8</b>	<b>3,686</b>
<b>Very High HDI</b>	<b>0.898</b>	<b>-</b>	<b>79.6</b>	<b>16.3</b>	<b>12.2</b>	<b>44,566</b>

### Gross Domestic Product

- ✓ 2019: +3.6% growth  
Expectation prior to COVID-19: +4% growth  
1<sup>st</sup> quarter 2020: **MINUS 2.6% growth**  
2<sup>nd</sup> quarter 2020: **MINUS 32.9% growth**
- Mauritius is a High-Income jurisdiction, and as such is not eligible for access to Official Development Assistance. Within this context the Mauritius Country Office is focused on three types of external funding assistance.
- **Vertical Funds – GEF, GCF** - More than 80% of the Country Office resources are derived from vertical funds for mitigation, adaptation, and climate change. The country office has established a robust environment unit focused on concept development and engagement with the UNDP Energy and Climate team
- **Regional Funding Envelopes** – the Country Office engages with the Agence Française de Developpement (AfD) and the EU regional programme, which are primarily focused on the environment portfolio. Resource mobilisation in this category is focused on complementary funding to existing programmes. The office also continues to mobilise modest resources from local embassies for catalytic initiatives in the socioeconomic development portfolio.
- **Government cost sharing** – As a high-income jurisdiction the Government of Mauritius has a robust budgeting process, which include investment in capital projects, research and analytics, environment, and socioeconomic investment. The Mauritius Country Office aims to lobby for partnership with the government to deliver on key development initiatives financed through budget support from the EU, AfDB, AfD and others for climate related and green recovery initiatives.  
In addition, the CO successfully lobbied for an increase in the Net Contributing Country (NCC) funds from 11.5M FY 2017 – FY2020 to 14.5M FY2020 to 2023. The aim is to demonstrate the return on investment to encourage government to continue to invest in the UNDP presence in Mauritius and support staffing and GOE.

**a. State UNDP's comparative advantage and à-vis other actors (UN, bilateral donors, CSOs, Host Government, Private Sector, Development Finance Institutions).**

- **Trusted Partner:** UNDP remains the lead development intergovernmental agency in Mauritius being the UN agency with the largest programme portfolio – and coverage of the key development issues – Environment & Climate Change and Inclusive Economic Growth.
- **Key Development Partner:** As cited in the Independent Country Programme Evaluation (ICPE) 2019, the Mauritius CO remains a significant partner having delivered roughly 25% of Mauritius ODA receipts in recent years. In addition, the CPD is aligned to Government of Mauritius Development priorities. See Annex 1
- **Technical Capability:** The CO is also well positioned strategically in its areas of engagement, being regularly called upon to provide views, inputs and support to public administration and social integration (Civil service Reform, Social Register, Gender) and the Environment Sector. The Human Development Report was launched by the Minister of Social Security, Social Integration and National Solidarity. In addition, the CO has been called to support the moderate sessions during the national dialogue on Biodiversity and Climate Change for the National Consultations on Environment, which will define the masterplan for the next 5 years for Government.
- **Strategic Positioning:** More recently, UNDP has taken the lead in key initiatives such as the development of the Nationally Determined Contributions (NDCs) for the Paris Agreement through *Les Assises De L'Environnement* and in the development of the *National Environment Policy and formulation of related laws*, thus positioning the CO to potentially access the National Environment Fund.
- Similarly, the CO has been instrumental in providing COVID-19 related support by (a) providing technical leadership for the UNCT and engagement with Ministry of Finance for the formulation of the UNCT Socio-economic Recovery Plan (SERP) and leading on thought leadership through leading on key research. The Mauritius country office delivery upwards of \$6M USD during FY 2020 towards COVID – and has thus been positioned as a reliable and responsive partner. This engagement resulted in a first-time cost sharing agreement for \$900K to delivery on a national laboratory information system. Future ambition is to seek cost sharing for deliver of a national e-health system.
- **Leveraging Development Results:** In terms of socioeconomic recovery, past investment in key policy initiatives such as the Social Register of Mauritius, the National Gender Policy, the Parliamentary Gender Caucus and the Rodrigues Regional Assembly SDG Committee

have positioned UNDP as a willing partner to invest in key governance and social protection issues aimed at advance the Sustainable Development Goals.

- **Access to Policymakers:** UNDP in Mauritius has access to the highest government officials, although availability to top leadership is a challenge given the small size of government and frequent missions. The Resident Representative has met with the Vice Presidents/Prime Minister's in Mauritius– and more regularly at Ministerial and PS level.

b. Looking ahead, describe key **anticipated developments in the partner environment**, and **how UNDP's positioning could be affected**.

- **Focus on Green Recovery:** Following the advent of the COVID-19 pandemic in FY2020, the government of Mauritius will face increasing fiscal constraints. As such, more support will be required to assist in the implementation of a socioeconomic recovery plan that is informed by existing investments in green recovery and with greater emphasis on sustainable social protection.
- **SIDS Vulnerability:** The COVID-19 pandemic (and Wakashio oil spill have laid bare the vulnerabilities of Small Island Developing States in terms of their capacity to withstand external shocks.) UN DESA noted in Policy Brief #64 that the pandemic poses significant health and economic shocks for SIDS, who represent 20% of UN member states, because of their small economic base, high degree of openness and extreme dependence on economic performance of a few developed economies. The brief suggests that there will be a sharp contraction in the economy given the sharp falls in tourism revenues, which has been the case in Mauritius and Seychelles.
- **Constrained Fiscal Space:** SIDS continue to face a constrained fiscal space. The UN Secretary General noted at the 74<sup>th</sup> United Nations General Assembly (UNGA) that “*SIDS are a special case for sustainable development. They require concerted long-term attention and investment of the entire international community.*” The dialogue being led around the SIDS Accelerated Modalities of Action (SAMOA) Pathway around access to concessional financing and climate action is even more important.
- **Limited ODA and Concessional Finance:** In terms of financing outlook – as a high-income jurisdiction, and a conservative approach to borrowing. The key methods for resource mobilisation are through global vertical funds and government cost sharing.

## 2. Strategic Objectives

- a. **Partnerships: Describe the expected future position of UNDP in the country.** How will UNDP's value proposition in the country make its work complementary to other partners. How will it improve prospects for resource mobilization.
- The Country office (CO) aims to maintain its leadership in the Environment Sector, Climate Change, and Inclusive Economic Growth with more emphasis on Gender Equality and Governance.
  - In line with the UNP Rising Up for SIDS offer, the country office aims to:
    - ✓ *“Focus on innovative finance including blended finance approaches and risk-mitigating solutions like insurance for protection from disasters ex-ante and enhancing protection for coral reefs and other types of natural capital.*
    - ✓ *Financing for conservation and debt restructuring (in hand with fiscal policy advice) using blue bonds and resilience bonds.*
    - ✓ *Catalyzing private sector investment for infrastructure (natural and manmade) through green bonds.*
    - ✓ *Domestic resource mobilisation and scarce public investment leverages other sources of finance for sustainable development in SIDS.*
    - ✓ *Increasing resilience and inclusion of public institutions through digital technology and digitization; enhance digital ecosystems and strengthen digital capacity in SIDS.”*
  - **Vertical Funds:** The CO is expected to complete the mobilization of in terms of **GEF-6 and 7** resources in 2020/2021. A new partnership with the European Union at local level is also became operational in 2020. Concept were finalized for submission to **Green Climate Fund (GCF)** and to **Adaptation Fund** in first half of 2020 after full consultations with the stakeholders are completed. The resource mobilization for GCF is a 2-year process from submission of concept note and for the Adaptation Fund also. Hence in 2021- 2022, another 30 M USD would be expected to materialize. There are partnership opportunities with the **African Development Bank** beginning with a research agenda agreed for 3 studies in partnership with **United Nations Economic Commission for Africa** in FY2020 in response to the COVID-19 context, and with the **Agence Française de Développement**. Of late, opportunities with the NORAD have also arisen which have to be explored.
  - **Government Cost Sharing:** More recently, the Country Office has held discussion with the **Ministry of Health** to support the delivery of the national e-health initiative , which could potentially yield upwards of \$4M in expenditure, of which the CO aims to partner in the delivery o key digital aspects in line with the previous work for the support of the LIMS through government cost-sharing.



- **Policy Advisory Services:** Regarding socioeconomic development, the Resident Representative and Senior Economist have commenced engagement at the highest levels with the **Ministry of Finance** and **Economic Development Board** to support socioeconomic initiatives including research and transformation of the government planning methodology including modeling and financing through green bonds. In addition, in FY 202 partnership with the **Prime Minister's Office** was scaled up to continue engagement with the high-level committee on Gender – which presents an opportunity to grow programming on social protection.

### 3. Funding: Establish the country programme's RM target<sup>1</sup> overall, annually and by partner type

The aim is to:

- ✓ Increase the CO environment portfolio through vertical funds
- ✓ Increase government cost-sharing through the National Environment Fund and the Ministry of Health
- ✓ To increase third party cost sharing

**For FY 2021 – FY 2023 the target is \$47,157.4 as detailed in TABLE A below:**

Country Programme Document (CPD)

**RESOURCE MOBILIZATION TARGET TABLE**  
Country: Mauritius  
Period: 2021 to 2023

Source of Funding	Amount (USD 000)
<b>UNDP REGULAR RESOURCES</b>	
TRAC-1 and TRAC-2 estimated carryover	0
TRAC-1	450
TRAC-2	1,500
TRAC-3	0
Subtotal	1,950
<b>UNDP OTHER RESOURCES</b>	
Government cost sharing	200
South-South contributions	0
Third-party cost sharing	0
Funds, trust funds and other	45,000
Of which:	
Global Environment Facility – Regional	5,000
Global Environment Facility - National	10,000
Green Climate Fund	20,000
Adaptation Fund Board	10,000
Thematic funds	
Of which:	
Australian	2.4
Estonia	5.0
Subtotal	1,157.4
Outcome 1	46,000
Outcome 2	
<b>GRAND TOTAL</b>	<b>47,157.4</b>

<sup>1</sup> Approved RM targets will be reflected in the corporate planning systems and monitored against pipelines.



#### 4. **Actions**

**Table A. Action Plan:**

<u>Target partner (Name)</u>	<u>Expected funding (+X% or \$Y from \$Z in YYYY)</u>	<u>Targeted area(s) of cooperation*</u> <i>Linked to new Strategic Plan)</i>	<u>Concrete actions and timing for engagement</u>	<u>Responsible CO Unit/Person (And supporting unit/persons if any)</u>
<b>GEF/AF</b>	Increase from \$20.48 M in 2020 to \$28 M by FY2023 (note, while new projects will come online, older projects will close)	Waste management Climate mitigation	Follow up and submission of relevant project document packages for 5 GEF projects- total value 18.6 M USD  Regular meetings with the GEF OFP, and Implementing partners to ensure alignment of projects with national priorities	Environment Unit
<b>GCF</b>	Increase \$28 M USD from 2020 to \$35 M by FY2023		Submission and approval of GCF project on coastal resilience by 2023 – 17 M USD  Design of concept note in accordance with new guidelines for project design and programmatic approach.  Ensure final site selection in collaboration with the Ministry of Environment	Environment Unit

			and the Rodrigues Regional Assembly.	
<b>Japan Supplementary Budget (JSB)</b>	Increase from 1 to 2 M USD from 2020 to 2021	Digital transformation	Ensure regular contact with TICAD and demonstrate substantive progress on ongoing JSB project.	Environment/ SEDU
<b>Funding Windows (TRAC 2 and COVID windows – annual projects)</b>	Increase from 1.5 m USD in 2020 to 1.7 M USD in 2021	Socio economic policy, Digital transformation, resource mobilization and gender empowerment	Ensure results delivery on TRAC 2 and COVID 1.0 projects to ensure substantial basis for project success in subsequent phase in COVID 2.0	Environment/ SEDU
<b>Government of Mauritius</b>	NCC Increase from 11M MUR to 14.5M MUR	Sustainability of the country office staffing and general operating expenses	Formalised engagement with the Ministry of Finance Department for International Cooperation Provide regular programme delivery updates at least twice per annum formally	Resident Representatives – Team Leaders

**Table B. Pipeline:** CO pipeline extracted from Atlas.

SN	Project title/topic	Donor	Amount (M USD)	Expected years of implementation
1	Supporting Mauritius Digital Transformation	JSB	1	2021 - 2022
2	COVID project Funding windows	UNDP	1	2021 - 2022
3	TRAC 2 Funding windows	UNDP	0.7	2021
4	Chemicals and Waste	GEF-7	4	2021-2026
5	Capacity Building Initiative on Transparency	GEF-7	1	2021-2024

6	<b>Mainstreaming Sustainable Land Management</b>	GEF-6	1.7	2021-2025
7	<b>Energy Savings in Industry</b>	GEF-6	4.5	2021-2026
8	<b>Promoting Public Electric Bus transport</b>	GEF-7	7	2021-2026
9	<b>Enhancing Mauritius Coastal Resilience</b>	GCF	17	2023-2031
10	<b>Review of NIP for Stockholm protocol</b>	GEF-7	0.3	2021-2023
11	<b>National Adaptation Plan for Agriculture</b>	GCF	3	2023-2027
Total			41.2 M USD	

## **Part II. Communications and Advocacy**

### **1. Communications Objectives**

- As a Small Island Developing State Mauritius is only one of six (6) in the UNDP SIDS in the Africa region. As a high-income country it has limited visibility both within the development landscape and within UNDP. Furthermore, as a country not eligible for ODA – there is a very limited Donor and UN footprint in country. The government of Mauritius also takes a conservative approach to borrowing, thus there are limited opportunities to partner with IFIs on a concessional finance basis.
- The objective of our communications and advocacy is to (a) increase the UNDP profile and (b) the development needs of the country as a SID by providing thought leadership through research publications and opinion/policy pieces; to show case development impact through social media and communications products (reports, videos) and increase our domestic and global profile through engagement in policy spaces and platforms.
- The Country Office intends to achieve these objectives by maintaining a communications function financed through direct project costing, cost recovery and TRAC resources.

### **2. Target Audiences**

The country office aims to achieve increase visibility through communications focused on four audiences:

- **Government of Mauritius** – through participation in high level events and media placements on project development impact; ensure recognition of UNDP programmes through Cabinet; and engage with government counterparts in person and through social

media. This is to ensure that UNDP continues to maintain its reputation as a reliable and responsive development partner.

- **UNDP at regional and global level** – Through proactive sharing of development impact stories and engagement through social media – the CO aims to increase the likelihood of the allocation of catalytic resources, raise the profile of UNDP development impact and influence the medium to long-term resource allocation to include specific allocations to SIDS in line with the Rising Up for SIDS Strategy and SG policy position on SIDS.
- **The public and stakeholders** – through our active social media platforms such as Twitter, Facebook, YouTube and corporate web page – the Country office aims to strengthen the UNDP brand as a reliable and responsive development partner, and provide transparent accountability for the use of public raised resources.
- **Development partners** – the UNDP aims to strengthen our brand locally with development partners as a potential implementer for agreed bilateral agreements with the Government of Mauritius

### 3. Key Messages

What are the **top three messages** aligned with the Country Programme and the partnership objectives?

- *Government of Mauritius: The United Nations Development Programme Country Programme is aligned with the national government development priorities*
- *Development Partners and Government of Mauritius: UNDP offers provide substantive high level technical advisory and development programming support*
- *Public and Stakeholders: UNDP programmes are delivered in a cost efficient and effective manner providing development impact and demonstrable results.*

### 4. Communication Activities & Tools

**Table C.**

Target audience (ranked by importance; highlight if contacts already made)	Communication Activities & Tools (how best to reach your respective target audiences with the key messages?)	Timing (when is the activity due or how often?)	Expected Result/Indicator of achievement (for each tool chosen)	Resource requirements (person/days required, budget implications (also consider outsourcing costs))	Responsible CO unit/persons (and supporting)
<b>Government of Mauritius</b>	Social media	Daily engagement	Growth in UNDP brand	DPC cost sharing for	Communications Unit

<b>The public and stakeholders</b>			through increase in followers Growth in visibility through onward dissemination by key partners and UNDP global	communications function – Team Leader and 2 UNVs	
<b>Development partners</b>	Research Publications	As per research agenda – at least 2 per annum	Public launches of research	Cost sharing with projects	Communications Unit
<b>Stakeholders</b>	Joint launches and public events	Co-branded events	Media mentions	TRAC 2 resources	Programme Unit
<b>The public and stakeholders</b>	Factsheets	Updated annually	Access through corporate web page	DPC cost sharing for communications function – Team Leader and 2 UNVs	Communications Unit
<b>UNDP at regional and global level</b>	Policy Blogs	4 quarterly	1 produced per quarter Access from corporate web page	Nil	Communications Unit
<b>The public and stakeholders</b>	Media	Media coverage of launches, workshop, symposia	Tracking of media mentions	DPC cost sharing for communications function – Team Leader and 2 UNVs	Communications Unit
<b>The public and stakeholders</b>	Videos, Blogs, YouTube, and Facebook postings	Programme driven	Increase in traffic across social and corporate platforms	Cost sharing with projects	Communications Unit

### Part III. Risks and Evaluating Success

Event Cause	Impact Category	Probability	Activities for Treatments Expected effect from treatments	Status
<b>COVID-19 has led to reduced resources at the level of the Government of Mauritius. This may lead to reduction of cost sharing of socio-economic development programmes.</b>	Some activities may be scaled down. 2.5. Delivery	3 - Moderately likely	Explore other opportunities for fund mobilisation Regional bi-lateral partnership created, integration of key aspects into TRAC 2 and Environment portfolio All planned activities integrated into successor or aligned programmes.	Ongoing
<b>General delays in overall programme due to COVID 19 situation not improving. COVID 19 situation does not improve globally, and travel restrictions result in inability to procure services and goods in a timely manner.</b>	Overall delays in projects and project expenditure.  3.8 Capacity development of national partners	3 - Moderately likely	Programme management to consider the COVID 19 risks. Meetings to be held online and less reliance on travel for consultants. Procurement timelines to factor delivery delays Impact on the programme delivery is minimized	Ongoing
<b>JMA Demonstration Project - Capacity Building activities for the JMA Project are not completed The restrictions to travel caused by Covid-19 impact on the timeline for the delivery of the consultants' deliverables.</b>	Component 1 of the JMA project will not be completed by October 2021. 3.8 Capacity development of national partners	3 - Moderately likely	Follow up by project manager with to ensure that the capacity exercises are carried out in a timely manner. Workshops, trainings, and meetings to be held online so as not to delay the project Component 1 of the JMA project will be completed by October 2021. Initial workshops conducted online and further workshops and steering committees to be held online.	Ongoing
<b>JSB Project -The Business Continuity Planning Assignment does not result in actionable items for implementation.</b>	The E-Government Strategy will not be implemented	1 - Not Likely	Follow up by project manager to ensure that the consultant produces deliverables which will enable Government to work	Ongoing

Event Cause	Impact Category	Probability	Activities for Treatments Expected effect from treatments	Status
<b>The quality of TORs produced, and scope of work proposed is either inadequate or too ambitious to enable the project to move forward.</b>	and the resilience of Government in case of lock-down is not improved. 3.8 Capacity development of national partners		digitally. Regular engagement with Government to ensure the scope of work is adequately designed Terms of Reference for the design of the Electronic Document Management System and the online national assembly are prepared in accordance with requirements of UNDP and the Government of Mauritius Cabinet approved the Work from home policy designed by the project in the week of 28 March 2021	
<b>ECOFISH project - Delay in implementation of the project caused by delay in project team recruitment. This project was developed based on a priority identified by the Government in its five-year programme and by artisanal fishers. In the current COVID19 situation, there is a risk that Government priority changes including the policies. Delay in recruitment of the project team by UNDP.</b>	Delay in overall project delivery. Sensitisation for fishers to go out of lagoon will be delayed.  1.11. Stakeholder engagement	3 - Moderately likely	Follow up with the operation department for the recruitment of Project Staff. Regular engagement with Ministry of Blue Economy and RRA to identify items which can be paid. Organisation of Inception workshop to be done online to minimize delays Project staff recruited and project implementation accelerated. Payment for already completed work will be effected by RDP modality	Ongoing
<b>Commissioning of the 14MW Battery Energy Storage System (BESS) encounters delays in 2021 Covid19 continued impacts in terms of border closure, restricted travel (for BESS-related supplier teams to travel</b>	Delayed completion activities and milestones programmed under GCF Phase I (Component 2) and delayed	3 - Moderately likely	Follow up with Central Electricity Board (CEB) and Siemens to ensure commissioning is not delayed as per contract. Assist CEB in finding solutions where required.	Ongoing



Event Cause	Impact Category	Probability	Activities for Treatments Expected effect from treatments	Status
to MRU) and shipping of materials. Transport incidents impact on commissioning date.	mid-term evaluation. Eventually delayed start of Phase II and obtention of 4th GCF disbursement 3.8 Capacity development of national partners		Successful installation and commissioning of 14MW BESS	
<b>Mainstreaming Biodiversity Project - Procurement delays affecting project delivery (i) Lack of staff availability for the project; (ii) Specifications for equipment not obtained on time from the Ministries.</b>	The Project will be delayed. Funds allocated will not be spent and project implementation track record will suffer, despite good rating at Mid Term review stage 3.8 Capacity development of national partners	3 - Moderately likely	Follow up with the Ministries and project partners to obtain specifications for the equipment. Recruitment of project assistant to support project execution. Ensure extension request is for 18 months. Also work with other projects to combine procurements where possible. Procurement of necessary equipment and other activities is completed. Request for extension is submitted and approved. Request for extension has been signed by Ministry of Blue Economy during week of 1 April 2021. Recruitment of project assistant to use same roadmap as for Ecofish project	Ongoing
<b>Implementation of the Marshall Plan against poverty is significantly slowed Changes in Government priorities with emphasis on preparedness measures against Covid-19</b>	Work on social registry of vulnerable groups, social contract, big data, and mobile access stalled, slowed, or discontinued	2 - Low Likelihood	Lobby that Marshall Plan recommendation continue implementation by the Government of Mauritius Additional MP measures included in the government 2021-2022 budget Marshall Plan continues to be part of the Government	Ongoing

Event Cause	Impact Category	Probability	Activities for Treatments Expected effect from treatments	Status
	1.1. Human rights		Implementation by the Ministry of Social Integration	
"Inclusive Development and Public Sector Efficiency" project is expected to close by second Quarter of 2021 With the extension CPD (2017-2020) up to 2023, projects are required to be aligned	The project activities will need to be incorporated into a successor Socioeconomic Development Programme 1.2. Gender	5 - Expected	Project document to be reviewed Project activities to be implemented. All planned activities to be completed by end Q2 integrated into a new Programme	Ongoing

#### Part IV. Resources available to assist RBx and COs

- ✓ Links to relevant sections of RM Toolkit and Communications Toolkit, where sample plans and good practices are also hosted
  - **Link to RM Toolkit and RM Analytics tool:**  
<https://intranet.undp.org/unit/pb/resmob//SitePages/RM%20Analytics%20Tool.aspx>
  - **Link to Communications Toolkit:**  
<https://intranet.undp.org/unit/pb/communicate/communicationstoolkit/Pages/default.aspx>
- ✓ Regional Partnerships Advisors and Regional Communications Advisors (Addis Ababa, Amman, Bangkok, Istanbul, Panama)
  - **List of Regional Partnerships Advisors**  
<https://intranet.undp.org/unit/pb/resmob/SitePages/PG%20Contacts%20Page.aspx>
  - **List of Regional Communication Advisors:**  
<http://www.undp.org/content/undp/en/home/news-centre/media-contacts/>

#### Resource Tracking

For the Period FY 2017 – FY 2020 the Mauritius Country Office delivered **\$68,006,066** against a target of **\$64,263,459** – an achievement of **105.8%**

Project Description	Donor	Budget Total \$USD	Tracking as at end 2020
Protecting biodiversity	GEF	300,000	Completed

Integrated Water Resources Management	GEF	511,032	Completed
Mainstreaming Biodiversity into the management of CZM	GEF	2,200,000	Ongoing
AFB Coral Restoration	AFB	6,100,000	Ongoing
Strengthening ANBO UNESCO	GEF	360,000	Ongoing
Strengthening ANBO Global Water Partnership	GEF	1,640,000	Ongoing
Enabling Activity - Minamata Convention	GEF	34	Completed
Energy Saving and Energy Efficiency	GEF	4,610,000	Submitted to GEF
Reduction of pops and Mercury lead	GEF	4,000,000	Submitted to GEF
Multilateral Environment Agreements (MEAs)	GEF	200,000	Not yet submitted
Government Pillar 1 Cost Sharing	GoM	900,000	Completed
IASB Sustainable biodiversity project/IAS project	GEF	3,800,000	Ongoing
Low Carbon Economy in Mauritius	GCF	28,800,000	Ongoing
TRAC 2 - 2020	UNDP	1,000,000	completed
COVID 1.0	JSB	795,000	Ongoing
COVID PREP	JSB	1,1790,000	Ongoing
COVID 2.0	UNDP	1,000,000	Ongoing
Actuals		68,006,066	
<b>Mauritius Total</b>		<b>64,263,459</b>	

## Annex 1: Programme Alignment to National Plans

The UNDP Country Programme Document 2017 – 2020 (extended to 2023) is aligned to the national priorities to Government of Mauritius.

UNDP Country Programme Document	GOVERNMENT PROGRAMME 2020-2024: TOWARDS AN INCLUSIVE, HIGH INCOME AND GREEN MAURITIUS, FORGING AHEAD TOGETHER
Related strategic plan outcome: <b>Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</b>	7. Government is therefore coming up with the present programme which is centred on achieving an Inclusive, High Income and Green Mauritius. 9. Government will introduce measures to improve management of public sector bodies, public finances, industrial relations, social security systems, housing and land use, education and training, health care, citizen facilitation, water and energy sectors, local government,
Pillar One: <b>Inclusive Development and Public Sector Efficiency</b>	

**Output 1: Social workers and public institutions are enabled to perform core functions to fight poverty through implementation of the Marshall Plan against Poverty**

**Output 2: Measures in place to increase women's capacities to participate in decision-making processes at all levels and to fight gender-based violence**

**Output 3: Institutions enabled to Optimize use of foresight and e-learning techniques, performance management tools and citizens feedback mechanisms for enhanced public sector performance**

and environmental sustainability.

12. Government's priority is to harness the collective efforts of the population to achieve an inclusive Mauritius.

18. Combating poverty and improving the standard of living of the population shall remain one of the priorities of Government.

19. This Government will therefore step up the implementation of the Marshall Plan Against Poverty.

13. It is only through fairer access to prosperity and wealth distribution, and enhanced standard of living for every citizen that our country will be able to move forward and achieve its goals.

#### **Pillar Two: Climate Change and Sustainable Development Pillar**

**Output 1: Scaled up action on climate change mitigation across sectors which is funded and implemented**

**Output 2: Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national**

**Output 3: solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals, and hazardous waste**

144. To ensure sustainability and responsible investment, Mauritius aims at championing this new development policy based on four pillars:

(i) Investing in clean energy; (ii) Shifting to a cleaner and greener Mauritius; (iii) Mitigating risks from climate change; and (iv) Protecting our marine resources.

142. Government is committed to adopting a responsible and environmentally sustainable development policy

151. Government will pursue its efforts to make Mauritius a cleaner and greener country

#### **Project Title**

**Marine Protected Areas project**

Completed 2003-2013

**GEF Funded SLM**

Completed 2007-2012

**GEF Funded Removal of Barriers to Energy Efficiency**

Completed 2007-2015

**Sustainable Management of POPs project**

Completed 2008-2015

**Africa Adaptation Programme**

Completed 2011-2014

**GEF Funded PAN project**

Completed 2012-2018

<b>SAICM</b>	Completed 2010-2013
<b>Integrated Water management</b>	Completed 2011-2018
<b>GEF funded Removal of Barriers to Solar PV</b>	2012-2020
<b>Climate Change Adaptation in the Coastal Zones</b>	2012-2020
<b>SIDS DOCK funded Energy Efficiency</b>	Completed 2013-2016
<b>GEF Funded NBSAP project</b>	Completed 2015-2018
<b>Minamata Convention Enabling Activity</b>	2013-2017
<b>PAGE</b>	2015-2020
<b>SIDPR</b>	2007-2010
<b>Zone Education Prioritaire</b>	'13
<b>Strategic Budgeting</b>	'14
<b>Social Inclusion and Empowerment</b>	2016 - 2017
<b>Planning Resource for Management Inclusive Growth</b>	2016-2018
<b>Engagement Facility- Environment</b>	<p>2019 - 2020</p> <p>151. Government will pursue its efforts to make Mauritius a cleaner and greener country</p> <p>142. Government is committed to adopting a responsible and environmentally sustainable development policy</p> <p>162. Government will implement measures to protect our oceans, its marine resources, and our beaches.</p> <p>102. Government will also invest in the infrastructure needed to minimise the impact of floods, in particular flash floods on people, property, agriculture, and the environment. It will ensure that there is adequate and effectively managed drainage infrastructure. To this end, with the setting up of the Land Drainage Authority, Government will implement the recommendations of the Masterplan with the use of modern technology to map out the flood prone areas.</p>
<b>Inclusive Development and Public Sector Efficiency 2017 -2020</b>	<p><b>INTRODUCTION</b></p> <p>9. Government will introduce measures to improve management of public sector bodies, public finances, industrial relations, social security systems, housing and land use, education and training, health care, citizen facilitation, water and energy sectors, local government, and environmental sustainability.</p>

	<p><b>CHAPTER 1:</b></p> <p>12. Government's priority is to harness the collective efforts of the population to achieve an inclusive Mauritius</p> <p>13. It is only through fairer access to prosperity and wealth distribution, and enhanced standard of living for every citizen that our country will be able to move forward and achieve its goals.</p> <p>18. Combating poverty and improving the standard of living of the population shall remain one of the priorities of Government.</p> <p>19. This Government will therefore step up the implementation of the Marshall Plan Against Poverty.</p>
<p><b>Engagement Facility – SEDU 2019 - 2020</b></p>	<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• a society where gender equality is promoted to ensure a fair and adequate representation of all genders as well as the human and social development of women in Mauritius; and</li> <li>• a country that nurtures its deeply entrenched democratic values and human rights.</li> </ul> <p>137. A high level committee chaired by the Prime Minister will formulate a new strategy to eliminate gender-based violence. The legal framework will be strengthened and a new national sensitization campaign implemented.</p> <p>138. Victims of domestic violence and their dependent children will be provided with access to a wider range of help and support, including shelters, professional counselling, and legal assistance.</p> <p><b>CHAPTER 1</b></p> <p>19. This Government will therefore step up the implementation of the Marshall Plan Against Poverty.</p> <p>12. Government's priority is to harness the collective efforts of the population to achieve an inclusive Mauritius</p> <p>13. It is only through fairer access to prosperity and wealth distribution, and enhanced standard of living for every citizen</p>
<p><b>Mainstreaming Biodiversity into the management of Coastal Zone in the Republic of Mauritius 2020 - 2021</b></p>	<p>162. Government will implement measures to protect our oceans, its marine resources, and our beaches.</p> <p>163. Government will pursue the restoration of our beaches through a national integrated management plan.</p> <p>164. The underwater fauna and flora of our lagoons will be reinstated through the planting of coral and cultivation of algae.</p>
<p><b>Realising energy savings and climate benefits of implementing mandatory energy auditing in</b></p>	<p>9. Government will introduce measures to improve management of public sector bodies, public finances, industrial relations, social security systems, housing and land use, education and training,</p>

<b>coordination with HCFC phase-out and HFC avoidance</b> <b>2020 - 2023</b>	<p>health care, citizen facilitation, water and energy sectors, local government, and environmental sustainability.</p> <p>115. Government will encourage the efficient use of energy. It will implement a national program to promote the use of LED technologies and develop a framework to encourage the use of electric vehicles.</p>
<b>Mainstreaming Sustainable Land Management and Biodiversity Conservation in the Republic of Mauritius</b> <b>2020 - 2023</b>	<p>151. Government will pursue its efforts to make Mauritius a cleaner and greener country</p> <p>142. Government is committed to adopting a responsible and environmentally sustainable development policy</p>
	<p><b>Sustainable Land Management</b></p> <p>118. To achieve the development goals that are set in this programme, it will also be crucial to have a strong strategy to optimise the use of land.</p> <p>119. A National Land Development Strategy, based on a sustainable development approach to land use, will be developed by 2021. This will allow for an overall ecological urbanisation policy, as well as revised and updated Outline Planning Schemes and Planning Guidelines for all regions.</p> <p>120. A comprehensive and accurate digital data base pertaining to land occupation and use in Mauritius, including an updated State Land Register will be created.</p> <p>121. A new legal framework for land use and planning will be introduced.</p> <p>122. A Land Research &amp; Monitoring Unit will be set up to address all issues pertaining to alleged land dispossession.</p>
<b>Prevention, Management and Control of IAS in Mauritius</b> <b>2020 - 2023</b>	<p>151. Government will pursue its efforts to make Mauritius a cleaner and greener country</p> <p>142. Government is committed to adopting a responsible and environmentally sustainable development policy</p> <p>160. Three new endemic forests will be created, and existing ones restored. These forests will be accessible for hiking and nature walk.</p>
<b>Accelerating the transformational shift to a low-carbon economy in the Republic of Mauritius</b> <b>2020 - 2023</b>	<p><b>ENERGY</b></p> <p><b>Introduction</b></p> <p>9. Government will introduce measures to improve management of public sector bodies, public finances, industrial relations, social security systems, housing and land use, education and training, health care, citizen facilitation, water and energy sectors, local government, and environmental sustainability.</p> <p>Public Infrastructure for an Innovative Mauritius</p> <p>113. In its bid to reduce dependence on fossil energy, encourage the recycling of solid waste and promote sustainable renewable</p>



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energy, Government will consider implementing a waste to energy project.

114. Government will support the Utility Regulatory Authority for the implementation of a regulatory framework for electricity and will review the governance structure and operations of the Central Electricity Board to enable it to respond to the requirements of the Utility Regulatory Authority.

115. Government will encourage the efficient use of energy. It will implement a national program to promote the use of LED technologies and develop a framework to encourage the use of electric vehicles.

#### **INVESTING IN CLEAN ENERGY**

145. Government will promote more extensively the use of clean and renewable energy.

146. Government will continue to encourage carbon-free energy generation by accelerating the development of renewable energy to reach 35% in 2025 and 40% in 2030.

149. Companies which are high consumers of electricity will be encouraged to set up their own solar farms to become self-sufficient in electricity. Any excess electricity produced will be purchased by the CEB at a guaranteed rate comprising a profit margin to the producing company.

150. Government will encourage the use of Liquefied Natural Gas to produce electricity, for internal transport, for domestic use as well as for eventual bunkering purposes.

112. Government will accelerate the installation of solar panels by households, public buildings, small and medium enterprises, NGOs, and cooperatives as well as smallholders and breeders.

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#### **Restoration of POPs and U-POP releases through implementing environmentally sound management of waste 2020 - 2023**

A Sustainable Green Society

#### **A CLEANER AND GREENER MAURITIUS**

151. Government will pursue its efforts to make Mauritius a cleaner and greener country.

152. A new national cleaning and waste management programme will be introduced. It will include a modern and efficient mechanism for waste management through planned collection, sorting and disposal of waste.

153. Rodrigues has shown the way in the field of plastic ban and restriction on single use plastic containers. Such programme will be extended to the whole of the Republic.

154. Government will endeavour to make of Mauritius a plastic free country within the nearest possible delays.

155. A centralised medical and clinical waste incineration project will also be implemented to ensure better management of toxic and hazardous products.

161. Government will introduce new eco-friendly measures such as building norms and improve public infrastructure for better protection against natural disasters such as cyclones and floods.

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	<p>Alongside, steps will be taken to improve waste management, through modernisation of its treatment plants.</p>
<p><b>Restoring marine ecosystem services by rehabilitating coral reefs to meet a changing climate future 2020 - 2023</b></p>	<p>A Sustainable and Green Society</p> <p>142. Government is committed to adopting a responsible and environmentally sustainable development policy.</p> <p>143. The impact of global warming and climate change is being increasingly felt across the world. Mauritius as an island nation with a small land mass is most vulnerable to the phenomenon of climate change. Government will play a leadership role not only on the domestic front but also regionally and internationally to champion a paradigm shift in our development policy.</p> <p><b>PROTECTING OUR MARINE RESOURCES</b></p> <p>162. Government will implement measures to protect our oceans, its marine resources, and our beaches.</p> <p>163. Government will pursue the restoration of our beaches through a national integrated management plan.</p> <p>164. The underwater fauna and flora of our lagoons will be reinstated through the planting of coral and cultivation of algae.</p> <p>165. Government will delimit and declare additional marine conservation areas, where only sustainable activities such as marine permaculture will be allowed.</p> <p>166. Government will introduce a River and Lake Authority Bill for better management and protection of our rivers and lakes.</p>
<p><b>Joint Area Management (JMA SAPHIRE) 2020 - 2021</b></p>	<p>162. Government will implement measures to protect our oceans, its marine resources, and our beaches.</p> <p>165. Government will delimit and declare additional marine conservation areas, where only sustainable activities such as marine permaculture will be allowed.</p>
<p><b>The Nature Conservancy/IKI 2020 - 2023</b></p>	<p>162. Government will implement measures to protect our oceans, its marine resources, and our beaches.</p> <p>165. Government will delimit and declare additional marine conservation areas, where only sustainable activities such as marine permaculture will be allowed.</p>
<p><b>GEF7 Transport Project 2020 - 2023</b></p>	<p><b>Public Infrastructure for an Innovative Mauritius</b></p> <p>92. Our country also needs an infrastructure that fits the aspirations of an innovative economy and society.</p> <p>93. The Metro Express and the five urban terminals are a concrete example of this.</p> <p>94. Government will continue modernising our public transport system.</p> <p>95. With the coming of electric buses, bus terminals in rural areas will be revamped along the same model as the urban terminals. And</p> <p>to support taxi licence holders, Government will provide them a one-off grant equivalent to Rs 100,000, when acquiring or renewing their vehicle.</p>

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**GEF7 Review of  
Implementation plan  
Stockholm Convention  
2021 - 2022**

**A CLEANER AND GREENER MAURITIUS**

151. Government will pursue its efforts to make Mauritius a cleaner and greener country.
152. A new national cleaning and waste management programme will be introduced. It will include a modern and efficient mechanism for waste management through planned collection, sorting and disposal of waste.
153. Rodrigues has shown the way in the field of plastic ban and restriction on single use plastic containers. Such programme will be extended to the whole of the Republic.
154. Government will endeavour to make of Mauritius a plastic free country within the nearest possible delays.

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**GEF7 Degraded sugarcane  
fields projects  
2021 - 2023**

151. Government will pursue its efforts to make Mauritius a cleaner and greener country
142. Government is committed to adopting a responsible and environmentally sustainable development policy

**CONSOLIDATING OUR KEY ECONOMIC SECTORS**

72. Another core objective of the new industrial and trade policies will be to strengthen the resilience of key sectors of the economy.
73. A new reform package will be implemented for the cane industry, while encouraging the shift to modern organic and niche production in agriculture. A plan for optimising the use of agricultural land will be developed.

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**GCF Coastal Project  
2021 - 2023**

**PROTECTING OUR MARINE RESOURCES**

162. Government will implement measures to protect our oceans, its marine resources, and our beaches.
163. Government will pursue the restoration of our beaches through a national integrated management plan.
164. The underwater fauna and flora of our lagoons will be reinstated through the planting of coral and cultivation of algae.
165. Government will delimit and declare additional marine conservation areas, where only sustainable activities such as marine permaculture will be allowed.
166. Government will introduce a River and Lake Authority Bill for better management and protection of our rivers and lakes.

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**DRR Project  
2021 - 2023**

**MITIGATING RISKS FROM CLIMATE CHANGE**

156. Recent events throughout the world and in Mauritius bear testimony to the impact of climate change. The world is now more prone to extreme weather conditions, climate shocks and disasters.
157. Government believes in the urgency of action on climate change. It is about creating the mechanisms for fundamental change and mitigating climate change disruptions and protecting the future generations.
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158. A High level Inter-Ministerial Council will be set up to identify and mitigate risks arising from global warming and climate change. A new Climate Change Bill will be introduced.

161. Government will introduce new eco-friendly measures such as building norms and improve public infrastructure for better protection against natural disasters such as cyclones and floods. Alongside, steps will be taken to improve waste management, through modernisation of its treatment plants.

102. Government will also invest in the infrastructure needed to minimise the impact of floods, in particular flash floods on people, property, agriculture, and the environment. It will ensure that there is adequate and effectively managed drainage infrastructure. To this end, with the setting up of the Land Drainage Authority, Government will implement the recommendations of the Masterplan with the use of modern technology to map out the flood prone areas.

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## **ANNEX 2: List of Partners:**

### **Key Strategic Partners**

1. Rodrigues Regional Assembly
2. Prime Minister's Office
3. Ministry of Finance and Economic Development
4. Ministry of Environment, Sustainable Development, Disaster and Beach Management
5. Ministry of Agro Industry and Food Security
6. Ministry of Energy and Public Utilities
7. Central Electricity Board (CEB) (Ministry of Energy and Public Utilities)
8. Ministry of Ocean Economy, Marine Resources, Fisheries, Shipping and Outer Island
9. Ministry of Public Infrastructure and Land Transport
10. National Transport Authority
11. Mauritius Oceanography Institute

Strategic projects are also supported through:

1. Ministry of Civil Service and Administrative Reforms – civil service e-learning system
2. National Disaster Risk Reduction and Management Centre – disaster management
3. Ministry of Social Security – Social Register of Mauritius
4. Prime Minister Office, Strategic Programme Unit - Gender

### **International Grant Providing Partners in both Mauritius and Seychelles:**

1. Global Environmental Fund (GEF) - climate change mitigation, biodiversity conservation, persistent organic pollutants, international waters, chemical and hazardous waste
2. Green Climate Fund (GCF)
3. Adaptation Fund Board (AFB)
4. European Union (EU) - GCCA+ and Switch Africa Green, ECOFish
5. Agence Française de Développement (GCF co-financing)

### **International Strategic Partners (based nationally)**

1. IOC – climate change adaptation, disaster risk reduction, and biodiversity
2. IORA - Blue Economy and DRR
3. World Bank – social inclusion and blue economy
4. IMF
5. Australian High Commission - energy and gender
6. African Development Bank