

## Final Evaluation Management Response

[Mauritius/ 8 February 2023]

- 1) United Nations Country Team (UNCT) in Country Mauritius welcomes the final independent evaluation of the Strategic Partnership Framework 2019 – 2023.
- 2) As the evaluation pointed out, UNCT is facing the challenge of weaken focus, as most UN Agencies were thinly spread across the 6 outcomes. As such, we are pleased to report that, at the time of drafting the Management Response Plan, the design of the next Cooperation Framework has reached an advance stage. Several consultations have been held with the government and the next CF will contain only 3 Outcomes and 8 Outputs.
- 3) The management response for each recommendation is provided below.

### Management Response to the evaluation recommendations

| Recommendation 1 – Relevance and adaptability  |  | Accepted                        |                  |                             | Progress |
|--|--|---------------------------------|------------------|-----------------------------|----------|
| The development of the successor SPF 2024-2028 should be informed by the Common Country Analysis Report, national development frameworks and recommendations drawn from the implementation of the 2019-2023 SPF. |  |                                 |                  |                             |          |
| <b>Explanation</b>   |  |                                 |                  |                             |          |
| <b>Actions to be taken</b>   |  | <b>Responsible entity/ies</b>   | <b>Timeframe</b> | <b>Resource implication</b> |          |
| A new CCA was developed and Final evaluation done prior to the drafting of the new CF  |  | UNCT<br>Government of Mauritius | Aug 2023         | USD 150 000                 | Done     |
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| <b>Recommendation 2 – Relevance and adaptability</b><br><br>The design of the successor SFP 2024-2028 should have a strong risk management plan supported with allocation of resources for unforeseen disasters that may affect effective smooth implementation of the CF. |                                 | <b>Partially accepted</b> |                             |             |
| <b>Explanation</b><br>Actions relating to risk management will be embedded in the CF, rather than separately allocating resources  |                                 |                           |                             |             |
| <b>Actions to be taken</b>   | <b>Responsible entity/ies</b>   | <b>Timeframe</b>          | <b>Resource implication</b> |             |
| (a) Ensure comprehensive Multidimensional Risk Framework, on a consultative and participatory basis, including foresight exercises with various stakeholders   | UNCT<br>Government of Mauritius | Jan - Aug 2023            | USD 10 000                  | In progress |
|  |                                 |                           |                             |             |
| <b>Recommendation 3 – Coherence</b><br><br>The successor SPF should include a Theory of Change (ToC) outlining how planned results will be attained (pathways of change), expected outcomes, assumptions and risk assessment and risk mitigation measures.                 |                                 | <b>Accepted</b>           |                             |             |
| <b>Explanation</b>   |                                 |                           |                             |             |
| <b>Actions to be taken</b>   | <b>Responsible entity/ies</b>   | <b>Timeframe</b>          | <b>Resource implication</b> |             |
| (a) Convene a visioning exercise with the government   | UNCT<br>RCO                     | By Mid-2023               |                             | Done        |
| (b) Reviewing of the ToC by technical staff of the PMT   |                                 |                           |                             | In progress |

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| <b>Recommendation 4 – Coherence</b>   |                               | <b>Partially accepted</b> |                             |             |
| Develop Agency Programmes aligned to the successor SFP only in areas of comparative advantage.  |                               |                           |                             |             |
| <b>Explanation</b><br>The focus may be rather placed on collective areas of strengths. Moreover, agency programmes are linked to agencies' mandates, and not all agencies have programme documents. |                               |                           |                             |             |
| <b>Actions to be taken</b>  | <b>Responsible entity/ies</b> | <b>Timeframe</b>          | <b>Resource implication</b> |             |
| (a) Focus on areas of collective strength in designing the CF   | All UN Agencies               | By end 2023               |                             | In progress |
|   |                               |                           |                             |             |
| <b>Recommendation 5 – Effectiveness</b>   |                               | <b>Accepted</b>           |                             |             |
| Planning for the development of the successor SPF should be widely consultative to include all strategic stakeholders (All participating UN Agencies, Government, Private Sector and CSOs).         |                               |                           |                             |             |
| <b>Explanation</b>  |                               |                           |                             |             |
| <b>Actions to be taken</b>  | <b>Responsible entity/ies</b> | <b>Timeframe</b>          | <b>Resource implication</b> |             |
| (a) Convene a UNSDCF Consultative Workshop with government, CSO and private sector (13 <sup>th</sup> & 16 <sup>th</sup> December 2022)  | RCO                           | Q1 2023                   | 10 000<br>10 000            | Done        |
| (b) PMT Prioritization Retreat (24 <sup>th</sup> – 26 <sup>th</sup> January 2023)   |                               |                           |                             |             |
| (c) Hold a UNCT/Govt Prioritization Retreat 20-21 March   | UNCT                          | Q1 2023                   | 10 000                      | Done        |
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| <b>Recommendation 6 – Effectiveness</b><br><br>The successor SPF 2024-2028 should have a strong Results Framework (RF) with indicator data that can be measured and tracked. The RF should have baseline data, targets and sources of data. |   | Accepted                          |                             |             |
| <b>Explanation</b>  |   |                                   |                             |             |
| <b>Actions to be taken</b>  | <b>Responsible entity/ies</b>                               | <b>Timeframe</b>                  | <b>Resource implication</b> |             |
| (a) Results framework will be carefully build in consultation with UN agencies and government.  | UNCT  | August 2023                       |                             | In progress |
| (b) Do a proper mapping of available data, with baselines and define targets with government, and specify data sources  | Government of Mauritius                                     | Q1 2023                           |                             | In progress |
|   |   |                                   |                             |             |
| <b>Recommendation 7 – Effectiveness</b><br><br>Strengthen national systems for generations of indicator data that informed the successor SPF 2024-2028  |   | Accepted                          |                             |             |
| <b>Explanation</b>  |   |                                   |                             |             |
| Data will be in a holistic manner a cross-cutting priority.   |   |                                   |                             |             |
| <b>Actions to be taken</b>  | <b>Responsible entity/ies</b>                               | <b>Timeframe</b>                  | <b>Resource implication</b> |             |
| (a) Setting up of Working Group (WG) with the Statistical office  | Central statistical Office and Relevant Government Agencies | Annually from 2023 to end of 2028 |                             | In progress |
| (b) Support the implementation of the NSDS  | Data WG   |                                   |                             | In progress |

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| <b>Recommendation 8 – Effectiveness</b><br><br>Capacities of SPF key stakeholders (UN programme staff, SPF M&E Group, Government, Private sector and CSOs) in Result Based Planning, implementation, monitoring and Evaluation should be enhance | <b>Accepted</b>               |                  |                             |             |
| <b>Explanation</b>   |                               |                  |                             |             |
| <b>Actions to be taken</b>   | <b>Responsible entity/ies</b> | <b>Timeframe</b> | <b>Resource implication</b> |             |
| (a) UNINFO Training (9 <sup>th</sup> – 12 <sup>th</sup> August 2022)<br>(b) Distinction between Programme staff and M&E staff  | RCO                           | Done             | 10 000                      | Done        |
| (c) Setting up of M&E Taskforce, capacity-building embedded within the WP  | UNCT                          | By end 2023      |                             | In progress |
| <b>Recommendation 9 – Effectiveness</b><br><br>Popularise the content of the results Framework for the successor CF 2024-2028 for stakeholder buy-in and use of the framework for programming monitoring and evaluation                          | <b>Accepted</b>               |                  |                             |             |
| <b>Explanation</b>   |                               |                  |                             |             |
| The M&E group should be included as a responsible entity.  |                               |                  |                             |             |
| <b>Actions to be taken</b>   | <b>Responsible entity/ies</b> | <b>Timeframe</b> | <b>Resource implication</b> |             |
| (a) UNPCG workplan will include a strong element on the CF   | UNCT, PCG, RCO                | By end of 2023   |                             | In progress |
|  |                               |                  |                             |             |

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| <b>Recommendation 10 – Effectiveness</b><br><br>The UN in collaboration with the Government should work towards stakeholder buy-in of planned SPF programme and results framework for greater utilization of the results framework. The effective engagement of the private sector is key for the country context. |                                 | Accepted         |                             |      |
| <b>Explanation</b>   |                                 |                  |                             |      |
| <b>Actions to be taken</b>   | <b>Responsible entity/ies</b>   | <b>Timeframe</b> | <b>Resource implication</b> |      |
| (a) Consultative workshop with all sectors   | RCO                             | By Q1 2023       | USD 10 000                  | Done |
|  |                                 |                  |                             |      |
| <b>Recommendation 11 – Effectiveness</b><br><br>The UN in collaboration with the Government should consider fewer outcome areas for greater impact of planned outcomes.  |                                 | Accepted         |                             |      |
| <b>Explanation</b>   |                                 |                  |                             |      |
| <b>Actions to be taken</b>   | <b>Responsible entity/ies</b>   | <b>Timeframe</b> | <b>Resource implication</b> |      |
| (a) Ensure Outcome areas are proportionate to capacity in design of new UNSDCF: 3 Outcomes and 8 Outputs   | UNCT<br>Government of Mauritius | By Mid 2023      |                             | Done |
|  |                                 |                  |                             |      |

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| <b>Recommendation 12 – Effectiveness</b><br><br>Prioritisation of UN agency contributions to the planned results is critical for effectiveness of delivery of the programme and impact. UN agencies should therefore focus only in areas of their comparative advantages and avoid spreading themselves thinly across all outcome areas of the SPF. |                               | Partially accepted |                             |                 |
| <b>Explanation</b><br>The focus can be rather placed on collective advantages, rather than restricting agencies to comparative advantages, with the solution of prioritizing fewer outcomes and outputs.  |                               |                    |                             |                 |
| <b>Actions to be taken</b>  | <b>Responsible entity/ies</b> | <b>Timeframe</b>   | <b>Resource implication</b> |                 |
| (a) Prioritizing fewer outcomes and outputs   | UNCT/ RCO                     | By Mid 2023        |                             | Done            |
|   |                               |                    |                             |                 |
| <b>Recommendation 13 – Effectiveness</b><br><br>Enhance the use of UNINFO platform for tracking performance of the successor SPF. To this end, capacities of all UN on the utilisation of the platforms should be enhanced  |                               | Accepted           |                             |                 |
| <b>Explanation</b><br>Responsible entity may be the M&E taskforce.  |                               |                    |                             |                 |
| <b>Actions to be taken</b>  | <b>Responsible entity/ies</b> | <b>Timeframe</b>   | <b>Resource implication</b> |                 |
| (a) Establish M&E Group/taskforce and capacitate M&E Group and PMT to utilize UNINFO  | UNCT                          | By End 2023        |                             | In progress     |
| (b) Quartely refreshers sessions on UNINFO  | RCO                           | Continuous         |                             | Not started yet |
| (c) Quartely update in UNINFO   | M&E TT                        | Continuous         |                             | Not started yet |

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| <b>Recommendation 14 – Efficiency</b><br>Develop a UNCT gender mainstreaming strategy for the effective implementation of the UNCT SWAP- Scorecard  | <b>Accepted</b>               |                  |                             |                 |
| <b>Explanation</b>  |                               |                  |                             |                 |
| <b>Actions to be taken</b>  | <b>Responsible entity/ies</b> | <b>Timeframe</b> | <b>Resource implication</b> |                 |
| (a) Setting up a Gender Thematic Group  | RC/UNCT                       | Q2 2023          |                             | In progress     |
| (b) Hold a training on Gender mainstreaming, SWAP and Gender Marker   | UN Women                      | Q2 2023          | 10 000                      | In progress     |
| <b>Recommendation 15 – Efficiency</b><br>Develop JWP for the successor SPF.   | <b>Accepted</b>               |                  |                             |                 |
| <b>Explanation</b>  |                               |                  |                             |                 |
| <b>Actions to be taken</b>  | <b>Responsible entity/ies</b> | <b>Timeframe</b> | <b>Resource implication</b> |                 |
| (a) Convene the technical staff to develop a Joint Work Plan for the implementation of the next CF  | PMT/RG/UNCT                   | End 2023         |                             | Not started yet |
|   |                               |                  |                             |                 |
| <b>Recommendation 16 – Efficiency</b><br>Annual reports of CFs to include monitoring of five programming principles such as gender and human rights, results focus, GEWE, and risk programming. | <b>Partially accepted</b>     |                  |                             |                 |



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| <b>Explanation</b>  |                               |                  |                             |             |
| The five programming principles are already monitored annually through the Integrated Management Survey and the Annual reports have guidelines set by DCO |                               |                  |                             |             |
| <b>Actions to be taken</b>  | <b>Responsible entity/ies</b> | <b>Timeframe</b> | <b>Resource implication</b> |             |
| (a) Continue annual monitoring through IMS  | RCO<br>UNCT                   | End 2023         |                             | In progress |
| <b>Recommendation 17 – Efficiency</b>   | <b>Accepted</b>               |                  |                             |             |
| <b>Efforts to be made to incorporate at least one gender responsive outcome indicator across selected pillars of the SPF</b>                              |                               |                  |                             |             |
| <b>Explanation</b>  |                               |                  |                             |             |
| <b>Actions to be taken</b>  | <b>Responsible entity/ies</b> | <b>Timeframe</b> | <b>Resource implication</b> |             |
| (a) Gender Development Index will be included as one outcome indicator  | UNCT                          |                  |                             | In progress |
|   |                               |                  |                             |             |
| <b>Recommendation 18 – Coordination</b>   | <b>Accepted</b>               |                  |                             |             |
| Consider the continuation of the current three SPF coordination structures (PMT, OMT and UN Partnership and Communication Group)                          |                               |                  |                             |             |
| <b>Explanation</b>  |                               |                  |                             |             |
| <b>Actions to be taken</b>  | <b>Responsible entity/ies</b> | <b>Timeframe</b> | <b>Resource implication</b> |             |

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| (a) Confirm continuation of coordination structures, and establish M&E Group   | UNCT                          | Continuous       |                             | In progress     |
|  |                               |                  |                             |                 |
| <b>Recommendation 19 – Coordination</b><br><br>Consider establishment of an M&E Taskforce to work closely with RCO staff in tracking performance of successor SPF.                       | <b>Accepted</b>               |                  |                             |                 |
| <b>Explanation</b>   |                               |                  |                             |                 |
| <b>Actions to be taken</b>   | <b>Responsible entity/ies</b> | <b>Timeframe</b> | <b>Resource implication</b> |                 |
| (a) Setting up of an M&E Taskforce   | UNCT                          | Mid 2023         |                             | In progress     |
|  |                               |                  |                             |                 |
| <b>Recommendation 20 – Coordination</b><br><br>Consider the establishing of a Result Groups that are co-chaired by UN and Government for greater ownership and accountability of result. | <b>Accepted</b>               |                  |                             |                 |
| <b>Explanation</b>   |                               |                  |                             |                 |
| <b>Actions to be taken</b>   | <b>Responsible entity/ies</b> | <b>Timeframe</b> | <b>Resource implication</b> |                 |
| (a) Establish Results Groups, one per outcome  | RC/UNCT                       | End 2023         |                             | Not started yet |
| (b) Request the government to co-chair the RG  | RC                            | End 2023         |                             | Not started yet |