### Country: Mauritius

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY[[1]](#footnote-1)**

### Reporting period: 2013 - 2016

### **I. EXECUTIVE SUMMARY**

**INTRODUCTION**

Mauritius is classified as an upper Middle Income Country (MIC) and has graduated to a UNDP differentiated presence in January 2016. The United Nations presence in Mauritius is limited to only two agencies being resident in the country i.e. United Nations Development Programme (UNDP) and World Health Organization (WHO). UNDP’s operating environment in Mauritius is therefore slightly different than most CO’s coupled with having had no United Nations Development Assistance Framework (UNDAF) since 2004. The CO is also responsible for the Seychelles Country Programme, with the Resident Representative being based in Mauritius. As a differentiated presence CO with a limited donor base, CORE allocation is reduced which requires the CO to develop innovative strategies to mobilize resources to support the government of Mauritius to meet its development challenges. TRAC resources in a differentiated presence are limited to $150,000 per annum.

Notwithstanding the above operating environment, the Country Programme 2013 – 2016 was developed within the United Nations common framework of assistance and converging towards a Delivering as One Programme. The UNDP CO has contributed positively to sustainable development in Mauritius in three major programmatic areas (i) Democratic Governance, (ii) Poverty Reduction and Social Inclusion and (iii) Environmental and Sustainable Development.

In the first area, **democratic governance**, the key area of support was strengthening the integration of the planning, budgeting and execution framework to improve public-sector efficiency. **Achievements include:** UNDP technical support contributed to the design of an on-line budgeting system for Government, whose version 1 has been completed. The system has on-line access to non-financial performance indicators which include numeric as well as descriptive data with a view to improve performance monitoring of government services. UNDP technical assistance, including website development and training of IT and HR government officials, has led to the design of a Learning Management System (LMS) for the Civil Service, accessible on a Government website. 12 on-line courses have been developed for public officers, all offering consistent delivery of content, on-demand availability and self-pacing. The brokering and awareness-creation role of UNDP and the quality of its technical assistance was acknowledged by the prestigious International Social Security Association (ISSA) Good Practice Award for Africa 2014 which the SRM won in 2014 The SRM is now regarded as a multi-pronged framework with potential to promote a holistic approach to poverty alleviation and reducing income inequalities, which have been rising since the early 2000s. Capacity of government agencies (Ministry of Social Integration and National Empowerment Foundation) in public service delivery to the poor has been improved through the updating of the Social Register of Mauritius (SRM) database. Over 40,000 households are now registered in the SRM and poorest 12,000 households identified to benefit from future pro-poor policies. 80 public officials trained and have capacity in statistical analysis on social protection schemes. Key government personnel have increased capacity to use foresight techniques to strengthen planning and decision making as part of civil service reforms. Despite these achievements, efficiency in the public sector has slowed down and exacerbated by a weak monitoring and evaluation culture inhibiting effective planning, budgeting and tracking performance of public institutions. Gender mainstreaming, which UNDP has championed in 20 of 24 ministries, into sector strategies remains weak.

In the second area **Poverty Reduction and Social Exclusion**, emphasis was on supporting community-based organizations intended to directly combat poverty and exclusion in pilot depressed areas and providing technical assistance for the formulation of pro-poor national strategies.

This included supporting a capacity development strategy enabling public institutions and non-state actors to contribute directly to reducing poverty and exclusion, increasing citizen participation for greater transparency, women economic empowerment and improving performance by establishment of a monitoring and evaluation system. **Achievements include:** Development of the Marshall Plan against Poverty and implementation of nation-wide training programme under the National Common Strategy of NGO, including sensitization activities to fight gender-based violence and alcoholism.. Despite these achievements increasing inequality and poverty remains, with women headed households and the youth facing the major brunt. Women still remain underrepresented in decision making bodies (12% in parliament,, 5.6% corporate boards- Mauritius Gender Statistics) and gender based violence also still persist with 24% of women reporting to have experienced some form of Gender-Based Violence (Gender Links: 2012).

In the third area **Environmental and Sustainable Development** support was focused in development of a green economy that ensures decent work, social inclusion and gender equality**. Achievements include**: 53,481 tCO2 of direct emissions reductions due to the establishment of a feed-in tariff. This was above the target of 42,000 tonnes of CO2 emissions, energy production increased from 0.2 ktoe in 2013 to 2.1 ktoe in 2014 and 5 x 2 Mega Watts of Photo Voltaic (PV - solar) installed and produces electricity for domestic purposes. 2,000 households now have access to renewable energy. Development of a national Early Warning System for the Mauritius Meteorological Service, the first of its kind in a SIDS. Control of invasive alien species through partnership with the private sector, private landowners and NGOs. A national chemical profile and action plan has been developed for improved waste management. 320 ha of land cleared of Invasive Alien Species. Delay in project implementation due to a combination of inefficient national implementation management and overly optimistic project designs has affected achievement of most of the programme results.

### **II: Country Programme Performance Summary**

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| **Country information** |  |
| **Country name: Mauritius** |
| **Current country programme period: 2013- 2016**  |
| **Outcomes** | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **26. Improved capacity of government agencies in Strategic Planning, programme-based budgeting and effective public service delivery.** | $1,096.066 | 1. *Number of ministries improving public service delivery as shown in annual report performance in outcome achieved and outputs delivered.*
 | 1. Capacity of government agencies (Ministry of Social Integration and National Empowerment Foundation) in public service delivery to the poor has been improved through the updating of the Social Register of Mauritius (SRM) database. Over 40,000 households are now registered in the SRM and poorest 12,000 households identified to benefit from future pro-poor policies.
2. 80 public officials (form Ministry of Social Security, Ministry of Finance and Statistics Mauritius) have capacity in statistical analysis in social protection schemes strengthened
3. In 2015 50 key government and civil society personnel capacitated to use foresight techniques to strengthened planning and decision making.
4. Mandatory annual performance reports in all Ministries and Departments introduced in 2015.
5. On-line budgeting system for monitoring of government services developed and accessible to all Ministries in 2016.
6. 10 proposal developed to promote social inclusiveness and social entrepreneurship to inform formulation of the Government Program 2015-2020, in areas such as policies on maternity leave and setting up of incubators for social enterprises.
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| **UNDP Contribution:**The UNDP contribution identified in the CP was to strengthening the integration of the planning, budgeting and execution framework to improve public-sector efficiency.CP Outputs:The UNDP CP identified the following major outputs to support the Government in achieving this outcome: a) social register for Mauritius updated and analyses of the impact of social protection schemes on the poor for improved targeting improved; b) Foresight techniques to strengthened strategic planning for the civil service introduced; c) performance based budgeting and simplification of the budgeting framework endorsed; d) mandatory annual performance reports adopted by parliament for all ministries and departments and e) 10 proposal developed to promote social inclusiveness and social entrepreneurship to inform formulation of the Government Program 2015-2020, in areas such as policies on maternity leave and setting up of incubators for social enterprises.Progress and Achievements:Over the programme cycle the government of Mauritius has strengthening targeting of the poor resulting in the registration of over 40,000 household and identification of the poorest 12,000 through updating of the Social Register of Mauritius (SRM) as evidenced by the 2015 Mid-term Evaluation. This has informed the development of new social protection policies and programme including the Marshall Plan on Poverty to improve service delivery to the poor. Capacity of 80 public officials drawn from the Ministry of Social Security, Ministry of Finance and Statistics Mauritius in statistical analysis strengthened evidenced by the Statistical Office able to o determine the multidimensional poverty rate in Mauritius at 7.5% in 2012 based on the generalized poverty line. With technical assistance from UNDP an on-line budgeting system V1 for Government, has been designed for improving performance monitoring of government services. Additionally with UNDP technical support 10 proposal have been developed to promote social inclusiveness and social entrepreneurship to inform formulation of the Government Program 2015-2020, in areas such as policies on maternity leave and setting up of incubators for social enterprises. |
| **27. Capacity of public sector, Non-state actors and vulnerable groups strengthened to promote a coordinated approach in policy formulation and implementation for a more equitable, inclusive society.** | $ 602,435 | 1. Progress on MDG indicators for poverty reduction, gender equality and women’s empowerment
2. Improving the quality of education
 | a. First comprehensive evaluation of national programme to gauge effectiveness of government programmes conducted and findings have been endorsed by cabinet. b. e-Learning and assessment mechanisms for social assistance mechanisms, policy reform proposals to increase women and men's access to social protection schemes targeting the poor developed.c. 2015 3 NGO platforms composed of over 30 local associations equipped with new models of service delivery. The target has been met as agreed at the start of the programme. d. Two (2) monitoring systems established at National Empowerment Foundation and the Ministry of Social Integration and Economic Empowerment  |
| **UNDP Contribution:**The UNDP contribution identified in the CP was focused on improving the living standards of the human development index and on the empowerment and labour market dimension of the gender inequality indexes. These included supporting a capacity development strategy enabling public institutions and non-state actors to contribute directly to reducing poverty and exclusion, increasing citizen participation for greater transparency, women economic empowerment and improving performance by establishment of a monitoring and evaluation system.CP Outputs:The indicative outputs; a) Capacity on monitoring and Evaluation capacity within the M&E Unit at the Ministry of Finance and the Prime Minister's Office (National Development Unit strengthened b) e-Learning and assessment mechanisms for social assistance mechanisms, policy reform proposals to increase women and men's access to social protection schemes targeting the poor developed and forwarded to cabinet for endorsement c) UNDP has enhanced the capacity of non-state actors and vulnerable groups in policy formulation and implementation of NGO projects towards a more equitable and inclusive society through the design and implementation of a training strategy for non-state actors with other stakeholders and d) public sector capacity to monitoring social programmes has been developed through the design and implementation of an M & E Manual to assist the National Empowerment Foundation and the Ministry of Social Integration and Economic Empowerment in implementing an effective monitoring and evaluation (M&E) system. Progress and Achievements There are early signs that the monitoring and evaluation (M&E) capacity within the Ministry of Finance M&E Unit and National Development Unit in the Prime is improving evidenced by leading the first comprehensive national programme on evaluation to gauge effectiveness of government programmes and these findings have been endorsed by cabinet. As indicated in the 2015 Mid-term evaluation of the CP, accountability and transparency over the use of public funds by government ministries and departments has been strengthened through UNDP technical assistance leading to the adoption by the National assembly of mandatory annual performance reports, introduction of performance based budgeting and simplification of the budgeting framework within government. Additionally UNDP as part of civil service reform and contribution to improved service delivery capacity of government personnel in foresight techniques in partnership with Global Centre for Public Service Excellence was built to enhance planning and development of an on-line Learning Management System (LMS) for the Civil Service. A total of 9 courses have been designed and offers a number of outstanding advantages for public institutions and for staff, including consistent delivery of content, on-demand availability and self-pacing training. Full roll-out is expected in 2016. Mauritius government is only the second country in Africa to have developed an LMS for the entire civil service.  |

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| 28. **Achieving environmental sustainability while addressing climate change and ensuring more effective environmental protection and conservation of natural resources.** | $9,444,787  | a. Percentage of terrestrial and marine areas under conservationb. Energy intensity of growth per unit of gross domestic c. Percentage of renewable energy on the national grid | a.100% protection of costal mangroves achieved at targeted community.b. The project has resulted in 53,481 tCO2 of direct emissions reductions due to the establishment of a feed-in tariff. This was above the target of 42,000 tonnes of CO2 emissions.c. Energy production from PV installations using Grid codes increased ten-fold from 0.2 ktoe in 2013 to 2.1 ktoe in 2014. d. 5 x 2 Mega Watts of Photo Voltaic (PV - solar) plant has been installed to produce electricity for domestic purposes. 2000 households now have access to renewable energy. This target was been met as agreed at the start of the programme.e. Energy intensity improved from 0.73 in 2013 to 0.72 in 2014 f. 30 industrial facilities have received industrial energy audits through SIDS-Dock. In a follow-up survey, 20 reported energy savings as a result. g. 220,000 students informed of climate change and climate change adaptation. g. National Chemicals Profile, and a Mercury Initial Assessment conductedh. National Early Warning System (EWS) for incoming storm surge developed which now provides for the safety and security of 100% of coastal inhabitants where previously there was no formal centralized mechanism in place.i. 320ha of land cleared of Invasive Alien Species, this is below the expected target of 500 ha. j. Percentage of endangered species maintained at current level ie 94% for floral species.  |
| **UNDP Contribution:**The UNDP contribution identified in the CP was on development of a green economy that ensures decent work, social inclusion and gender equality. CP OutputsThe indicative output(s) are a) 100% protection of costal mangroves achieved at targeted community b) GHG emissions decreased in the manufacturing sector by 4.1% (53,481 tCO2 of direct emissions reductions due to the establishment of a feed-in tariff above target of 42,000 tonnes of CO2 emissions); c) Energy production increased from 0.2 ktoe in 2013 to 2.1 ktoe in 2014 and 5 x 2 Mega Watts of Photo Voltaic (PV - solar) installed and produces electricity for domestic purposes. 2000 households now have access to renewable energy; d) energy intensity improved from 0.73 in 2013 to 0.72 in 2014 marking the third consecutive year of improvement at national level; e) National Chemicals Profile and a Mercury Initial Assessment conducted to improve chemicals and wastes management resulting in cabinet approval of action plans targeted at waste disposal; f) 30 industrial facilities have received industrial energy audits through SIDS-Dock. In a follow-up survey, 20 reported energy savings were observed as a result; g) National Early Warning System (EWS) for incoming storm surge developed resulting in reduced vulnerability of people, infrastructure, and livelihood assets of the costal inhabitant and h) Public and private engineers have been trained in coastal engineering and public officers and cadres from relevant Ministries and para-statal bodies have been trained in environmental economics applied to coastal zone management to increase national capacities in face of Climate ChangeProgress and AchievementsUNDP support has strengthened capacity of coastal communities of the South-East of Mauritius on the importance of Mangroves for coastal protection. Behaviour change in the targeted community is already evident as no acts of vandalism reported so far as compared to previous project in the same area where mangrove seedlings were destroyed by the communities. Women's empowerment in the same domain also progressed through the planting of 20,000 mangroves involving the local community and civil society at Grand Sable.In terms of Biodiversity protection, there has been good progress concerning the network of protected areas through the Signature of MOUs between Government and Private marking the first time that such an agreement has been brokered between the private and the public sector in Mauritius. Clearing invasive alien plants on State-owned land and has completed an Agreement with private-sector landowners to fund them to do the same in the privately-owned or leased forests. Energy production from PV installations using the UNDP supported Grid codes also increased ten-fold increasing from 0.2 ktoe in 2013 to 2.1 ktoe in 2014 Furthermore, in line with the CPD target, the 5x2 MW PV plants are now all past the permitting stage and are targeted to be operational in 2016. 2000 household now have access to renewable energy source. 30 industrial facilities have received industrial energy audits through SIDS-Dock. This has resulted in a heightened level of awareness of the need for increased protection of endemic species and efficient use of resources. A follow up survey conducted revealed that 20 reported energy savings were observed as a result.With UNDP technical support, the Mauritius Meteorological Service developed a national Early Warning System (EWS) for incoming storm surge, which now provides for the safety and security of 100% of coastal inhabitants where previously there was no formal centralized mechanism in place. This EWS developed with the support of UNDP significantly reduces the physical vulnerability of people, infrastructure, and livelihood assets. In this respect, coastal protection from the human point of view has exceeded the requirements of the Country Programme. |
| **Please add rows above for additional outcomes as appropriate** |
| Summary of evaluation findings (e.g. from outcome and project evaluations, UNDAF reviews, and other assessments)Under the period of review, a number of projects and outcome evaluations have been conducted. A mid-term evaluation of the current cycle was conducted. Key Achievements:* Clearing invasive alien plants on State-owned land and has completed an Agreement with private-sector landowners to fund them to do the same in the privately-owned or leased forests.
* The early warning system installed and implemented (to link with existing early warning systems for cyclones) with communication established to the national coast guard at headquarters down to coastal communities;
* Vulnerable physical, natural, and social assets strengthened in response to climate change;
* A handbook on coastal adaptation packaged as training modules for coastal communities, relevant government agencies, NGOs and CBOs, and private sector stakeholders (such as hotel operators) and training sessions delivered on a regular basis throughout the program (at least twice annually), supported with regular training-of-trainers sessions with NGOs and CBOs;
* Establishment of grid connected solar PV technology based power generation facilities at Mauritius. The project has been able to create capacity of about 10 MW, which is the target capacity by 2025 for solar PV as per the strategy of the government;
* 30 industrial facilities have received industrial energy audits through SIDS-Dock. In a follow-up survey, 20 reported energy savings as a result;
* The establishment of the Social Register of Mauritius (SRM) as the backbone of social policies;
* 10 proposal developed to promote social inclusiveness and social entrepreneurship to inform formulation of the Government Program 2015-2020 ( Marshall Plan Against Poverty);
* The establishment of the Electronic Learning System (ELS) as a new platform for in-service training of civil servants;
* the support to energy and environment serves as a strong catalyst for the work towards sustainable development in Mauritius, and assists the Government in achieving good progress in the implementation of international conventions;
* Government priorities in long-term strategic planning and Programme Based Budgeting (PBB) have seen significant changes, good progress towards building capacity for more accountability and governance has been made. A ‘performance culture’ in both public sector and among NSAs now seems to be emerging as a result of the support;
* A Memorandum of Agreement was signed between the Grand Sable Fishermen Association and the Ministry of Environment and Sustainable Development for 20,000 mangrove seedlings that were planted in the lagoon areas of Grand Sable, Petit Sable, and Quatre Soeurs by the Grand Sable Fishermen Association (GSFA), which comprises 51 members (fishers);
* Coastal communities of the South-East of Mauritius are being sensitized to the importance of Mangroves for coastal protection and involved in the plantation and awareness raising process. Women in particular were trained to engage in community-level sensitization, on the importance of mangrove to disaster risk reduction and livelihoods. This changed attitudes and practices related to mangrove destruction and engaged stewardship over mangrove plantations;

Major Lessons Learnt:* Delays in project implementation mean that the legal context in which project execution happens may change over time and adaptive management is needed;
* Leveraging partnerships and international cooperation seem to be an untapped potential for further donor cooperation. Mauritius is not a signatory to the Paris Declaration on Aid Effectiveness and donor harmonization currently happens on a case-by-case basis;
* Significant delays in some cases, are not because of a lack of relevance and ownership, but rather due to a combination of inefficient NIM and perhaps too optimistic project designs;
* Repetitive cuts of UNDP core resources and unfulfilled budgetary commitments from other partners have resulted in scaling down of operations, as they reduced the ability to organize mobilization activities and to replace some staff;
* The need for a comprehensive and holistic approach to solving the coastal zone management problem as a requirement;
* Instituting a longer term monitoring system is critical for sustainability. Sustainability must be considered during the design stage.
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III. Country Programme Resources (2013-2015 expenditure)

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| **Focus Area** | **Programme Expenditure ($)** | **% of Total** |
|  | Regular (TRAC) | Other | Total |  |
| Democratic Governance  | 770,308 | 210,683 | 980,991 | 7.58% |
| Poverty and MDGs | 509,945 | 82,527 | 592,472 | 4.58% |
| Environment and Sustainable Development | 78,840 | 11,289,060 | 11,367,900 | 87.84% |
| Total | 1,359,093 | 11,582,270 | 12,941,363 |  |

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| **Data sources: (please indicate the main sources from which data were obtained for this report.)**  |
| * Country Programme Document 2013 – 2016
* Results Oriented Annual Report, ( 2013, 2014 and 2015)
* Terminal Evaluation of the Sustainable Management of Persistent Organic Pollutants in Mauritius
* Mid-Term Evaluation of the UNDP/GEF Project of Removal of Barriers to Solar PV Power Generations in Mauritius , Rodrigues and the Other Island
* Mid-term Evaluation of the Climate Change Adaptation in the Coastal Zone of Mauritius Project
* Mid-term Evaluation on Expanding Coverage and Strengthening Management Effectiveness

of the Protected Area Network on the Island of Mauritius * Terminal Evaluation for the Removal of Barriers to Energy Efficiency in Buildings in Mauritius
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1. This assessment of results is to be prepared only in the absence of a completed Assessment of Development Results (ADR) for the cycle. [↑](#footnote-ref-1)