

MAURITIUS
DECENT WORK COUNTRY
PROGRAMME (MDWCP)
(2012-2014)

Country Programme Review

Final Report

January 2015

Table of Contents

		PAGES
	Acronyms and Abbreviations	2
	Executive Summary	4
1	BACKGROUND AND PROJECT DESCRIPTION	9
1.1	DWCP Framework	9
1.2	Purpose and Objectives of the Review	10
1.3	Clients	11
1.4	Review Approach and Methodology	11
1.5	Scope of Review Exercise	12
2	FINDINGS:	12
2.1	Relevance and Coherence	12
2.1(a)	Government Policy	12
2.1(b)	ILO Global and Regional Objectives	13
2.1(c)	UN Country Programme	14
2.2	Efficiency: Progress on Outputs	15
2.2(a)	General Achievement	15
2.2(b)	Managing for Results	17
2.2(c)	Capacity of Constituents	18
2.2(d)	ILO's Capacity, Comparative Advantage and Efficiency	18
2.2(e)	Financial Resources	19
2.2(f)	Knowledge Management and Sharing	19
2.2(g)	Partnership and Inter-Agency Collaboration	20
2.3	Effectiveness: Progress made on Tangible Outcomes	21
2.3(a)	General Achievement	21
2.3(b)	High Level Results	26
2.3(c)	High Level Commitments	26
2.3(d)	Sustainability	27
3	GOOD PRACTICES AND LESSONS LEARNED	28
4	CONCLUSION	29
5	RECOMMENDATIONS	30
6	APPENDIX 1: Status of Activities Implemented Under MDWCP (2012 – September 2014)	32
7	APPENDIX 2: Terms of Reference	69
8	APPENDIX 3:List of Discussants	77
9	APPENDIX 4: Budget Forecast: DWCP (2012-2014)	80
10	APPENDIX 5:Terms of Reference of Technical Committee	91
11	APPENDIX 6: Terms of Reference of DWCP Cell	94
12	APPENDIX 7: Tripartite Workshop Report	99

ACRONYMS AND ABBREVIATIONS

AREU	Agricultural Research and Extension Unit
BPO	Business Process Outsourcing
CFTU	Confederation of Free Trade Unions
CITU	Congress of Independent Trade unions
COL	Commonwealth of Learning
CSR	Corporate Social Responsibility
DRC	Documentation and Research Centre
DWCP	Decent Work Country Programme
ED	Employment Division
ESTP	Economic and Social Transformation Plan
HIC	High Income Country
HIV/AIDS	Human Immune Deficiency Virus/Acquired Immune Deficiency Syndrome
HR	Human Resource
HRD	Human Resource Development
ILO	International Labour Organisation
IT	Information Technology
LD	Labour Division
MDWCP	Mauritius Decent Work Country Programme
ME	Monitoring and Evaluation
MEF	Mauritius Employers' Federation
MEXA	Mauritius Export Association
MGECDWF	Ministry of Gender Equality Child Development and Family Welfare
MIE	Mauritius Institute of Education
MITD	Mauritius Institute of Training and Development
MLC	Mauritius Labour Congress
MLIRE	Ministry of Labour, Industrial Relations and Employment
MOH	Ministry of Health
MoU	Memorandum of Understanding
MSSNSSCWRI also MSS	Ministry of Social Security and National Solidarity, Senior Citizens' Welfare and Reform Institutions
MTUC	Mauritius Trade Union Congress
NAS	National AIDS Secretariat
NEF	National Empowerment Foundation
NEP	National Employment Policy
NERC	National Employment Resource Centre
NRB	National Remuneration Board
NMW	National Minimum Wage
NTF	National Tripartite Forum
NWEC	National Women Entrepreneurs Council
OECD	Organisation for Economic Co-Operation and Development
OSH	Occupational Safety and Health
OSHD	Occupational Safety and Health Division

PBB	Programme Based Budgeting
PILS	Prévention, Information et Lutte contre le SIDA
PSA	Portable Severance Allowance
ROAF	Regional Office for Africa
SMEDA	Small and Medium Enterprises Development Authority
TESA	Telecommunication Employees and Staff Association
TOR	Terms of Reference
TOT	Training of Trainers
TU	Trade Union
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
WHO	World Health Organisation

Executive Summary

The Mauritius Decent Work Country Programme (MDWCP) was launched in November 2008, and its first draft Programme was discussed and agreed at a tripartite workshop in May 2009.

Planned to be implemented between January 2012 to December 2014, the MDWCP was officially signed by tripartite constituents on 30 November 2012. The stakeholders were the Ministry of Labour, Industrial Relations and Employment (MLIRE), the Ministry of Social Security and National Solidarity, Senior Citizens' Welfare and Reform Institutions (MSSNSSCWRI), the Ministry of Gender Equality, Child Development and Family Welfare (MGECDFW), the Mauritius Employers' Federation (MEF), National Remuneration Board (NRB), the Small and Medium Enterprise Development Authority (SMEDA), the National Empowerment Foundation (NEF) and four (4) Trade Unions Confederations, namely Congress of Independent Trade Unions ((CITU), Confederation of Free Trade Unions(CFTU), Mauritius Labour Congress (MLC), Mauritius Trade Unions Congress (MTUC).

The MDWCP has three (3) Priorities, eleven (11) related outcomes, sixteen (16) Outputs and eighty (80) planned activities.

The three (3) Priorities are:

1. Creation of Decent and Productive Employment with the provision of adequate Social Protection,
2. Strengthening Social Dialogue, and
3. Elimination of all Forms of Discrimination.

The outcomes on Priority 1 are related essentially to the development and implementation of a National Employment Policy, creation of opportunities for decent work for the disabled and for Small and Medium Enterprises, the setting up of a National Employment Resource Centre (NERC) and the improvement of quality of employment through improved OSH.

The outcomes of Priority 2 aim at enhancing the National Tripartite Forum and the functioning of the Industrial Relations Institutions for more effective social dialogue.

The outcomes of Priority 3 promote the creation of an enabling environment for gender equality in wages, elimination of all forms of discriminations against women, people with disabilities, those living with HIV/AIDS and migrant workers.

The MDWCP review, based on activities implemented from January 2012 to October 2014 was conducted between October and November 2014. It was coordinated by the Tripartite Technical Committee on Labour & Industrial Relations with the support of the ILO Country Office in Antananarivo and the ILO Regional Office in Addis Ababa. The purpose of this review was to provide feedback on how well the ILO and its constituents have been performing under the DWCP (2012-2014) in Mauritius, highlighting good practices, making recommendations on improving delivery of decent work results.

The specific objectives of the DWCP Review were to:

- assess the appropriateness and adequacy of DWCP design,
- examine the progress made so far to achieve the outcomes,
- examine the usefulness of the strategies, partnerships and the constraints to be addressed, including the practical application of gender mainstreaming,
- evaluate the organizational capacities of the ILO Country office and the social partners with regards to the overall coordination of the programme,
- Identify the major challenges, weaknesses and strengths of the programme,
- Identify lessons learned and propose recommendations for the next step of the DWCP implementation

The major data collection methods used in conducting the Review were desk research, interviews, consultations, meetings and focus groups discussions conducted with stakeholders of different constituents. The ILO Evaluation Criteria and Methodology stated in the TOR of the review as per Appendix 2, have been used in assessing programme implementation, viz, Relevance, Coherence, Effectiveness, Efficiency, and Sustainability. The latter have served as basis for the choice of the evaluation questions set to different constituents and partners of the DWCP implementation.

This Review was conducted using a participatory approach, and all the stakeholders involved directly or indirectly with the DWCP implementation were consulted. Their views, concerns and suggestions were taken into consideration. In addition, a draft review report on the preliminary findings was shared with all internal and external stakeholders at a workshop held on 27th October 2014, where participants were invited to reflect on the findings of the review exercise. These related to the programme implementation in relation to the priorities, outputs and outcomes, lessons learned, challenges ahead and the proposed recommendations. The comments, suggestions and recommendations of participants at the workshop were incorporated into this report.

The MDWCP had 80 planned activities initially that were spread across the 3 priorities. 6 of the activities were not envisaged, 3 activities of the NRB have been merged into 1 and 2 activities of MLIRE have been merged into 1. More details are provided in Appendix 1.

Out of 80 planned activities, 33 have been completed, 14 are ongoing and 27 have not yet started. Activities that are not envisaged to be implemented are those that are no longer relevant to the constituent partners. Those that have been merged are activities with similar objectives. Those ongoing activities are scheduled to be completed by the end of the year or next year and those that have not started yet have been scheduled for 2015. Indeed, considering that the Programme was implemented in 14 months, with 19 months delay, the number of activities completed and ongoing is appreciative.

The MDWCP was found to be **relevant and coherent** with the global, regional and national goals. The MDWCP is coherent with the development goals of Mauritius and in particular with the Vision and Mission of the Ministry of Labour, Industrial Relations and Employment. The MDWCP is also coherent with the ILO Strategic Policy Framework and the Africa Decent Work Agenda. However, the MDWCP is tuned to the specificity of Mauritius, especially on the areas of

HIV/AIDS, poverty and governance. Mauritius ranks first in terms of good governance in Africa, has a low poverty rate and the lowest HIV/AIDS prevalence rate in Africa. These issues obviously carry different weightage in the terms of intervention areas, compared to other countries in the region.

In terms of **efficiency and effectiveness**, the MDWCP has made substantial achievements in the short period of its implementation, as stated above. The numbers of activities that have been completed and that are still ongoing with promising results are appreciative. It is noted that some very impressive achievements have been made in the attainment of some of the outputs and outcomes. Appendix 1 provides more details.

Mauritius ratified two ILO conventions on OSH, namely the *Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)* on 19 November 2012 and which came into force on 19 November 2013, and the *Occupational Safety and Health Convention, 1981, (No. 155)* on 25th July 2014 and which will come into force on 25 July 2015. The **Maritime Labour Convention, 2006** was ratified by Mauritius in May 2014. These are important achievements.

Given the increasing rate of unemployment since 2012, especially among youth, the development of a draft National Employment Policy (NEP) in 2014, in the context of promoting decent employment, has been more than opportune. The NEP is at an advanced stage of discussions among tripartite constituent partners and is expected to be validated and adopted by early 2015. In addition, the DWCP has triggered enhanced discussions on the introduction of National Minimum Wages and the Labour Market Information System (LMIS). ILO's assistance and technical support in the realization of these outputs have been commendable.

The high level commitment from stakeholders including the Government has been instrumental in ensuring that the programme moves forward. The Government set up an appropriate structure at the Ministry of Labour, Industrial Relations and Employment to ensure effective DWCP implementation. The already existing Tripartite Technical Committee on Labour & Industrial Relations Issues was assigned the responsibility to oversee/monitor the implementation of the MDWCP; a Desk Officer was appointed and a DWCP Cell was instituted at the MLIRE to monitor the programme. ILO appointed a Local Consultant to provide assistance and ensure effective liaison with all stakeholders in the implementation of the DWCP.

However, most of the outputs and outcomes were not reached despite appreciative number of activities conducted. Achievements of outputs and outcomes demand a set of concerted activities organized and implemented in coordination and synergy. Unfortunately the programme suffered from inadequate coordination, monitoring and evaluation. The existing evaluation mechanism did not serve the purpose and was neither output nor outcome oriented. Some of the outputs have not been fully achieved due to the following challenges:

- The DWCP had 80 planned activities that are considered to be too overloaded. Some of the activities were not relevant to the mandate and programme of constituent partners. Eight activities were either merged or left aside. Activities are still overloaded and need to be streamlined and refocused.

- The programme had a limited coverage, both in terms of geography and scope. While it did not reach the whole island, and did not cover Rodrigues, it involved only 3 Ministries and 4 Trade Unions Confederations, leaving the majority of stakeholders outside, and impeding on partnership building
- The Programme was officially signed late in November 2012, and its implementation started late in July/August 2013. However many stakeholders did start the programme implementation in 2012.
- Tripartite constituents did not have adequate capacity, both technical and financial to carry out the programme effectively.
- No budget was earmarked in advance for the implementation of the DWCP by tripartite constituents; hence financial resources posed a serious handicap in implementing the programme. Most of the activities were tied up with existing ongoing activities of the stakeholders.
- Knowledge Management and Information sharing was not adequate among stakeholders and their partners, causing very often unclear understanding of the Decent Work Agenda and impeding implementation of the DWCP.
- Structure put in place to oversee the programme implementation did not function properly, hence causing inadequate coordination, monitoring, and evaluation of the programme.

Nonetheless, the DWCP has created greater participation among its tripartite constituents in promoting social protection and strengthening social dialogue. The commitment of its tripartite constituents and ILO has been unflinching. As pointed out above, despite the official signing of the DWCP in November 2012, and the actual launch of the Programme in July/August 2013, many tripartite constituents did start appreciatively its implementation early in 2012.

ILO provided both technical and financial assistance and has been instrumental to the project takeoff, especially during the early period of the Programme development and implementation when the situation prevailing was not altogether favorable. Technical Assistance from ILO for the development of the draft National Employment Policy, the discussions on the introduction of a National Minimum Wage and for other activities has been well received by the stakeholders.

There is need, however, to draw on lessons learned, improve, adapt and refocus the programme to meet new challenges. The following are the **Recommendations** that have been formulated in consultation with all stakeholders:

1. The Government of Mauritius and social partners, to extend the DWCP (2012- 2014) till December 2015. The Technical Committee, together with the DWCP Cell, to immediately review the existing planned activities, prioritise and refocus activities and ensure that these are in tune with realistically achievable outputs, outcomes and constituents' capacity.
2. The Ministry of Labour, Industrial Relations and Employment, in consultation with ILO, to review the functioning of the MDWCP Cell and Technical Committee to enable the adoption of a proactive approach for effective follow up actions, periodic revisions and adaptation of planned activities with emerging changes.

3. The Ministry of Labour, Industrial Relations and Employment to develop strategies to facilitate the creation of additional decent and productive employment, especially among youths to ensure that unemployment decline to below 7.6% by 2015.
4. ILO, in collaboration with Government and other agencies, to strengthen capacity building of tripartite constituents on Advocacy, Programme Development and Management, including Monitoring and Evaluation, Data Collection and Analysis; Counselling, Collective Bargaining and Negotiation Skills.
5. ILO to immediately initiate follow up actions with Government and constituents to ensure that recommendations of the Review Report regarding ILO's mission are implemented.
6. The Technical Committee and the DWCP Cell to be expanded to reach to other stakeholders and hold regular follow up and evaluation meetings, as per their respective terms of reference.
7. The Technical Committee and the DWCP Cell, with assistance from ILO, to develop an effective Programme Management Information System to enable a proper monitoring, coordination, evaluation and reporting of activities against outputs and outcomes.
8. The Technical Committee and the DWCP Cell to develop an effective Knowledge Management and Sharing Mechanism that would promote better understanding of the Decent Work Agenda to enhance partnership and ensure ownership of the programme.
9. Stakeholders to develop effective resource mobilization strategies, diversify their sources of funding and assistance to ensure sustainability of the programme.
10. Stakeholders to ensure that cross-cutting issues like gender inequality, discrimination against people living with HIV/AIDS and the disabled are effectively mainstreamed in all programme activities.
11. The Ministry of Labour, Industrial Relations and Employment, with assistance from ILO and in collaboration with all tripartite constituents, to initiate the development of a new DWCP (2016- 2018) by June 2015, taking into consideration lessons learned from existing DWCP and new and emerging challenges.
12. Tripartite constituents to promote advocacy campaign to ensure that appropriate policies, including the draft National Employment Policy and that on National Minimum Wage, are adopted in consensus by all stakeholders and implemented; and that the MDWCP (2016-2018) is fully owned by all constituents.
13. The Ministry of Labour, Industrial Relations and Employment to ensure availability of additional human resources to ensure successful implementation of DWCP.
14. Ensure that the DWCP has an effective and statutory mechanism for monitoring and evaluation of activities of all stakeholders.
15. ILO to consider the renewal of the contract of the Local Consultant or alternatively to appoint a Programme Manager to ensure continued and necessary support for an effective implementation of the remaining activities of the MDWCP.

1. BACKGROUND AND PROJECT DESCRIPTION

1.1 DWCP Framework

The Mauritius DWCP 2012-2014 is a framework through which tripartite constituents and other key actors in the world of work coordinate their efforts in order to attain agreed goals and objectives in the labour and employment sector. It is also intended to align technical assistance support and resources around an achievable set of priority outcomes.

The MDWCP is a 3 year programme which was scheduled to start in January 2012 and terminate in December 2014. It was developed using a participatory approach involving tripartite constituents and all key actors through consultative forums where all issues and programme interventions were discussed and prioritised. The MDWCP was aligned with the National Development Goals, and the ILO's Decent Work Agenda, the Declaration on Social Justice for a Fair Globalization and the Global Jobs Pact, which are based on four interconnected components, namely, employment creation, fundamental principles and rights at work, social protection, and social dialogue.

The Mauritius DWCP has three **Priorities**, namely,

4. *Creation of Decent and Productive Employment with the provision of adequate Social Protection,*
5. *Strengthening Social Dialogue and ,*
6. *Elimination of All Forms of Discrimination.*

These priorities are addressed through a set of 11 outcomes, 16 outputs and 80 activities. (Appendix 1). The different outcomes are listed below.

Priority 1: Creation of Decent and Productive Employment with the provision of adequate Social Protection

- **Outcome 1.1.** Appropriate policies including the National Employment Policy, and programmes put in place leading to an increase in Decent and Productive Employment.
- **Outcome 1.2.** A more inclusive society created through the promotion of decent employment opportunities for the disabled.
- **Outcome 1.3.** Decent and quality employment opportunities for Small and Medium Enterprises (SMEs) created.
- **Outcome 1.4.** A National Employment Resource Centre set up; data collection improved as well as the Work Permit Application System within the MLIRE modernized.
- **Outcome 1.5.** Projects undertaken to improve the quality of employment with increased OSH activities and adequate training given to the social partners on OSH.

Priority 2: Strengthening Social Dialogue

- **Outcome 2.1.** Social dialogue enhanced through the National Tripartite Forum and the functioning of existing Industrial Relations institutions improved.

Priority 3: Elimination of All Forms of Discrimination

- **Outcome 3.1.** Enabling environment for gender equality promoted.
- **Outcome 3.2.** Discrimination and stigma against workers affected by HIV/AIDS reduced through greater sensitization.
- **Outcome 3.3.** Gender-neutral Wage Determining Mechanism Rendered More Effective.
- **Outcome 3.4.** Discrimination against Disabled Persons reduced.
- **Outcome 3.5.** Discrimination against Migrant Workers reduced.

While most of the MDWCP are based on capacity building, information and knowledge sharing and partnership building, it has also a strong policy development component aiming at the creation of an enabling environment for safe, secure, comfortable and pleasant working conditions. Indeed, it lays emphasis on the development of a national policy on employment, without which no meaningful programme intervention is realisable. In addition, the DWCP is tuned to reflect the reality and specificity of Mauritius in terms of its work environment.

1.2 Purpose and Objectives of the Review

Country Programme Review is a management mechanism carried out by those in charge of designing and delivering a country programme. It is carried out with full participation of the ILO constituents and other national partners, as appropriate. It enables the ILO and its partners to review their joint performance in delivering planned outputs and supporting the achievement of outcomes.

The purpose of the MDWCP review was to assess the achievements made from January 2012 to October 2014 in realizing the outcomes, get feedback for improving programme delivery, take stock of lessons learnt and challenges, propose recommendations. The review is expected to provide

- a summary of results and achievements per each of the outcomes,
- documented good practice examples or success stories,
- an analysis of relative effectiveness under each DWCP priority/outcome/output and areas for improvement,
- overall lessons learned,
- recommendations for the rest of the DWCP period.

The specific objectives of this exercise are to:

- review the appropriateness and adequacy of DWCP design,
- examine the progress made so far to achieve the outcomes,
- examine the usefulness of the strategies, partnerships and the constraints to be addressed, including the practical application of gender mainstreaming,
- review the organizational capacities of the ILO Country office and the social partners with regards the overall coordination of the programme,
- Identify the major challenges, weaknesses and strengths of the programme,
- Identify lessons learned and propose recommendations for the next step of the DWCP implementation.

1.3 Clients

The main clients of this Review are tripartite constituents in Mauritius, the ILO Country Office of Antananarivo, ILO Regional Office for Africa (ROAF), and national/international implementing partners in Mauritius. These constituents and partners also commit to move forward to make the Mauritius DWCP more rigorous and meaningful, taking into consideration the findings and recommendations of this Review Report.

1.4 Review Approach and Methodology

The major data collection methods used in the review are desk research, interviews, consultations, meetings and focus groups discussions conducted with stakeholders of different constituents. Data were collected between October and November 2014. Please refer to **Appendix 3** for the list of the main discussants. Data and information were collected from tripartite constituents, ILO staff, as well as other parties involved in the country programme development and implementation. The review is meant to providing feedback on how well the ILO and its constituents have been performing under the DWCP (2012-2014) in Mauritius, highlighting good practices, making recommendations on improving delivery of decent work results. The review was coordinated by Tripartite Technical Committee on Labour & Industrial Relations with the support from the ILO Country Office in Antananarivo and the ILO Regional Office in Addis Ababa.

All stakeholders, including the Minister and Permanent Secretary of the Ministry of Labour, Industrial Relations and Employment, the ILO Country Office Director and Evaluation Specialists from ROAF took note of and discussed the Draft Report on the preliminary findings at a Tripartite Workshop organised at Maritim Hotel, Mauritius on 27th -29th October 2014. Report of Workshop is attached at Appendix 7. Participants at the workshop scrutinised and discussed the preliminary findings of the draft Report, and made suggestions and recommendations that have been incorporated into this report. This exercise also addressed cross cutting issues like discrimination at work based on Gender, HIV/AIDS or Disability and the degree to which these have been integrated into the programme.

The analysis has been conducted on empirical evidence and also on reports from stakeholders, with the understanding that these are authentic reports of accomplishments. The analysis has enabled establish findings and conclusions in fulfillment of requirements under the Terms of Reference for this review, attached at **Appendix 2**.

1.5 Scope of Review Exercise

The review covers all activities carried out under the Decent Work Country Programme from January 2012 to October 2014, as part of a stock taking exercise. The review focuses on the

progress made on tangible outcomes directly resulting from tripartite constituents, ILO and other stakeholders' contributions.

2. FINDINGS:

The findings are grouped under the following sub sections: **Relevance and Coherence** in relation to Government Policy, ILO Global and Regional Objectives and UN Country Programme; **Efficiency** in terms of Management for Results, Capacity of Constituents including that of ILO, Financial Resources, Knowledge Management and Partnership; and **Effectiveness** in terms of High level Results and Commitments and Sustainability. These are detailed below.

2.1 RELEVANCE AND COHERENCE

2.1. (a) Government Policy

The MDWCP is coherent with Government Policy and the Vision and Mission of the Ministry of Labour, Industrial Relations and Employment, as shown below.

- **VISION STATEMENT OF THE MINISTRY OF LABOUR, INDUSTRIAL RELATIONS AND EMPLOYMENT**
 - *That all Mauritians have access to **gainful and productive employment** and that the work environment be **safe and conflict-free**.*
- **MISSION STATEMENT OF THE MINISTRY OF LABOUR, INDUSTRIAL RELATIONS AND EMPLOYMENT**
 - ***Promote decent work**, support employers and workers in creating a **safe, conflict-free and productive workplace** and facilitate access to **gainful employment**.*

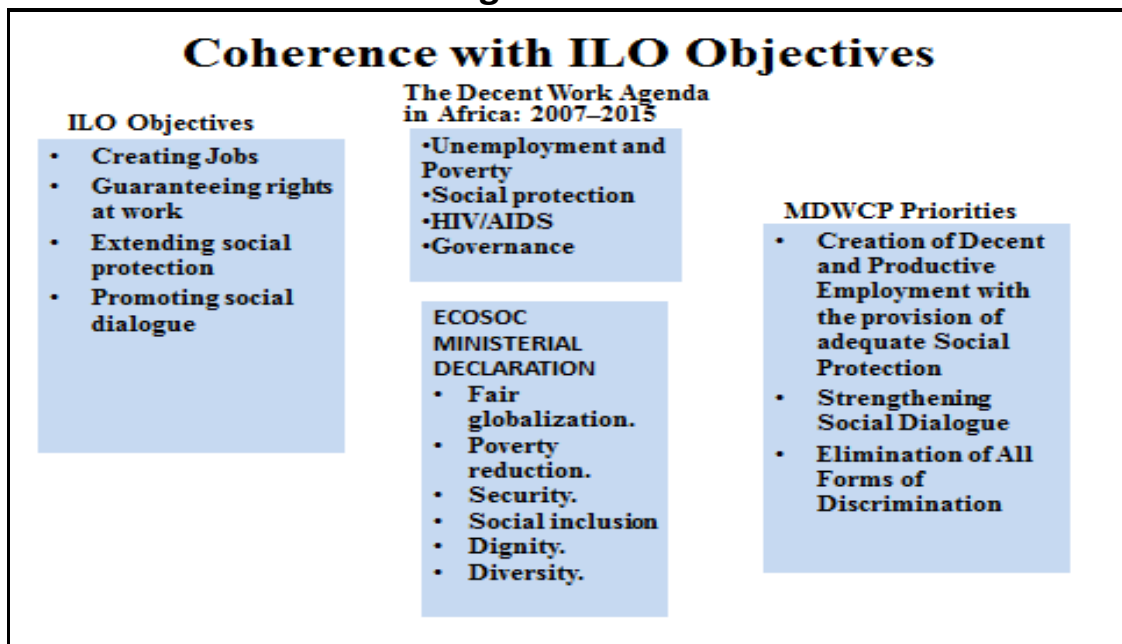
Issues related to gender, rights of workers, protection, safety and discrimination at work, are coherent and in line with the National Gender Policy Framework, Employment Right Act and the Employment Relations Act, and the Equal Opportunity Act of 2008. In addition, the MDWCP is in line with the priorities of all other national constituents, namely, the Ministry of Gender Equality, Child Development and Family Welfare, Ministry of Social Security, National Solidarity and Reform Institutions, Trade Unions, Employers' Associations and other stakeholders like NEF, SMEDA and NRB.

Relevance and coherence of MDWCP priorities with global, regional and national goals are apparent. However, it must be highlighted that these priorities were agreed by all stakeholders at a workshop held in May 2009. From 2009 to 2014, while most of development goals in Mauritius are still valid, there have been new challenges posed as a result of Government's new ambitions. On 16 April 2012, Government formulated a new **Country Programme for 2012-2015**, based on the new 10 years **Economic and Social Transformation Plan (ESTP)**. In January 2014 the new

Country Strategy Paper (2014-2018) proposes to make Mauritius a High Income Country (HIC), with a per capita income exceeding 12,000 dollars. The MDWCP needs to be adapted and harmonised with the new Government Country Programme.

While coherence of ILO priorities with national goals is appreciative, coherence among constituent partners at the implementation level of the MDWCP needs to be strengthened. Unless there is coherence among stakeholders during implementation, effectiveness and, ultimately, sustainability and impact of the programme cannot be maximized. The required synergy in partnership among constituents has been hampered by inadequate coordination. Many activities under responsibility of different constituents have been implemented in isolation. For example the issue of discrimination at work has been addressed by the Ministry of Gender Equality, Child Development and Family Welfare, Ministry of Social Security, National Solidarity and Reform Institutions, and the MLIRE, Trade Unions, and the MEF, each separately and without a coherent approach.

Figure 1



2.1(b) ILO Global and Regional Objectives

The Mauritius DWCP is relevant and coherent with the global and regional objectives. Its priorities are basically drawn from the **Four Strategic Objectives of ILO**, with gender equality as a crosscutting objective. **Figure 1** above shows the 3 priorities of the MDWCP in juxtaposition with the 4 ILO Objectives and its Decent Work Agenda in Africa (2007-2015), agreed at the Africa Union Summit in Ouagadougou in 2006 and the ECOSOC Ministerial Declaration of 2012. The ILO’s mission on social protection, employment and skill development is fully coherent with national based initiatives.

The three priority areas of MDWCP are coherent with **ILO Objectives** and its **Decent Work Agenda in Africa, (2007-2015)**, and aligned with the **2012 ECOSOC Ministerial Declaration**.

(Figure1). However, given that the MDWCP was developed in 2009, it does not reflect the language of the 2012 ECOSOC Ministerial Declaration. Though Mauritius DWCP is coherent with Africa Decent Work Agenda, it must be noted that in Mauritius the level of poverty and good governance differs from many countries of the Africa region. Absolute poverty is negligible in Mauritius and according to the **Ibrahim Index of African Governance**¹, Mauritius ranks first in terms of Good Governance in Africa. The HIV/AIDS prevalence rate in Mauritius is approximately at 0.97², the lowest in Africa. Hence the MDWCP, while in harmony with the Africa Decent Work Agenda, addresses the specificity of Mauritius.

2.1 (c) UN Country Programme

Mauritius does not have a United Nations Development Assistance Framework (UNDAF) or a UN Common Country Programme and this since the past 10 years. The development of a UN Strategic Partnership Framework is envisaged. Each of the only two UN agencies based in Mauritius, namely, the WHO and the UNDP has its own country programme. The MDWCP is coherent with the UNDP country programme.

2.2. EFFICIENCY: PROGRESS ON OUTPUTS.

2.2(a) General Achievements

The MDWCP is spread around 11 outcomes, 16 outputs and 80 planned activities. Among the 80 activities, 6 activities have been abandoned and are not envisaged to be implemented, 3 related activities of the NRB have been merged into 1, and 2 activities of MLIRE have been merged into 1. Out of these 80 activities, as at October 2014, 47 have been either completed or are on-going activities. 27 activities have been planned for 2015. Table 1 below gives a summary of programme implementation by stakeholders in quantitative terms.

Table 1: Summary of Activities Completed as at October 2014

¹ 2014 Ibrahim Index of African Governance (IIAG)

² Statistics, Ministry of Health and Quality of Life, 2013

ORGANISATIONS		PLANNED ACTIVITIES	ACTIVITIES COMPLETED	ONGOING ACTIVITIES	ACTIVITIES NOT ENVISAGED	ACTIVITIES PLANNED FOR 2015
MLIRE	ED	7	0	5	2	
	OSH	10	3	3		4
	LD	7	3	2		2 2 Activities merged
Ministry of Social Security, NSCWRI		8	6	1		1
Ministry of Gender Equality CDFW		4	3			1
NRB		3	0			3 merged into 1
NEF		3	1	1	1	
SMEDA		5	2	1		2
TRADE UNIONS* (4 Trade Unions Confederations, (CITU,CFTU,MLC,MTUC) assigned same activities)		15 (1 activity to be addressed by MLIRE)	7		1	7
MEF		18	8	1	2	7
TOTAL:		80	33	14	6	27
		*Out of 60 activities for the 4 Trade Union Confederations, (15 for each of the Trade Unions Confederations), 29 have been completed, giving an average of 7.25 per Trade Unions Confederation. Two Trade Unions, namely NTUC and CTSP, joined the DWCP since April 2014. No information is available on their contribution to the DWCP.				

In terms of coverage, the programme was limited geographically as it was not spread around the whole island and did not reach Rodrigues. Some stakeholders have reported sporadic programmes

in Rodrigues, but these have not been documented. The programme was also too overloaded for the eleven executive agencies, namely, 3 Ministries, 4 Trade Unions Confederations, the MEF, SMEDA, NRB and NEF. There has been a number of constraining factors, namely, the delay in the kick-off of the programme, the uncertainty around the roles of major actors, the lack of funds and low capacity of stakeholders. Discussion with the Antananarivo Country Director revealed that lots of efforts have had to be made at the initial stage of the Programme to make it acceptable among the tripartite constituents. The long delay from the conceptualisation and development of the DWCP to its signature and kick off bears testimony of the fragility of the whole process. A re-sensitisation and marketing of the programme was desirable, especially with change in leadership of main stakeholders, between 2008 and 2013. Risk identification and risk-mitigation measures were not adequately addressed in the programme.

Other Ministries, however, like those dealing with Health and Social Integration, Youth, and representatives of other trade unions, NGOs and the civil society, including the Media, would have widened the scope and coverage of the programme and created substantial influence. It should be noted that the DWCP involved only 4 of the 9 Trade Unions Confederations in Mauritius. Issues related to stigmatization and discrimination related to gender and people living with HIV/AIDS and with disabilities have not really been “cross-cutting”. Most of these activities have been conducted in isolation, with little involvement of tripartite constituents’ partners.

2.2(b) Managing for Results

Structures have been set up by the Government to manage the DWCP. Guided by the ILO Antananarivo Country Office, the Government entrusted the **Tripartite Technical Committee on Labour & Industrial Relations**, comprising of representatives of the three constituents of the tripartite forum to oversee the implementation of the DWCP. In addition a MDWCP **Cell** was instituted and **Desk Officer** was appointed within the Ministry of Labour, Industrial Relations and Employment to facilitate programme monitoring. The MDWCP Cell is an administrative arm comprising of representatives of different divisions of the Ministry, including the Desk Officer, responsible for ensuring that programmes are implemented as planned. The Cell met 5 times in 2013 and 16 times in 2014. It is scheduled to meet at least twice a month. The Technical Committee met only 4 times from 2013 to September 2014. According to its Terms of Reference, it is scheduled to meet at least every two months. The Terms of Reference of the Technical Committee and the DWCP Cell are annexed at Appendices 5 and 6. At the request of MLIRE, a **National Consultant** was recruited in October 2013 by ILO to monitor the Programme and serve as liaison between ILO, Government and all the other stakeholders of the MDWCP.

However, Monitoring and Evaluation of the DWCP have not been conducted appropriately. The Technical Committee on Labour and Industrial Issues has other responsibilities besides monitoring and evaluation the DWCP, and very often the activities of the DWCP as reported at the meetings have been a mere stock taking exercise. The Technical Committee, responsible for the overall monitoring of the DWCP is under the apex body, namely the National Tripartite Forum (comprised

of 5 Technical Committees) and is considered to be “an Advisory and Monitoring Committee”. By December 2013, the role and functions of the MDWCP Cell, Desk Officer and the Technical Committee were still confusing to members³.

The MDWCP has a fairly elaborate Monitoring and Evaluation Plan, which has not served its purpose. A Monitoring and Evaluation (ME) Form, currently used, is activity-oriented and cannot be used as impact/outcome assessment. The ME Form serves to certify work accomplished and has not been utilised for any result-based analysis. Many activities were implemented in isolation and were not oriented towards attainment of outcomes. Reports on accomplishment from stakeholders have had to be “chased after” continuously. Indeed, the absence of an effective Management Information System has prevented proper monitoring, coordination and evaluation of activities against outputs and outcomes at all levels.

2.2(c) Capacity of Constituents

Very qualified and trained officers are available at the Ministry of Labour, Industrial Relations and Employment, other Ministries and stakeholders. Many of the DWCP Focal Points at the SMEDA, NRB, Trade Unions and Employers’ Federations are law advocates and second degree holders who have provided together with local Consultants valuable inputs in the implementation of the programme. The ILO National Consultant, Desk Officer, Chairpersons and members of the DWCP Cell and of the Technical Committee are qualified and experienced officers. One of the concerns raised during interviews is that the Desk Officer, members of the DWCP Cell and the Technical Committee have other task responsibilities and, hence, could not devote enough time for the DWCP. This could also explain the fact that the DWCP Cell and Technical Committee meetings were not conducted regularly and as planned.

The implementation of the DWCP demands that constituents and key players have resources and capacity for information and knowledge sharing, information technology, data collection and analysis, monitoring, evaluation, research, training, materials development, resource mobilisation, policy development and advocacy. Unfortunately most of programmes have been hampered due to inadequacy of resources, expertise and capacity of stakeholders. Among the tripartite constituents, there is a lack of expertise on Programme Management, Advocacy, Negotiation, Communication and Counselling Skills, and this has been highlighted during discussions and interviews conducted.

2.2 (d) ILO’s Capacity, Comparative Advantage and Efficiency

³ Notes of meetings of members of MDWCP Cell with Chairperson of Technical Committee, 13 December 2013

Substantial technical assistance in the design of the DWCP and in the provision of organisational and institutional support to ensure its effective kick-off and implementation has been obtained from ILO. ILO's technical assistance during consultations on the Draft National Employment Policy (NEP) and on the National Minimum Wage has been highly appreciated by tripartite constituent partners and stakeholders, including the Minister of Labour, Industrial Relations and Employment and the Prime Minister of Mauritius. The latter met and discussed with the ILO expert Mr. Francois Eyraud and expressed his appreciation to ILO for its technical assistance, and this was widely reported by the media in October 2014.

Tripartite constituents recognize the ability, competence and efficiency of ILO in shaping the world of work and in providing expert advice in all areas pertaining to labour and employment. They declared their appreciation to the ILO's initiative of introducing the DWCP in Mauritius, which has not only opened up new agenda in the world of work, but also made ILO more visible and better understood. Additional assistance from ILO is desirable in areas of capacity building and research.

ILO's Comparative Advantage in advocacy campaign has also been highlighted by stakeholders. The effective advocacy campaign spearheaded by ILO Antananarivo Country Office Director, Mr. Christian Ntsay, with policy makers, including the Prime Minister of Mauritius for the introduction of a DWCP for Mauritius, has been gratefully acknowledged by all tripartite constituents. Given ILO's reputation as a forerunner on issues pertaining to Labour and Employment, tripartite constituents always refer to ILO as a point of reference.

2.2(e) Financial Resources

Budgets for most of the activities planned for the different Ministries involved with the implementation of the DWCP were not secured in the 2013 and 2014 PBB. Most of the activities of the different Ministries took advantage of windows of opportunity within existing programmes and projects. Resource mobilisation by the other stakeholders was painful and, hence, most of them relied solely on ILO support. In addition, many stakeholders considered the DWCP to be driven and owned by the ILO Country Office and hence, expected financial and technical assistance mostly from ILO.

Given that the activities were not budgeted in the PBB of different Ministries, financial breakdown of activities was not available. Social partners do not report on their finances. The Monitoring and Evaluation Forms requested information on financial assistance requested and received from ILO, but not on total expenses incurred.

The overall budget for the MDWCP project was estimated at inception at USD 2,080,656. A **Budget Forecast for DWCP (2012-2014)** is annexed at Appendix 4. However, given a poor financial reporting on the DWCP implementation, the estimate of actual expenditures as at October 2014 could not be calculated. The absence of a financial report and the tying up of the DWCP

activities with other on-going activities made it difficult to link financial resources with outputs and also to assess the absorptive capacity of stakeholders.

ILO financial and technical assistance has been appreciative, effective and catalytic in galvanising effort, especially at the initial stage when support and assistance were not altogether secured for the programme at the local level.

2.2(f) Knowledge Management and Sharing

Sharing of knowledge and information among constituents on the project implementation and issues related to Decent Work has been conducted through workshops, meetings and these have been facilitated by members of the DWCP Cell, Technical Committee, resource persons and ILO Experts. However, knowledge and information sharing through other means have not been adequate. Documents, Reports, Brochures and other print materials have not circulated systematically among tripartite constituents. The Regional Documentation and Research Centre has recently been set up and is still at the embryonic stage. Knowledge gained by participants of training courses run at ILO International Training Centre in Turin, Italy and the West Anglia Training Association (UK) have not been effectively shared among colleagues and partners. However, it is reported appreciatively that trained cadres from OSH Division of MLIRE organized in-service training sessions for other staff on Noise at Work Competency, among others, and one trained member of the Mauritius Labour Congress conducts regular sensitization sessions on HIV/AIDS at worksite.

The marketing of the MDWCP among stakeholder was inadequate at the very outset. This has been confirmed during Focus Group Discussions conducted among stakeholders and which revealed a low understanding of the rationale and philosophy behind the DWCP, its aims, objectives, priorities, and linkage with the global and national agenda.

2.2 (g) Partnership and Inter-agency Collaboration

Stakeholders received assistance and support from UNDP, Remploy (UK), Blind Association of India, Friedrich Ebert Stiftung, Institute of OSH (UK), Commonwealth for Learning, International Youth Foundation (USA), International Organisation for Migration, European Union Assistance Programme, Tata Institute of Science, AAP Training Co. Ltd for Asbestos (UK), Pole Emploi (France), University of Mauritius, Mauritius Institute of Education (MIE), Mauritius Export Association (MEXA), National AIDS Secretariat, AIDS Unit of MOH, National Women Entrepreneurs Council, Agricultural Research and Extension Unit (AREU), Mauritius Telecom, Mauritius Institute of Training and Development (MITD and NGOs like PILS, AHEAD etc. Appendix 1 shows details of agencies' collaboration by outputs.

While the effort of stakeholders to mobilise fund from other sources, besides ILO, should be duly acknowledged and encouraged, it should be pointed out that most of these collaborations were to support ongoing activities of the stakeholders. These activities were eventually “tied up” with the

DWCP activities, given their linkage and common objectives. Accordingly the DWCP activities were reinforced.

As pointed out above, the DWCP was not well marketed with other agencies and as a result did not pull effective support. During discussions, it was revealed that the UN Coordinating Office in Mauritius was not really involved in the implementation of the DWCP. In addition, the DWCP involves only 4 Trade Unions Confederations signatories of the MDWCP and 3 Ministries. A broadening of the tripartite constituents and an opening towards other agencies is desirable to build greater partnership, enhance inter-agency collaboration and ownership.

2.3. EFFECTIVENESS: PROGRESS MADE ON TANGIBLE OUTCOMES

2.3 (a) General Achievement

The DWCP has 11 outcomes. Priority 1 has 5 outcomes and 10 outputs, Priority 2 has 1 outcome and 1 output, and Priority 3 has 5 outcomes and 5 outputs. In total, the DWCP has 11 outcomes and 16 outputs. Below is an analysis of the achievement in terms of outcomes achieved.

As at October 2014, most of the outputs have been achieved partially. Some meaningful achievements have been realized towards meeting the outcomes. The 3 Ministries involved have made significant contributions towards the realization of many outputs. The 3 Ministries together with SMEDA and NEF have utilized their existing resources to integrate the activities of the DWCP into their activities. Trade Unions Confederations like MTUC have networked with ILO and started the implementation of the DWCP in 2012, well before the programme was officially signed together with the Ministry of Gender Equality, Child Development and Family Welfare, SMEDA, NEF and the Ministry of Social Security and National Solidarity.

The involvement of various Government Ministries and departments in the implementation of the MDWCP, the ratification of two ILO Conventions on OSH and the ratification of the Maritime Labour Convention (2006) by Mauritius between 2012 and 2014, the development of a draft National Employment Policy are indicative of high level Government commitment and results to the Decent Work Agenda.

Most of the partners have assumed their responsibility well and have contributed effectively in the implementation of the MDWCP. The NRB could not develop a Gender-neutral wage determining mechanism, due to lack of expertise, and the assistance of ILO has been requested. The involvement of the MEF in the implementation of planned activities was comparatively low. One of the contentions of MEF is that many of the activities of the DWCP are no more relevant and hence need refocusing.

However, in general, achievements have been appreciative. Below are details on progress made on tangible outcomes of the DWCP. More details are provided at Appendix 1.

Outcome 1: Appropriate policies including the National Employment Policy, and programmes put in place leading to an increase in decent and productive employment

Under this outcome, the following outputs were planned:

- a) NEP Adopted
- b) Decent and sustainable employment opportunities created for all
- c) NEF Trainers equipped
- d) Innovative approaches adopted

With assistance from ILO, a draft National Employment Policy (NEP) has been developed. It took about 3 years for the development of the draft NEP, as it needed concerted efforts from all stakeholders. A workshop grouping all the tripartite constituent partners was organised on 29-30 October 2014 to discuss the draft NEP. Participants at the workshop voiced their views on the draft NEP. After fruitful discussions, they were invited to submit their recommendations by 21 November 2014, following which the NEP would be finalized and adopted.

As Mauritius was not included in the ILO Project under the Global Jobs Pact initiative, activities related to output (b) above was dropped. In-house training sessions were organised for staff of NEF. Training of trainers sessions were dropped as NEF does not have any pool of trainers. NEF adopted an innovative approach and introduced motivational dialogue sessions between employers and the unemployed/jobseekers through three job fairs that were organized in 2013.

While this outcome has not been fully achieved, important activities have been initiated towards its achievement. Continued advocacy campaign needs to be undertaken essentially to ensure that the NEP is adopted.

Outcome 2: A more inclusive society created through the promotion of decent employment opportunities for the disabled

Under this outcome, the following outputs were planned:

- a) Decent employment opportunities for disabled created
- b) Better enforcement of the law on training, employment and integration of disabled

The Ministry of Social Security has organised a series of training and capacity building programmes for the disabled and has networked with other organisations both local and abroad to ensure that the disabled are provided with adequate opportunities for employment. However, the Employment of Disabled Persons Board has not been established.

In collaboration with SMEDA, the Ministry of Social Security has organised sensitisation sessions for the disabled in view of promoting an inclusive society. While these outputs have been achieved, the training sessions need to be restructured to make them more focussed to the needs of the disabled.

Outcome 3: Decent and quality employment opportunities for Small and Medium Enterprises (SMEs) created

Under this outcome, the following outputs were planned:

- a) Decent employment opportunities created through the setting up of SMEs
- b) Local and export opportunities for SMEs created

While the first output under this outcome has been partly achieved, the second output has not been achieved yet.

SMEDA has organised Training of Trainers courses on “Business Building”, Accounting and Marketing, handicraft and entrepreneurship. The reinforcement of the Research and Development Unit and the Business Counselling Unit of SMEDA was meant to assist the creation of opportunities for SMEs; and this has not been undertaken due to financial constraints. These activities have been planned for 2015.

Outcome 4: A National Employment Resource Centre (NERC) set up; data collection improved as well as the Work Permit Application System within the MLIRE modernized

Under this outcome, the following outputs were planned:

- a) NERC set up to service local and regional needs and labour market data system and Work Permit Application System improved

This output has been partially achieved. A Research and Documentation Centre (renamed) at the MLIRE has been set up but is not fully operational. A new website operates under the Job Management System and the Labour Market Information system is yet to be upgraded.

A new e-Work Permit Portal has been launched and the implementation of the Work Permit Application System (WPAS) is expected to be completed in 2015. Technical assistance from ILO is requested to this end.

Outcome 5: Projects undertaken to improve the quality of employment with increased OSH activities and adequate training given to the social partners on OSH

Under this outcome, the following output was planned:

- a) Quality of employment improved with increased OSH activities and capacity enhancement of all partners

This output has been fairly well achieved. The ratifications of OSH conventions (C187 and C155) by Mauritius are most important achievements under this output. The OSH Division of the MLIRE has been especially very active and organized a series of workshops to raise awareness on the Conventions, HIV/AIDS etc., including a very successful training workshop facilitated by ILO Experts in May 2014 on Noise at Work. Capacity building for OSH

Inspectorate has been rescheduled for 2015. It is noted with appreciation that the OSH Division of the MLIRE has already budgeted for these activities in its 2015 PBB. However, activities implemented by MEF have been inadequate.

Outcome 6: Social dialogue enhanced through the National Tripartite Forum and the functioning of existing Industrial Relations institutions improved

Under this outcome, the following output was planned:

- a) The National Tripartite Forum set up providing the platform for greater social dialogue resulting in a reduction in the number of cases of dispute and a Tripartite Mechanism for salary compensation, acceptable to social partners

This output has been partially achieved. Indeed the National Tripartite Forum has been consolidated and reinforced to enable fruitful discussions on the draft National Employment Policy, Minimum Wages and Compensation Salary to workers. Trade Unions have participated actively in discussions. MTUC and CFTU, CITU and to a lesser extent the MLC have completed a substantial number of activities but however the desired target has not been reached by all. The MEF has organised lesser activities and their overall contribution to the attainment of this output has not been consequential.

Outcome 7: Enabling environment for gender equality promoted

Under this outcome, the following output was planned:

- a) Enabling environment for gender equality promoted through the implementation of appropriated capacity building programmes

This output has been fairly well achieved. The Ministry of Gender Equality, Child Development and Family Welfare has conducted training and sensitisation campaigns and has developed Gender Policies for all Ministries to ensure that gender is mainstreamed in all Ministries' activities. Training of Trainers has been postponed to 2015 and ILO's assistance has been requested. However, the creation of an enabling environment for Gender equality needs a longer period of time, as it demands together with change in policies, a change in mind set, attitude and behaviour.

Outcome 8: Discrimination and stigma against workers affected by HIV/AIDS reduced through greater sensitization

Under this outcome, the following output was planned:

- a) The ILO Code of Practice on HIV/AIDS adapted to Mauritius leading to a reduction of discrimination against those suffering from HIV/AIDS

This output has been partially achieved.

The Code of Practice has already been designed and is under print. Several institutions have been contacted to earmark the necessary funds needed to implement activities for a period of 5 years. It is reported that the document is yet to be approved.

It is noted with appreciation that a National Policy on HIV/AIDS at Workplace has been validated and the OSH Division of the MLIRE and Trade Unions have conducted a fairly good amount of activities in relation to this output.

Discrimination against people suffering from HIV/AIDS at workplace has been reduced but still exists as a result of poor understanding of the disease and its modes of transmission among a section of the labour force. However, it is regretted that some stakeholders still do not consider HIV/AIDS as a priority. While sensitization sessions should be reinforced at worksite, advocacy campaign with decision makers needs to be strengthened.

Outcome 9: Gender-neutral wage determining mechanism rendered more effective

Under this outcome, the following output was planned:

- a) The gender-neutral wage determining mechanism rendered more effective through the provision of appropriate training to the relevant institutions

This output has not been achieved. The 3 activities under this output have been merged into one and has been planned to be implemented in 2015. The NRB does not have the required expertise to develop a gender-neutral mechanism for wage determination and accordingly the assistance of ILO has been requested.

Outcome 10: Discrimination against disabled persons reduced

Under this outcome, the following output was planned:

- a) Integration of Disabled Persons in the mainstream and in employment increased

This output has been achieved. Legislative amendments have been made to the Training and Employment of Disabled Persons Act in 2012 to ensure that the disabled are adequately integrated into the world of work. The Ministry of Social Security has conducted a series of sensitisation campaigns to this end.

Outcome 11: Discrimination against migrant workers reduced

Under this outcome, the following output was planned

- a) Greater integration of Migrant Workers in the Labour Market

This output has been partly achieved. Trade Unions have organised tripartite workshops on the issue of Migrant workers. Recruitment of Foreign workers in Mauritius is almost entirely done by the private sector and this is regulated by strict terms and conditions. However, in practice discrimination against migrant workers persists. The OIM collaborates with the Employment Division of the MLIRE for outbound recruitment, essentially for the recruitment of Mauritians in Canada.

2.3 (b) High Level Results

Despite a mitigated level of achievements, the high level results of the MDWCP have been appreciative. It has increased the visibility of ILO and has enhanced its reputation as an UN-based

Knowledge hub on labour and employment. The Decent Work Agenda has been successfully institutionalized and has ushered important policy discussions and changes. The National Employment Policy (NEP) is hoped to redefine the world of work, promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues. The NEP considers positively the Human Resource Development, employment services, essentially in relation to youth and women empowerment, and addresses people with disabilities, marginalized people living in coastal regions, rehabilitation of ex-detainees and drug users, migrant workers and green jobs. The NEP has also the credit of highlighting the importance of the media and civil society in their knowledge sharing and advocacy roles. The draft NEP is still in the stage of discussion and validation.

The development of the NEP is very opportune as it provides the required stimulus for creation of employment, especially among youth, which is indeed one of the concerns of the Government. In fact, in the first quarter of 2012, the unemployment rate in Mauritius was 7.6%, with 40% of unemployment below the age of 25 years. In Sept 2014, the unemployment rate rose to 7.8%, with 42% of unemployment below the age of 25 years⁴. It is hoped that the adoption and implementation of the NEP would generate additional employment, within the framework of the Decent Work Agenda.

Mauritius ratified two ILO Conventions on OSH, namely, the **Promotional Framework for Occupational Safety and Health, Convention, 2006 (No. 187)** on 19 November 2012 and which came into force on 19 November 2013, and the **Occupational Safety and Health Convention, 1981, (No. 155)** on 25th July 2014 and which will come into force on 25 July 2015. The **Maritime Labour Convention, 2006** was ratified by Mauritius in May 2014. These are also high level results of the MDWCP.

2.3 (c) High Level Commitments

Good Governance ensures appropriate in-place mechanism for effective leadership, partnership, coordination and collaboration among players. This is possible only if there is commitment from high decision makers and all implementing constituents. The commitment of ILO Country Office of Antananarivo has been unflinching and instrumental in galvanizing effort from the highest policy making instances in Mauritius, including the Prime Minister of Mauritius. The Antananarivo Country Office Director has spared no efforts to ensure that Mauritius adopts the decent work principles and standards. The response from the Government of Mauritius has been encouraging. On the 16th April 2012, the Acting President of the Republic of Mauritius in her address to the Parliament, while elaborating on the Government programme declared: *“Since 2005 government has through its labour market reforms achieved a decline in the unemployment rate. Paradoxically, workers are looking for employment though employers face a scarcity of workers.*

⁴ Source: Statistics Mauritius, Sept 2014.

Government will respond to this structural problem by: Finalising and implementing the Decent Work Country Programme”⁵. Indeed on 30th November 2012 the Government together with representatives of workers and employers signed the Memorandum of Understanding for the implementation of the programme. The Government’s message at the signing ceremony of the MDWCP reads thus: “Adopting the Decent Work as a national objective is therefore fully in line with the spirit and letter of our Constitution... In fact, decent work has always been at the heart of our national economic and social strategies.”

2.3 (d) Sustainability

High level commitment from the tripartite constituents and effective collaboration among them are necessary elements for sustainability. However these are not sufficient conditions. Effective environmental support, partnership, organizational capacity, programme monitoring and evaluation are also needed.

There are indications that Government financial support may be ensured, as some Government departments have already included budget lines for the DWCP implementation in their respective PBB for 2015. Many trade unions have drawn from their own resources to implement programme, but have also relied heavily on financial and technical support from ILO.

While the commitment from the Government and the trade unions are overt, that of MEF is not, as translated by the number of activities undertaken by the Federation from 2012 to 2014. Out of 18 activities planned for MEF, only 8 have been completed, 7 have not yet started, 2 are not envisaged and 1 is ongoing. MEF as many other stakeholders, contended quite legitimately that some outputs and activities of the DWCP are either overloaded or inappropriate and need to be reviewed. Programme needs to be adapted to emerging challenges.

Given that interagency collaboration has not altogether been acquired (Section 2.g), that financial resources have not been secured by all stakeholders, resource mobilization is poor, there is disagreement among stakeholders on the planned activities, monitoring and evaluation mechanism is insufficient, and that there is a heavy dependence on ILO, the sustainability of the DWCP at its present state is not totally assured and neither compromised. The strong engagement and commitment of the Government and stakeholders, together with the support and assistance from ILO and the existing windows of opportunities available in different Ministries and departments are positive signs for the way forward. Some Ministries and Departments have already made provisions for financial resources in their respective Budget for 2015 to implement the DWCP. There is need to draw on lessons learned, strengthen capacity, ensure that programme is more focused and that an effective programme management system is in place.

3. GOOD PRACTICES AND LESSONS LEARNED

⁵ Government Programme 2012-2015: Moving the Nation Forward, Parliament of Mauritius, A

The MDWCP has had both positive achievements and shortfalls and these could be viewed as good practices and lessons learnt. Though these have been labeled separately below, they very often overlap.

Good Practices

- Political commitment has played a crucial role in ensuring programme takeoff. Government expressed its support to the Decent work Agenda and provided facilities for the implementation of the MDWCP.
- Given that the MDWCP (2012-2014) is the first generation programme for the country, considering the short duration of the program implementation, the number of activities conducted is appreciative. This has been possible through positive engagement of all stakeholders.
- Many stakeholders that did not have a planned budget for the MDWCP successfully plugged-in the MDWCP activities into their existing programme, ensuring the integration of the Decent Work Agenda into existing programme.
- Under the purview of the MDWCP, ILO Convention No 187 was ratified on 19 November 2012 and came into force on 19 November 2013. The ILO Convention No. 155 was ratified on 25 July 2014 and will come into force on 25 July 2015. The Maritime Labour Convention 2006 was ratified by Mauritius in May 2014. In addition, a draft National Employment Policy has been developed. These are results from high level advocacy.
- The DWCP has enhanced the visibility and supportive role of ILO and reinforced ILO's reputation as a knowledge and technical assistance hub on the labour and employment sectors.

Lessons Learned

- The ratification of ILO conventions is not an end in itself. The DWCP should ensure that these are translated into effective actions through appropriate legislations and subsequent implementation.
- Coherence and relevance of MDWCPs priorities with national development goals and those of other social partners help to enhance commitment, resource mobilization and ensure success.
- The NEP took more than 3 years to develop. This indicates the importance of ensuring partnership, engagement and ownership at every stage of policy development.
- In addition major policy development, like the development of the NEP, ratification of international conventions and declarations etc. need a strong advocacy campaign. The advocacy campaign spearheaded by the Antananarivo Country Office on the above, including the Decent Work Agenda in Mauritius bears testimony.
- Program implementation should be based on stakeholders' capacity to deliver. Very often stakeholders' commitment to perform hides capacity to perform.

- Broadening partnership, enhancing knowledge sharing and management, constant monitoring and evaluation of programme ensure greater results and impact.
- The inadequate frequency of meetings of the Tripartite Technical Committee and the DWCP Cell have had important ramifications on DWCP implementation and monitoring. A more synchronized and planned meeting schedule, coupled with effective knowledge management and information sharing is crucial for effective results.
- The appointment of a Desk Officer for the DWCP does not ensure effective monitoring of the DWCP, unless there is realignment and restructuring of his/ her duties.
- Different tripartite constituent partners have different work culture, and this should be considered during discussions and in organizing meetings. Some, for example, are not comfortable with long meetings.
- The appointment of a national consultant to oversee programme and liaise with stakeholders has been a contributory factor to effective programme implementation.
- The activities of the DWCP should be subject to periodic revisions by the Tripartite Committee to meet new emerging challenges.
- Constituent partners should be sensitized on the nature of cross cutting issues to ensure their effective mainstreaming into existing programme. Otherwise issues pertaining to gender equality and disabled persons, for example, would remain the sole responsibility of the Ministry of Gender Equality and the Ministry of Social Security respectively.
- The in-country understanding of the decent work agenda varies. Leaders among the constituents are more knowledgeable than other local partners and beneficiaries. Media has proved beneficial in covering national events and can be more effectively utilized for knowledge sharing on the Decent Work Agenda especially among beneficiaries at the local level.
- Incoherencies as regards to outputs and outcomes in the Programme document may still be identified as at the MTR Workshop held in October 2014 at Maritim Hotel, Mauritius. Most importantly however, is the ability and capacity of partner constituents to adjust, adapt and refocus activities as and when necessary.

4. CONCLUSION

Overall, this Review finds that the Mauritius DWCP has had appreciative accomplishments over the real implementation period. There has not been any severe weakness, risk or threat that was likely to jeopardize programme implementation. The shortfalls are manageable and a refocusing of the activities coupled by an aggressive resource mobilization campaign and a constant monitoring and evaluation mechanism in place would ensure sustainability.

The MDWCP is relevant and coherent with global, regional and national goals. Programme implementation has been efficient in meeting outputs, and moderately effective in terms of outcomes and impact. However, successful policy development has been initiated and achieved, for example, the ratification of three ILO Conventions by Mauritius and the development of a draft National Employment Policy. Policy should generate strategies for creation of more decent and productive employment, especially among youths.

While, in general, programme activities were in harmony with outputs and outcomes, their evaluation was not. In addition, some outputs had activities that were too overloaded and not in tune with constituents' capacity.

Partnership among constituents has also been appreciative and should to be reinforced to promote greater programme coverage and ownership. ILO's support and assistance has been instrumental in development and implementation of the MDWCP. Many stakeholders have succeeded in mobilizing their own financial resources, but are still ILO dependent and lack relevant technical capacity. Inter-agencies collaboration needs to be reinforced.

Besides financial considerations, sustainability is also dependent on the capacity of adaptation to new and emerging issues. The **Vision 2020: Long-Term Perspective Study of the Government** articulates the nation's consensus on *'moving the country away from low wage, labour intensive exports to a more competitive and knowledge based economy. In line with the Vision the Government of Mauritius has announced an ambitious agenda- to transform Mauritius into a **High Income Country (HIC)** on the basis of growth that is sustainably generated and equitably distributed by 2025'*⁶.

The new ambitious agenda of the Government, rising unemployment rate among youths, the burden of an ageing population will have important ramifications on wages, employment creation strategies and social security measures in Mauritius. The Decent Work Agenda will inevitably evolve as new constituents join in and goals are reframed to address emerging needs.

Below are the recommendations that have been worked out in consultation with all stakeholders.

5. RECOMMENDATIONS

⁶ Mauritius Country Strategy Paper, 2014-2019, page 10, Country Strategy Framework, section 2.2.1.

1. The Government of Mauritius and social partners, to extend the DWCP (2012- 2014) till December 2015. The Technical Committee, together with the DWCP Cell, to immediately review the existing planned activities, prioritise and refocus activities and ensure that these are in tune with realistically achievable outputs, outcomes and constituents' capacity.
2. The Ministry of Labour, Industrial Relations and Employment, in consultation with ILO, to review the functioning of the MDWCP Cell and Technical Committee to enable the adoption of a proactive approach for effective follow up actions, periodic revisions and adaptation of planned activities with emerging changes.
3. The Ministry of Labour, Industrial Relations and Employment to develop strategies to facilitate the creation of additional decent and productive employment, especially among youths to ensure that unemployment decline to below 7.6% by 2015.
4. ILO, in collaboration with Government and other agencies, to strengthen capacity building of tripartite constituents on Advocacy, Programme Development and Management, including Monitoring and Evaluation, Data Collection and Analysis; Counselling, Collective Bargaining and Negotiation Skills.
5. ILO to immediately initiate follow up actions with Government and constituents to ensure that recommendations of the Review Report regarding ILO's mission are implemented.
6. The Technical Committee and the DWCP Cell to be expanded to reach to other stakeholders and hold regular follow up and evaluation meetings, as per their respective terms of reference.
7. The Technical Committee and the DWCP Cell, with assistance from ILO, to develop an effective Programme Management Information System to enable a proper monitoring, coordination, evaluation and reporting of activities against outputs and outcomes.
8. The Technical Committee and the DWCP Cell to develop an effective Knowledge Management and Sharing Mechanism that would promote better understanding of the Decent Work Agenda to enhance partnership and ensure ownership of the programme.
9. Stakeholders to develop effective resource mobilization strategies, diversify their sources of funding and assistance to ensure sustainability of the programme.
10. Stakeholders to ensure that cross-cutting issues like gender inequality, discrimination against people living with HIV/AIDS and the disabled are effectively mainstreamed in all programme activities.
11. The Ministry of Labour, Industrial Relations and Employment, with assistance from ILO and in collaboration with all tripartite constituents, to initiate the development of a new DWCP (2016- 2018) by June 2015, taking into consideration lessons learned from existing DWCP and new and emerging challenges.
12. Tripartite constituents to promote advocacy campaign to ensure that appropriate policies, including the draft National Employment Policy and that on National Minimum Wage, are adopted in consensus by all stakeholders and implemented; and that the MDWCP (2016- 2018) is fully owned by all constituents.
13. The Ministry of Labour, Industrial Relations and Employment to ensure availability of additional human resources to ensure successful implementation of DWCP.

14. The Ministry of Labour, Industrial Relations and Employment to ensure that the DWCP has an effective and statutory mechanism for monitoring and evaluation of activities of all stakeholders.
15. ILO to consider the renewal of the contract of the Local Consultant or appoint a Programme Manager to ensure continued and necessary support for an effective implementation of the remaining activities of the MDWCP.

6. APPENDIX 1

STATUS OF ACTIVITIES IMPLEMENTED UNDER MDWCP (January 2012 – October 2014)

Country Priority 1: Creation of Decent and Productive Employment with the provision of adequate Social Protection

5.1 Outcome: Appropriate policies including the National Employment Policy, and programmes put in place leading to an increase in decent and productive employment

Ministry of Labour, Industrial Relations and Employment (MLIRE)

No.	PLANNED ACTIVITY	IMPLEMENTING AGENCY	REALISED ACTIVITY	REMARKS
1.	Develop and implement the National Employment Policy (NEP)	EMPLOYMENT DIVISION	ON-GOING ACTIVITY.	NEP Policy Drafted, discussed. Validation Workshop organised on 29 and 30 October 2014 Financial and technical assistance from ILO acquired. NEP to be reviewed after workshop, and an Action Plan to be developed for its implementation.
2.	Examine possibilities of exchange/ internship programmes for Mauritian graduates/university students with countries such as the United States, Canada or EU Member States in the context of the preparation of the National Employment Policy.	EMPLOYMENT DIVISION	NOT ENVISAGED	Not considered a necessity
3.	Include Mauritius in an ILO Project under the Global Jobs Pact initiative entailing a diagnostic scan of the labour /employment situation taking into account the effects of the job crisis on the labour market, the type and extent of the assistance required to overcome problems identified and to make recommendations on the 'Way Forward'.	EMPLOYMENT DIVISION	NOT ENVISAGED	Not envisaged as Mauritius was not included in the ILO Project under the Global Jobs Pact initiative.

	PLANNED ACTIVITY	IMPLEMENTING AGENCY	REALISED ACTIVITY	REMARKS
4.	Conduct “Training of Trainer” programmes and provide local training.	NEF	NOT ENVISAGED	Not envisaged as NEF is not engaged in any TOT
5.	Train Facilitators, Counsellors and those dispensing basic ‘life skills/expertise.	NEF	COMPLETED	In-house Training Sessions for the field workers who cater for family life skills are conducted by the NEF.
6.	Establish Motivational Dialogue Sessions’ between employers and the unemployed.	NEF	ON GOING	Motivational Dialogue sessions are being carried out between employers and the unemployed/jobseekers. Three job fairs have been carried out in 2013. Job fairs are on-going activities which are carried out by the NEF
5.1.2 Outcome: A more inclusive society created through the promotion of decent employment opportunities for the disabled				
7.	Facilitate the provision of courses in (a) Prevocational Training/Basic Literacy & Numeracy Skills, (b) IT-Information Technology-specific skills and in Agricultural projects, Business Process Outsourcing, Hotel and Handicrafts.	MINISTRY OF SOCIAL SECURITY	COMPLETED The Ministry of Social Security signed a MoU with Global Rainbow Foundation: 150 disabled to be trained to enable them compete effectively in the labour market.	Arrangements have been made with SMEDA to provide in crafts and the setting up of small businesses and also with Orange (Mauritius Telecom) and the Mauritius Employers’ Federation (MEF) for training in IT specific skills and Business Process Outsourcing (BPO). The following have been realized: <ul style="list-style-type: none"> • SMEDA is providing training in pottery to some twelve blind persons • 15 disabled persons are being trained in wheelchair repair.

				<ul style="list-style-type: none"> • 10 blind persons have completed a course in massage therapy. • 12 deaf persons are following a course in hairdressing at the Mauritius Institute of Training and Development (MITD). • An agricultural project is being worked out with Agricultural Research and Extension Unit (AREU) for the training and employment of disabled persons, especially those with intellectual impairment • 25 disabled persons have completed a course in Office and IT skills – course being mounted by the MEF and sponsored by the Mauritius Telecom. The 25 disabled persons have been placed on on-the-job training in BPO companies.
8.	Organize Capacity Building programmes.	MINISTRY OF SOCIAL SECURITY	COMPLETED	<ul style="list-style-type: none"> • A Conference on employment of persons with disabilities was held in February 2013 for the benefit of HR people from private enterprises and parastatal bodies. The Conference was also meant for the staff of the Ministry of Social Security, National Solidarity and Reform Institutions and that

				<p>of the Training and Employment of Disabled Persons Board. It was facilitated by 2 Resource Persons from Remploy, United Kingdom</p> <ul style="list-style-type: none"> • Another workshop organized in March 2013 by Resource Persons from Apirjso, France.
9.	Sensitize society of its responsibility towards creating a more inclusive society by organizing awareness campaigns.	MINISTRY OF SOCIAL SECURITY	COMPLETED A workshop has been organised in June 2014 to revamp the National Policy on Ageing. All strategies and programmes are being revamped to better address the issue of ageing population in the context of an inclusive society	<ul style="list-style-type: none"> • A Workshop was held in November 2012 to sensitize 100 CEOs and HR Managers of parastatal bodies on the need to provide job opportunities to persons with disabilities. • Sensitization campaigns on the society's responsibility towards creating a more inclusive society are on-going on radio, TV and in the press.10 Radio, 5 TV and 15 written Press campaigns (till September 2014) • Sensitization campaigns on the UN Convention on the Rights of Persons with Disabilities are also on-going. Campaigns are held in social welfare centres. As at September 2014, 3000 persons have been reached.
10.	Organize Training of Trainers programmes in technical and operational skills.	MINISTRY OF SOCIAL SECURITY	COMPLETED	The Blind Association of India has conducted a Training of Trainers' programme for 50

				women with disabilities on leadership skills in March 2013. This activity is on-going. The Ministry has been in contact with Tata Institute of Science for monitoring of programme for People with Disabilities (PWD) and accordingly a workshop was conducted in June 2014.
11.	Help the Training and Employment of Disabled Persons Board to set up a dynamic placement service for disabled persons.	MINISTRY OF SOCIAL SECURITY	NOT STARTED	ILO assistance is requested from the Ministry. To be organised in 2015.
12.	Assist the Training and Employment of Disabled Persons Board in promoting self-employment.	MINISTRY OF SOCIAL SECURITY	ON-GOING ACTIVITY	<ul style="list-style-type: none"> • Collaboration with SMEDA has been established to promote self-employment among disabled persons. • MoUs have been signed with a number of NGOs in India to assist in promoting self-employment. • In collaboration with the UNDP and European Union Assistance Programme, the Ministry has set up a Social Entrepreneurship Scheme and various projects are underway. • Activity scheduled for 2015
<i>Small and Medium Enterprise Development Authority (SMEDA)</i>				
13.	Provide “Training of Trainer” courses in the	SMEDA	COMPLETED	On-Going Activity. Activity started in 2012 reaching 280

	SMEDA regional training centres as well as Modular training in Business Planning.			<p>trained persons at SMEDA Head Office Coromandel. In 2013 the programme reached 340 persons</p> <p>In July 2013 a Training programme on “Build your business”, a Microsoft-based programme consisting of 14 management modules was launched for 26 staff of SMEDA, National Women Entrepreneur Council and other NGOs</p> <ul style="list-style-type: none"> • Programme was sponsored by Microsoft Mauritius. • Mr. Samuel Suraphel of International Youth Foundation of USA acted as resource person <p>Trained staff have been engaged in training to others in 2014</p>
14.	Provide Accounting and Marketing training for SME entrepreneurs.	SMEDA	COMPLETED	<p>This activity started in 2012 and is on</p> <p>The Programme is named “Manage Your Business” and has reached about 167 entrepreneurs. Modules relate to Entrepreneurship Development core subjects such as Accounting, Marketing, Import/Export, etc.</p>
15.	Upgrade the skills of about 160 local craftsmen with training provided by foreign craft experts to develop typical handicraft packaging from local raw materials and to help introduce new crafts sectors such	SMEDA	ON-GOING ACTIVITY	<p>Training in handicraft has been dispensed to some 680 women at SMEDA Head Office, Regional Centres across Mauritius, in youth centres, village halls and community centres in 2012. These training programmes have</p>

	as Batik / Textile Painting, Wood Carving and Bamboo Craft.			been on-going in 2013 and 2014. Some 580 women are currently undergoing training in the handicraft sector. <ul style="list-style-type: none"> ILO/Foreign expertise is required to launch advanced training in new craft sectors.
16.	Reinforce the Research and Development Unit of SMEDA.	SMEDA	NOT STARTED	Financial constraint. Planned in new Budget 2015. The Research and Development Unit has been set up but needs to be reinforced in terms of capacity building. Assistance is requested from the ILO to provide guidance/expertise to the Research and Development Unit in new projects/areas for SME development.
17.	Train and upgrade the Business Facilitation and Counselling Unit of SMEDA.	SMEDA	NOT STARTED	Financial constraint. Planned in new Budget 2015. Assistance is requested from the ILO for training of staff and upgrading of the Business Facilitation and Counselling Unit.
<i>Mauritius Employers' Federation</i>				
18.	Promote entrepreneurship and small and medium enterprise development through the Management and Entrepreneurship Development Programme comprising four components, namely (i) Understanding the Core Competencies of a successful entrepreneur, (ii) Producing an overview of how to set up your own enterprise, (iii) Obtaining knowledge on how to run an	MEF	COMPLETED Workshops organised for 31 participants (27 females, 4 males) between August and October 2014: to Enhance core competencies of small	MEF reports having adopted a three-pronged approach to assist SMEs, namely: <ul style="list-style-type: none"> Entrepreneurship and management training Management support and mentoring Linkages with institutions and networking among enterprises;

	<p>enterprise in an effective manner, and (iv) Setting up a “Mentoring” service to enable SMEs to take advantage of the knowledge and experience of mentors.</p>		<p>entrepreneurs from vulnerable group.</p> <p>Provided guidance on industrial relations, employment law and fundamental rights at work for 89 participants (33 Males 56 Females in September 2014.</p> <p>Feb 2014, for 43participants (41 Males, 2 Females) Sensitising participants through essential elements of scaffolding work and safe work practices and procedures related to such type of work.</p> <p>February, March & November 2014: for 38participants (20 Males,18 Females): Enabling participants to become first aiders and acquire hands-on skills to handle any first aid situation, from minor</p>	<p>and having in 2012</p> <ul style="list-style-type: none"> • Organized a Management and Entrepreneurship Development Programme for 50 small entrepreneurs in Mauritius and Rodrigues. • Provided valuable advice and guidance to 117 SMEs on a number of issues such as mentoring services, marketing and distribution, management technique, management of accounts, human resource management, strategic business planning and financing. • Participated in the “Salon des PME’s 2012” and marketed its support services to SMEs, informed SMEs of future activities and discussed with entrepreneurs about their needs.
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			slips and trips to the most serious of incidents and increase their aptitude to respond to emergency situations.	
5.1.4 Outcome: A National Employment Resource Centre (NERC) set up; data collection improved as well as the Work Permit Application System within the MLIRE modernized				
<i>Ministry of Labour, Industrial Relations and Employment</i>				
19.	Setting up of a National Employment Resource Centre to offer extensive information on the labour market and job prospects to employers, workers, students and researchers in the region, and to provide education and training. This could eventually lead to Mauritius hosting a centre for the sub-region providing some training activities complementary to those carried out in Turin.	EMPLOYMENT DIVISION	ON-GOING ACTIVITY.	<p>The National Employment Resource Centre has been renamed as the “Research and Documentation Centre” and is now operational at the Victoria House, Port Louis. It is not fully functional.</p> <ul style="list-style-type: none"> • A qualified Librarian is required. <p>The target audiences/beneficiaries are: employers, workers, Trade Unionists, staff, students and researchers. The Institution of Occupational Safety and Health of UK and the Antananarivo Country Office provided print materials. Technical assistance as well as Documentations from will be required.</p>
20.	Setting up of a master database on employment within the Ministry linking all existing Government databases on the issue to facilitate a more integrated approach and greater policy coherence.	EMPLOYMENT DIVISION	ON-GOING ACTIVITY	Database is already available for registered jobseekers and vacancies are notified. To suit the present needs of most employers and jobseekers, the database has been upgraded with the

			<p>collaboration of the International Organization for Migration (IOM) to include local and overseas vacancies. A new website (www.mauritiusjobs.mu) operating under the Job Management System (JMS) has been developed and completed on 15 April 2014.</p> <p>Training has been imparted to officers of the Employment Division from 21 – 30 April 2014.</p> <p>The JMS website was officially launched on 18 June 2014 at the BPML, Ebene in the presence of private employers, students and other stakeholders.</p> <p>There is need for the development of a more integrated approach to be for employment issues as well as sharing of data.</p> <p>Dr. Coffi Agossou, ILO Expert was on mission from 25-29 August 2014. A workshop was held on 27- 29 August 2014 whereby training was imparted to officers of the Employment division, Statistics Mauritius and representatives of Trade Unions. Dr Agossou came up with recommendations on how to upgrade the Labour Market Information System (LMIS). His Mission Report is</p>
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				under study by the Ministry and an Action Plan will be developed to upgrade the LMIS.
21.	Improving and modernizing the Work Permit Application System with a view to enhancing the operations and service delivery of the Work Permit Unit of the Ministry.	EMPLOYMENT DIVISION	ON-GOING ACTIVITY.	<p>The e- Work Permit Portal (front end) has been launched on 30 September 2014. The full system whereby registered companies would be able to submit applications and make payment on line would be operational by 2015.</p> <p>The implementation of the WPAS is expected to be completed by the end of 2015.</p> <p>Assistance of ILO will be required for:</p> <ul style="list-style-type: none"> I. the development of the appropriate legislation with regards to the introduction of the E-Work Permit. II. to carry out a study on the labour market and make appropriate proposals on scarcity areas and employment of foreign workers.
5.1.5 Outcome: Projects undertaken to improve the quality of employment with increased OSH activities and adequate training given to the social partners on OSH				
<i>Ministry of Labour, Industrial Relations and Employment</i>				
22.	Replicate the 'Joint Union/Management Negotiation Skills' workshop – held in April 2009 - based on the ILO training package annually over the 2012 to 2014 period.	LABOUR DIVISION	COMPLETED	Conducted by MTUC between 17-18 July 2014 on Capacity Building of Negotiators/Advisors of Tripartite

				Constituents. 9 Senior Officers from MLIRE participated.
23.	Equip the MLIRE staff dealing directly with the social partners with the appropriate mediation and communication skills with a view to achieving greater effectiveness in the awareness raising, discussion and negotiation processes.	LABOUR DIVISION	COMPLETED	Activity scheduled for December 2014 No support required from the ILO. Refer to remarks on Activity 51
24.	Train officers of the Employment Division of the MLIRE, who deal with job seekers in the labour market, in Employment Counselling.	EMPLOYMENT DIVISION	ON-GOING ACTIVITY. The French Government has agreed to assist the MLIRE in the restructuring of the Employment Information Centres based on the concept of “Pole Emploi”. Jean Perrre Callais from “Pole Emploi” on mission to Mauritius between 20-24 August 2014 discussed a bilateral agreement with the Ministry. A Draft MoU has been finalized and is being vetted by competent authority before its signature.	Assistance from ILO will be required for training of officers in counselling and upgrading their soft skills. 10 Senior employment officers were trained in October 2013 in employability skills at the Open University of Mauritius. In house training has been organised for all officers of Employment Division between 15-22 October 2014 Same is planned for 2015.

			Training of officers on Employment Counselling with the view to enhancing the services being offered to jobseekers is envisaged in 2015 with assistance from Pole Emploi	
25.	<p>Provide capacity building of the Occupational Safety and Health Inspectorate as follows:</p> <p>a) Managing health and safety in SME's and in the informal sector: 5-full-day workshop;</p> <p>(b) Safety and health in construction: 5-full-day workshop;</p> <p>(c) Risk assessment: 5-full-day workshop;</p> <p>(d) Noise at Work: 5-full-day workshop to finalize the Occupational Safety and Health (Noise at Work) Regulations and train officers in the use of noise measuring equipment;</p>	OSH DIVISION	ON GOING ACTIVITY	<p>Only one activity completed. All other workshops planned for 2015. Technical assistance will be required from the ILO. Funding from Ministry PBB 2015 already sought for all planned activities.</p> <p>(a) Planned for 11 to 15 May 2015.</p> <p>(b) Planned for 9 to 13 Feb 2015.</p> <p>(c) Planned for 8 to 12 June 2015.</p> <p>(d) Completed: Organized Workshop on Noise at Work between 9 to 23 May 2014 for tripartite constituents. 2 experts namely Mr. Franklin Muchiri, Senior ILO Specialist and Mr. Pawan Baichoo, Technical Officer from Safe Work acted as Resource Persons.</p>

	(e) Electricity at Work: 5-full-day workshop; (f) Stress at work - 5 full-day workshop; (g) Implementation of the occupational safety and health management system – 5 full day tripartite workshop.			(e) Planned for 16 to 20 March 2015. (f) Planned for 12 to 16 Jan 2015. (g) postponed to February 2015 because of non-availability of Mr. Franklin Muchiri
26.	Implement legislation on lodging accommodation for migrant workers Awareness raising on lodging accommodation for migrant workers.	OSH DIVISION	ON-GOING ACTIVITY	<ul style="list-style-type: none"> • 1627 lodging accommodation permits issued from January 2011 to Sept 2014 • 3971 inspections from January 2011 to Sept 2014. • 425 training sessions have been provided on site Four interpreters are required as follows: (i) 1 Bangladeshi (ii) 1 Indian (iii) 1 Malagasy (iv) 1 Sri Lankan
27.	Provide training to local workers on safety at work. Provide training to foreign workers on safety at work.	OSH DIVISION	ON-GOING ACTIVITY	Local workers trained: 2012: 7,525 (5,405M+2,120F) 2013: 2,824 (2,201M+623F) June 2014: 4,124 (2,686M+1,438F) Foreign workers Trained: 2012: Nil 2013: Nil Jan- Sept 2014: 425 (403M+22F)
28.	Formulate a training programme or a “Training of Trainer “programme on safety at work.	OSH DIVISION	NOT STARTED	To be organized in 13-17 April 2015. Already budgeted in 2015 PBB; ILO technical assistance requested.
29.	Provide staff training and attachments with	OSH DIVISION	ON-GOING ACTIVITY	Lack of available expertise. Only one officer from the OSH Cadre

	<p>relevant institutions to build capacity in dealing with hazards relating to asbestos. Following the long struggle of private sector trade unions representing workers of chemical industries, a consultant on Asbestos was appointed some years back to assess the health risk dimension of asbestos in Mauritius. The salient issue pinpointed by the consultant was the lack of expertise and training in Mauritius to deal with problems of asbestos.</p>			<p>followed a Training Course on BOSH W504 Asbestos Proficiency Module held at AAA Training Co. Ltd, United Kingdom from 18 to 22 November 2013.</p> <p>Knowledge gained is imparted to officers at Staff Orientation Sessions. Need for In-depth Training of staff on risk to the safety and health of employees and the public at large, and in the management of asbestos hazard is imperative</p> <p>Technical and Financial Assistance is requested from ILO</p>
30.	<p>(a) Hold tripartite workshops to raise awareness of Conventions No. 187 prior to ratification.</p> <p>(b) Hold tripartite workshop to raise awareness of Convention No. 155 prior to ratification.</p>	OSH DIVISION	COMPLETED	<p>a) A National Tripartite Workshop on the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) was organized by the Ministry of Labour, Industrial Relations and Employment with the assistance of the ILO from 25 to 27 July 2011. Facilitated by Mr. Franklin Muchiri – Senior OSH Specialist, ILO.</p> <p>The Convention No 187 was ratified on 19 November 2012 and came into force on 19 November 2013.</p> <p>b) A National Tripartite Workshop on the Occupational Safety and</p>

				<p>Health Convention, 1981 (C155) was organized by the Ministry of Labour, Industrial Relations and Employment with the assistance of the ILO from 12 to 14 February 2013.</p> <p>Convention No. 155 was ratified on 25 July 2014 and will come into force on 25 July 2015</p>
31.	Prepare sensitization materials, including information leaflets, on the labour laws, including the Occupational Safety and Health Act 2005.	OSH	COMPLETED	<ol style="list-style-type: none"> 1. Occupational Safety and Health Inspectorate prepared sensitization materials on the Occupational Safety and Health Act 2005 in April 2013 and are being distributed to all stakeholders 2. “Workers’ Guide”, an Information Leaflet published in English and French on the labour laws was officially launched on 12 September 2014. 3. Brochures in creole is expected to be finalised by mid-December 2014
32.	Review the labour inspection system so as to render it more effective and more responsive to the new challenges in the world of work including the re-organising and modernising of the current system of inspections.	LABOUR DIVISION	NOT STARTED	<p>Activity has been scheduled for March 2015</p> <p>ILO financial assistance requested</p>
33	Given that there is a move from traditional to productivity based wage systems, the staff of NRB and the social partners will be given	NRB	NOT STARTED	Planned for 2015.

	appropriate training in this area to take on board such important aspects while determining wages.			<p>This activity has been merged with the other two activities of the NRB listed below at section 74, 75.</p> <p>ILO expertise, support and assistance have been requested for training on the following three activities earmarked.</p> <p>(i) productivity based wage system;</p> <p>(ii) techniques for conducting objectives job evaluation exercises; and</p> <p>(iii) wage determination based on job content especially with respect to the application of the 'equal pay for work of equal value' concept</p>
Trade Unions				
34.	Hold a two-day tripartite workshop with ILO assistance on the fundamental amendments to be brought to the Employment Rights Act 2008 and the Employment Relations Act 2008 legislation to safeguard workers' rights and promote effective and fruitful collective bargaining.	CITU	COMPLETED	Conducted on 27 Dec 2012
		CFTU	COMPLETED	Workshop conducted on 17 TH April 2013 with 99 participants
		MLC	NOT STARTED	ILO Assistance requested
		MTUC	NOT STARTED	ILO Assistance requested, scheduled for March 2015
35.		CITU	COMPLETED	August / September 2013

	Hold a series of bipartite follow – up workshops for capacity building of negotiators/advisors of both trade unions’ and employers’ organizations conducted by ILO experts. This should also help reduce tensions and suspicious attitudes between the two parties.	CFTU	COMPLETED	CFTU conducted two (2) workshops on “Capacity Building” on 15 and 22 April 2014
		MLC	COMPLETED	Reports from MLIRE in December shows that this activity has been completed. No other information is available.
		MTUC	COMPLETED	Held in 17-18 July 2014 at Maritime Hotel for 27 participants
36	Hold a three-day seminar in Rodrigues to enable workers there to become more conversant with the new labour laws, the Occupational Safety and Health Act 2005 and the concept of Collective Bargaining.	CITU	NOT STARTED	ILO Assistance Required
		CFTU	COMPLETED	Conducted with 83 participants on 15-21 October 2013
		MLC	NOT STARTED	
		MTUC	NOT ENVISAGED	No affiliate in Rodrigues
37	Hold a seminar with ILO assistance on the need to introduce the Portable Severance Allowance Fund to protect workers who lose their job.	CITU	NOT STARTED	“Not a Priority for Mauritius”
		CFTU	NOT STARTED	Scheduled for 2015
		MLC	NOT STARTED	ILO Assistance required
		MTUC	NOT STARTED	Scheduled for 16-17 April 2015
38.	Set up a high-level Training Centre for Trade Union officials and members with ILO assistance. The Centre should also act as the Think Tank for Trade Unionism in Mauritius and should be equipped with all the IT and academic facilities for it to play a crucial role in the further development of Trade Unionism.	CITU	NOT STARTED	To be initiated by Ministry of Labour
		CFTU	COMPLETED	The CFTU has two training Centres, one at the GSEA Headquarters, Unity House, Beau Bassin and another one at the Seat of the AGWU, G R N W, Port Louis. Both have basic facilities. Moreover, one of CFTU affiliates, the GSEA has recently inaugurated its 2 nd Education Centre at

				Sterling Tower, Port Louis. This centre needs to be equipped. Technical and financial assistance from ILO is requested.
		MLC	NOT STARTED	No Resource available at present
		MTUC	NOT STARTED	Suggests to conduct resource mobilization under umbrella of CDS
39.	Train Shop Stewards in OSH Committees of private establishments on risk assessment and related OSH issues with ILO assistance.	CITU	COMPLETED	Training held between January and May 2013 for 20 shop stewards
		CFTU	COMPLETED	A 2-day workshop for Shop Stewards was held on 27 & 28 May 2014 at GSEA Education Centre, with the expert guidance of the OSH directorate of both Ministry of Labour and Civil Service Affairs.
		MLC	NOT STARTED	
		MTUC	NOT STARTED	Scheduled for 17-18 June 2015
40.	Develop training kits including audio-visual materials on OSH issues.	CITU	COMPLETED	6000 developed, printed and distributed
		CFTU	ON GOING	Development of training kits is presently under preparation, by the OSH Directorate of both Ministry of Labour and Civil Service Affairs
		MLC	NOT STARTED	No Resource

		MTUC	COMPLETED	Developed in 2012 and distributed during seminars held in 2013 and 2014
<i>Mauritius Employers' Federation</i>				
41.	<p>Hold 5 three-day workshops with ILO assistance to help employers assume their new responsibility towards Health and Safety issues at the workplace since the OSH Health Profile for Mauritius was validated in April 2009. The programme will be spread over the 2012 to 2014 period with two components being held every year.</p> <p>(a) The first will be an OSH Management and Audit Workshop to train Occupational Safety and Health Officers and other professionals to understand the requirements of Safety and Health Management Systems and to manage Health and Safety issues efficiently, reduce exposure to risks and hazards through the OSH Management System, conduct effective internal audits and use techniques regarding checklists, flow charts and other effective aids.</p>	MEF	NOT STARTED	<p>MEF finds the law too complex and hence difficult to undertake this activity</p> <p>MEF contends that</p> <p>(a) This workshop should be led by a person having hands on experience with practical examples and exercises</p>
	<p>(b)The second will involve training of relevant managers, MLIRE officers and trade unions on key elements of risk assessment in the construction industry. The topics covered will include the basics of risk assessment, electrical</p>	MEF	NOT STARTED	<p>(b) MEF: "This is a specialized workshop for the Construction sector which represents a high level of hazards and accidents".</p>

	hazards, fire protection, and working at high level and below ground level.			
	(c)The third will be on health and safety in the use of IT equipment which will cover topics such as man – machine interface, ergonomics design (layout, vision, posture and comfort) and the environmental hazards.	MEF	NOT STARTED	(c) MEF: ‘A specialized workshop concerning most sectors of activities but particularly geared for office staff and ICT/BPO sector’
	(d)The fourth component will enable stakeholders to address any risks and hazards associated with radiation and radiology. The workshop will cover forms and sources of radiation, radiation detection, instrumentation and dosimetry and workplace inspections and audits.	MEF	NOT STARTED	(d) MEF: “This is a highly specialized component where Mauritius does not have expertise”.
	(e)Finally, the health surveillance, prevention and control strategy workshop will equip participants with skills and knowledge geared towards the prevention and control of health risks.	MEF	NOT STARTED	(e) MEF: “This is a general theme but should pinpoint some particular activities e.g. chemical, dust, heat and cold environment”
42.	To clarify the concept of Corporate Social Responsibility (CSR) which has gained much prominence recently, the following activities will be undertaken:	MEF		The MULTI Unit of ILO Geneva conducted a one day capacity building on CSR to MEF’s representatives in October 2013
	(a)Organize a Train-the-Trainer programme to ensure that employers adopt a consistent and coherent approach to CSR; the pool of trainers will adapt existing CSR modules to the local context;	MEF	NOT STARTED	Not a priority for the moment for MEF. MEF reports that its CSR initiatives during the year was to direct resources towards flood victims

	(b)Train other CSR personnel and prepare a Guide to CSR based on international and local best practice, which will be updated regularly; and	MEF	COMPLETED	A new user-friendly version of the Guidelines on CSR has been updated in 2013
	(c)Hold meetings with managers responsible for strategic decisions at the enterprises to highlight the importance of integrating CSR into their business strategy, policies and processes.	MEF	COMPLETED	Meetings were held with members in the Construction Sector, Corporate sector. Workshops on integration of Persons with Disabilities at the workplace were also held.
43.	Hold a three-day Workshop on ‘Negotiating for Productivity and Performance Linked Wages’ for employers with the assistance of an ILO consultant. Some of the topics to be covered will be - Setting up of a Flexi-wage System at the Enterprise level, Selecting Performance Indicators and Ad-hoc Bonuses, and Incorporating and Modifying Collective Agreements.	MEF	NOT STARTED	ILO assistance has been requested
44.	Establish productivity and performance - linked wage systems through the process of collective bargaining which is part of the proactive role taken by the MEF.	MEF	NOT STARTED	Request for training on collective bargaining negotiations
45.	Build the capabilities of employers to engage in negotiations and consensus, including seeking for the establishment of productivity and performance - linked wage systems through the process of collective bargaining	MEF	COMPLETED	In order to pave the way for the promotion of collective bargaining as a sustainable alternative for wage fixing, the MEF has initiated briefing sessions on the Employment

				Rights Act and the Employment Relations Act. Furthermore, training programmes were held on the fundamentals of labour legislation.
46.	Hold a one-day workshop for employers in Rodrigues on the new legal framework and collective bargaining.	MEF	NOT STARTED	No additional Information Available.
47.	Undertake a competitive remuneration policy study with assistance of ILO – the objective being to creating a motivating work environment by rewarding performance excellence and creating equity and fairness within the workplace.	MEF	NOT STARTED	No additional Information Available.
48.	As part of the process of improving its corporate image since 2006, the MEF has already developed a Corporate Branding Strategy. The next step is the design and publication of a corporate brochure on the panoply of its services, such as Industrial Relations, Human Resource Management, Mentoring scheme and the Super Fund (Pension Scheme). It will be used to increase awareness of the services of the MEF and the membership database.	MEF	NOT STARTED	No additional Information Available.

Country Priority 2: Strengthening Social Dialogue

5.2.1 Outcome: Social dialogue enhanced through the National Tripartite Forum and the functioning of existing Industrial Relations institutions improved

<i>Ministry of Labour, Industrial Relations and Employment</i>				
49.	Consolidate the newly set up National Tripartite Forum with the objective to make recommendations and advise Government on, inter-alia, labour and industrial issues, social and economic policies and the determination of annual salary compensation	LABOUR DIVISION	ON-GOING ACTIVITY. (i) NMW- final report of Mr Eyraud awaited (ii) PSA – Subject to outcome of TU seminar	<p>Since its establishment in October 2010, NTF has met on 4 occasions.</p> <p><u>National Minimum Wage (NMW):</u> Tripartite workshop on National Minimum Wage was held between 15-16 October 2014.</p> <ul style="list-style-type: none"> Facilitated by Mr. F. Eyraud, ILO International Consultant <p><u>Portable Severance Allowance (PSA):</u> A trade union activity pertaining to a seminar on the need ‘to introduce the Portable Severance Allowance Fund to protect workers who lose their job’ having been earmarked under Priority 1 – Outcome 5.1.5 of the DWCP,(37 above) the Labour Division will decide on the next course of action after the holding of the above mentioned seminar in light of its outcome.</p> <p>This activity is not a priority for the Ministry at this point in time. However, should the participation of the Ministry be enlisted by the organizing stakeholder (i.e. TUs) in the seminar earmarked under Priority 1 the DWCP, the Ministry can contribute in terms of inputs on the implications of the introduction of the PSAF. Financial</p>

				collaboration of the MLIRE in the conduct of the seminar is not envisaged.
50.	Replicate the workshop on Social Dialogue, which was held in April 2009, annually from 2012 to 2014. It is expected that only through promoting the concept of Social Dialogue and exposing as many of the social partners as possible to a wide spectrum of experiences that there could be acceptance to the new concept of resolving problematic issues through Social Dialogue.	LABOUR DIVISION	COMPLETED	Workshop held between 5-8 May 2014. Technical support from ILO was obtained in the person of Mr Hezron Njuguna.
51.	Enhance the capacity of Officers of the MLIRE and of IR institutions in order to enable them to fully play their role of facilitator in the new set-up envisioned for social dialogue.	LABOUR DIVISION	COMPLETED	In view of the interlinked/converging objectives of the Labour Division activities nos. 23 and 51 with that of the training activity to be conducted by Prof. Torul, (as per the Ministry's Training Calendar 2014) on 'Negotiation Skills, CCM Legislations and implication of Legal Procedures' and now held on October 2014, the two LD activities Nos. 23 and 51 have been merged.
<i>Trade Unions</i>				

52.	Hold Bi-annual forums with ILO assistance on issues on which the Unions are divided with the objective of reaching some common grounds on these issues so that Trade Unions can present a united front when discussing with government or employers.	CITU	NOT STARTED	ILO Assistance requested
		CFTU	COMPLETED	Workshop held, in collaboration with C.D.S on 16 & 17 May 2013 (see remarks on MTUC below)
		MLC	COMPLETED	Reports from MLIRE in December show this activity to have been completed.
		MTUC	COMPLETED	Held between 16-17 May 2013, together with MLC, CFTU, and CITU and CDS was formed on the same occasion
53.	Publish booklets (passport size) of about 30 pages and other audio visual material prepared by the Trade Unions on the Employment Rights Act and the Employment Relations Act in English, French and Creole.	CITU	NOT STARTED	ILO Assistance required Need to be done afresh, given that amendments to laws have recently been made.
		CFTU	ON GOING	In view of the fact that the Ministry of Labour has already published same, document would be reprinted and circulated. It is under preparation.
		MLC	NOT STARTED	ILO Assistance required
		MTUC	COMPLETED	12,.000 passport size booklets produced and distributed with financial support from Friedrich Ebert Stiftung
54.	Run two Middle Management Courses approved by the Mauritius Qualifications Authority at the Certificate level yearly jointly with the Mauritius College of the Air and the	CITU	NOT STARTED	ILO Assistance Required. Trade Unionists suggest that it would be more appropriate to provide training on Negotiation skills and communication techniques

	University of Technology of Mauritius for trade union members.	CFTU	NOT STARTED	No additional information available
		MLC	NOT STARTED	
		MTUC	COMPLETED	Two Mid Management Courses run at MIE in May and August 2011 for 77 workers. About 30 of them graduated at Bachelors' and Masters' level.
55.	Hold two courses yearly - a basic Information Technology course and an Advanced Information Technology course - for trade union members followed by courses on Internet and web site.	CITU	NOT STARTED	ILO Assistance required
		CFTU	NOT STARTED	
		MLC	NOT STARTED	
		MTUC	NOT STARTED	Scheduled between 16-20 Mars 2015
56.	Hold six seminars on fundamental Human Rights for some 600 participants, namely Higher School Certificate/University students as well as Vocational Institution trainees and young workers, with ILO/local expertise on an annual basis.	CITU	COMPLETED	Activities organized in collaboration with AHEAD and TESA (NGOs) for more than 600 participants
		CFTU	COMPLETED	Conducted on 29 April 2013 for 74 participants and 27 November 2013 for 94 participants
		MLC	NOT STARTED	Trade unionists suggest that members and young workers should instead be trained on Decent Work and Women's Rights
		MTUC	ON GOING ACTIVITY	Activity started at Adventist college in 2010, planned for 2014 but has not been sustained. Now scheduled for 16-20 March 2015
57.	Review the criteria used to determine	CITU	NOT ENVISAGED	Not envisaged Trade Unionists suggest that a rotation

	Trade Union representation with ILO guidance to achieve a more equitable and fairer representation of Trade Unions in the national/international fora.			system be used to for Trade Unions Representatives to attend national/international fora
		CFTU	NOT STARTED	No additional information available
		MLC	COMPLETED	Confirmed by report from MLIRE in December 2014, No additional information received
		MTUC	COMPLETED	Conducted on 19/20 August 2013
<i>Mauritius Employers' Federation</i>				
58.	Work towards reaching a Social Pact based on mutuality of gains for the Enterprise and Labour which is vital at this stage of development.	MEF	NOT STARTED	According to MEF, various labour law amendments have rendered this activity very difficult to achieve.
59.	Hold workshops/discussions/meetings among social partners with the objective of identifying our national shared values through consensus	MEF	COMPLETED	MEF has continuously in 2014 engaged in policy dialogues with various stakeholders, prepared position papers on National Min Wages, National Employment Policy and participated in tripartite workshops, engaged Consultations with Printing Industry Operators in May, June and July 2014; with Catering Industry Operators in February, March and November 2014 and Sugar Industry operators throughout 2014
60.	Hold training programmes for employers in Collective Bargaining and Negotiating skills.	MEF	NOT STARTED	Trade Unionists suggest that Employers conduct training programmes on collective bargaining and negotiation skills and organise overseas training on social dialogue.

Country Priority 3: Elimination of All Forms of Discrimination				
5.3.1 Outcome: Enabling environment for gender equality promoted				
<i>Ministry of Gender Equality, Child Development & Family Welfare (MGECDWF)</i>				
61.	Adoption of sectoral gender policies by respective Ministries and the provision of training to all concerned officials of the Ministry of Gender Equality, Child Development and Family Welfare on gender mainstreaming in ILO or UN training centres	MGECDWF	COMPLETED	<p>All Ministries have already formulated their sectoral gender policies.</p> <ul style="list-style-type: none"> • 3 Ministries have reviewed their sectoral gender policies in 2014, namely the Ministry of Labour, Industry and Public Infrastructure. New policies have been developed for the Attorney General's Office including Director of Public Prosecution; Ministry of Housing and Lands; Ministry of Information, Communication and Technology; Ministry of Education and Human Resources; Ministry of Energy and Public Utilities; Ministry of Foreign Affairs, Regional Integration and International Trade; Ministry of Social Security, National Solidarity and Reform Institutions and Ministry of Arts and Culture

				No training was conducted and this component has been merged with 63 below (high standard training)
62.	Capacity building of Gender Focal Points of Ministries in order to mainstream gender effectively into Government policies and programmes	MGECDFW	COMPLETED	A high level capacity building programme was conducted on 19-21 August 2013 by international consultant Mrs. Burn with Gender Focal Points and senior officers not below the rank of Deputy Permanent Secretary. 70 officers (65 female and 5 Male) participated in the Workshop. UNDP Assistance for development of gender strategy.
63.	Formulation of a high standard training of trainers (TOT) programme on gender so as to create a pool of trainers who would in turn work in collaboration with other stakeholders, including civil society organizations, to further the gender agenda at the national level	MGECDFW	NOT STARTED	Planned for February 2015: ILO Technical assistance has been assured
64.	National sensitization campaigns on gender using innovative ICT tools in order to reduce the gender gap and bring about a change of mind set will be undertaken by the lead agency, in collaboration with all stakeholders to ensure a holistic approach	MGECDFW	COMPLETED	The Ministry has entered into an agreement in 2013 with the Commonwealth of Learning (COL) for the development and production of interactive DVDs on 5 themes, namely gender concept; women and climate change; gender based violence; the role of women in agriculture; and feminization of poverty.

				<ul style="list-style-type: none"> As at September 2014, five DVDs namely the Gender Concept, Women and Climate Change, Gender Based Violence, Feminization of Poverty, and Women in Agriculture have been produced. <p>These DVDs are utilized during sensitization campaigns in the community and also for training purposes.</p>
5.3.2 Outcome: Discrimination and stigma against workers affected by HIV/AIDS reduced through greater sensitization				
<i>Ministry of Labour, Industrial Relations and Employment</i>				
65.	Hold workshops on issues pertaining to HIV/AIDS so as to obtain interagency awareness	OSH DIVISION	COMPLETED A National Tripartite Workshop was held from 19 to 20 March 2013 on the issue of HIV and AIDS. A National Tripartite Validation workshop of the National Policy of HIV and AIDS at the Workplace was held from 13 to 14 August 2013.	Technical and financial assistance provided by ILO. Workshops were facilitated by <ul style="list-style-type: none"> Ms. Farah Juliette Razafiarisoa – HIV Technical Specialist, ILO Mr. S. Balgobin – National Consultant, ILO. Ministry of Health and Quality of Life, National AIDS Secretariat and other NGOs participated
66.	Adapt the ILO Code of Practice on HIV/AIDS to the Mauritian context with NAS acting as a facilitator.	OSH DIVISION	ON GOING ACTIVITY	On-Going Activity together with NAS. 5000 Leaflets on HIV and AIDS at the Workplace is under press.

67.	Provide training to the OSH Inspectorate staff and the NAS Steering Committee members so as to enable them to vulgarize the provisions of the Code of Practice to the working population.	OSH DIVISION	ON GOING ACTIVITY	On-going training activities on HIV/AIDS are organised in collaboration with Ministry of Health and Quality of Life (AIDS Unit), for employers and employees at the Occupational Safety Health Training and Information Unit. Training Planned for 14-15 July 2015. Funding from Ministry PBB 2015 already sought. ILO technical assistance is requested.
Trade Unions				
68.	Sensitize members on HIV/AIDS	CITU	COMPLETED	Seminar organized on 5 th August 2014
		CFTU	COMPLETED	The CFTU held a two day workshops on 12 & 13 June 2014, in close collaboration of the AIDS Unit of the Ministry of Health on HIV/AIDS
		MLC	COMPLETED	Seminar organized in 2012. On-going sensitization campaign organized in 2012, 2013 and 2014. One member trained and regular sensitization campaigns at worksite are being organised. Additional information not available.

		MTUC	COMPLETED	Two seminars on HIV/AIDS were organised for all affiliates residing in the North, West and East in August 2011 and covering 150 trade union representatives (75 males and 75 females) and another one at the University of Mauritius for representatives of affiliates residing in the South and Centre in August 2012 covering 300 people (110 male and 190 female).
69.	Organize a seminar to sensitize workers on HIV/AIDS stigmatization at the workplace	CITU	COMPLETED	Together with activity 67 above
		CFTU	COMPLETED	Together with activity 67 above
		MLC	COMPLETED	On-going activity at workplace. Additional information not available.
		MTUC	COMPLETED	In 2013 at Waste Water Management Authority. Additional information not available.
<i>Mauritius Employers' Federation</i>				
70.	Hold a high level Forum on HIV/AIDS in Mauritius for Senior Management to give participants the latest development on the disease and the way to handle it at the workplace. The Forum will be held with the collaboration of organizations involved in the fight against HIV/AIDS. The ILO Code of Practice, the ILO/World Health Organization Joint Guidelines on health services and HIV/AIDS will be presented by ILO as well as issues of Corporate Social Responsibility, private sector partnerships and international experience	MEF	NOT STARTED	HIV/AIDS is not considered as a priority for MEF. Additional information not available.

71.	Undertake targeted action in 10 selected workplaces through programmes on prevention, care and support so as to take stock of the existing situation in enterprises; identify the current best practices and approaches on the prevention and control of the disease so as to create a positive work environment; conduct a follow-up and evaluation programme spread over 12 months in collaboration with the relevant NGOs and organizations.	MEF	NOT STARTED	HIV/AIDS is not considered as a priority for MEF
72.	Publish the best practices highlighted in the evaluation programmes and disseminate case studies to create the necessary commitment among MEF members. The OSH Information pack published by MEF will be updated and will include, based on the practical experiences gained, two new chapters on Enterprise policy on HIV/AIDS and Monitoring of an EAP on HIV/AIDS at the Workplace. The existing set of posters will be reprinted and a brochure prepared. These publications will be inputs to the seminar on 'Practical Approaches to manage HIV/AIDS at the Workplace'.	MEF	ON GOING ACTIVITY	The MEF OSH Information Pack has been updated in November 2012 and includes the two mentioned chapters. The existing set of posters and brochures have not been reprinted. Additional information not available.
73.	Hold a seminar for safety and health officials and HR Managers including officers of MLIRE, in the same week on 'Practical Approaches to manage HIV/AIDS at the Workplace.	MEF	COMPLETED	Introducing participants to health and safety principles and related legislations. Seminar conducted in July 2014 for 67 participants (62 Males 5 Females)

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5.3.3 Outcome: Gender-neutral wage determining mechanism rendered more effective

Ministry of Labour, Industrial Relations and Employment

74.	Obtain technical support from the ILO for the NRB as regards appropriate techniques/methods for conducting objective job evaluation exercises to promote its application in the determination of content-based remuneration, free from gender bias.	NRB	NOT STARTED	See comments on NRB at 33 above.
75.	Enhance the capacity of the National Remuneration Board to carry out its functions of wage determination based on job content so that it can train the other constituents on the concept of “equal pay for work of equal value” to enable them to play a more effective role in the wage fixing exercise.	NRB	NOT STARTED	See comments on NRB at 33 above.

5.3.4 Outcome: Discrimination against disabled persons reduced

Ministry of Social Security, National Solidarity, Senior Citizens and Welfare & Reforms Institutions

76.	Review legislation pertaining to training and employment of disabled persons to bring it in line with the UN Convention on the Rights of Persons with Disabilities and prepare action plan	MINISTRY OF SOCIAL SECURITY	COMPLETED	<p>Amendments have been brought to the Training and Employment of Disabled Persons Act in July 2012 and proclaimed in September 2012. An Assessment Committee has been set up to do the profiling of disabled persons and to match them with appropriate jobs.</p> <p>A Hearing Committee has been constituted to mediate between employers and the Training and Employment of Disabled Persons Board.</p> <p>Additional information not available.</p>
77.	Hold sensitization workshops	MINISTRY OF SOCIAL SECURITY	COMPLETED	<ul style="list-style-type: none"> • Sensitization workshops on employability of disabled persons are on-going. In July 2013, a workshop was held with 20 HR Managers of Mauritius Export Association (MEXA). • In December 2013, a two-day Workshop was organized on “Confidence Building for Employment of Persons with Disabilities” for employers in the Private sector and Ministries and Parastatal Bodies and Persons with Disabilities who are able and willing to work
<i>Mauritius Employers’ Federation</i>				
78.	Develop a policy for the integration of disabled persons in the work place	MEF	NOT ENVISAGED	

				<p>MEF contends that Government is already engaged in this activity, for example, Government amended the Training and Employment of Disabled Persons Act 1996 in September 2012 to promote integration of disabled persons at workplace.</p> <p>In December 2013 the Ministry of Social Security, National Solidarity and Reform Institution in collaboration with Remploy UK organized a Conference on “Confidence Building of Employers for an inclusive Society” as part of an initiative to sensitize employers. Additional information not available.</p>
79.	Hold workshops with employers to sensitize them on integration and training of disabled persons	MEF	COMPLETED	<p>In June 2014, workshop was for organised for 11 participants(10 Males and 1 Females). Providing participants with the knowledge and skills to devise a non-discriminatory recruitment and selection process at the workplace. On July 2014, MEF organised a workshop for 21participants (14 Males,7 Females) Providing participants with the appropriate tools, skills and competencies for the implementation of a talent strategy based on sound and fair labour practices. However, MEF organised a</p>

				Office and IT Skills Programme for Person with Disabilities and Training & Psychological Support programme and Internship for 18 persons (<i>11 Males, 7 Females</i>) in August, October, November 2014.
5.3.5 Outcome: Discrimination against migrant workers reduced				
<i>Trade Unions</i>				
80.	Hold a tripartite workshop so as to identify all discriminatory aspects in law and practice with regard to migrant workers on an annual basis between 2012 and 2014.	CITU	COMPLETED	Conducted together with activity 34 above. Additional information not available.
		CFTU	COMPLETED	Conducted in the context of celebration of the Day of Decent Work in 2013 and 2014 On 7 October 2013, for 61 participants and on 7 October 2014 , for more than 100 delegates , which were held at the Council Room of the Municipality of Port Louis, on the theme: Decent Work = A Workers' Right.

		MLC	NOT STARTED	ILO Financial and Technical Assistance requested.
		MTUC	NOT STARTED	Scheduled for 10-11 December 2014

7. APPENDIX 2: TERMS OF REFERENCE

National consultant in charge of the Mauritius Seychelles Decent Work Country Programme (DWCP) Review

The Decent Work Country Programme (DWCP) review is part of the process of the DWCP progress monitoring and reporting. It is to be carried out with full participation of the ILO constituents and other national partners, as appropriate. It enables the ILO and its constituents to review their joint performance in delivering planned outputs and supporting the achievement of outcomes. The ILO Country Office of Antananarivo has prepared the Terms of Reference in consultation with the ILO Regional Office for Africa (ROAF) in Geneva. The draft TOR will be submitted to tripartite constituents for discussion in order to refine the approach.

This DWCP review will be a means of providing feedback on how well the ILO and its constituents have been performing under the DWCP (2012-2014), highlighting good practices, making recommendations on improving delivery of decent work results. The review will be coordinated by the ILO Regional Office in Addis Ababa.

1. Background and Context

Mauritius has adopted and signed the Decent Work Country Programme (DWCP) in 2012. Since then, the Government with the Employers' and Workers' organizations and all other concerned actors have been implementing the Programme. This has been done with support from the International Labour Organization (ILO). Indeed, the Mauritius DWCP 2012-2014 is a framework through which constituents and other key actors in the world of work coordinate their efforts in order to attain agreed national goals in the labour and employment sector. It is also intended to align technical assistance support and resources around an achievable set of priority outcomes. The major issues to be addressed were identified and prioritized through consultative forums and it focuses on the three priorities and fourteen corresponding outcomes namely:

Priority 1: Creation of Decent and Productive Employment with the provision of adequate Social Protection

- **Outcome 1.1.** *Appropriate policies including the National Employment Policy, and programmes put in place leading to an increase in Decent and Productive Employment.*
- **Outcome 1.2.** *A more inclusive society created through the promotion of decent employment opportunities for the disabled.*
- **Outcome 1.3.** *Decent and quality employment opportunities for Small and Medium Enterprises (SMEs) created.*
- **Outcome 1.4.** *A Documentation and Research Centre (DRC) set up; data collection improved as well as the Work Permit Application System within the MLIRE modernized.*
- **Outcome 1.5.** *Projects undertaken to improve the quality of employment with increased OSH activities and adequate training given to the social partners on OSH*

Priority 2: Strengthening Social Dialogue

- **Outcome 2.1.** *Social dialogue enhanced through the National Tripartite Forum and the functioning of existing Industrial Relations institutions improved.*

Priority 3: Elimination of All Forms of Discrimination

- **Outcome 3.1.** *Enabling environment for gender equality promoted.*
- **Outcome 3.2.** *Discrimination and stigma against workers affected by HIV/AIDS reduced through greater sensitization.*
- **Outcome 3.3.** *Gender-neutral Wage Determining Mechanism Rendered More Effective.*
- **Outcome 3.4.** *Discrimination against Disabled Persons reduced.*
- **Outcome 3.5.** *Discrimination against Migrant Workers reduced.*

The programme was officially signed in November 2012 but has been implemented since it was drafted and approved by constituents. In light of this, there is need to take stock of the achievements, challenges, and lessons recorded during its implementation through a review. This is important in order to improve the way forward and achieve better results.

2. Purpose

The purpose of the review is to assess the achievements made so far in realizing the outcomes, get feedback for improving programme delivery, take stock of lessons learned and challenges, propose recommendations. It will provide:

- a summary of results and achievements per each of the priority areas and outcomes
- documented good practice examples or success stories
- an analysis of relative effectiveness under each DWCP priority/outcome and areas for improvement
- overall lessons learned
- feedback for the next phase of the DWCP implementation period.

The information will be used by constituents, ILO as well as key counterparts and Implementing Partners. The preliminary review to be carried out by the national consultant will be the basis of discussion during the review workshop with all key partners.

The specific objectives of this exercise are to:

- Review the appropriateness and adequacy of DWCP design
- Examine the progress made so far to achieve the outcomes
- Examine the usefulness of the strategies, partnerships and the constraints to be addressed, including the practical application of gender mainstreaming
- review the organizational capacities of the , ILO Country office and the social partners with regards the overall coordination of the programme
- Identify the major challenges, weaknesses and strengths of the programme
- Identify lessons learned and propose recommendations for the next step of the DWCP implementation.

3. Clients

The main clients of the evaluation are the ILO Country Office of Antananarivo, ILO Regional Office for Africa, donors, tripartite constituents and national/international implementing partners in Mauritius.

4. Methodology

The review exercise is a participatory assessment of current practice. The methodology for this activity will be based on a desk review to be completed by individual or focus group interviews with all stakeholders accordingly to the review objectives. When conducting the review, in addition to the ILO Office, the tripartite constituents as well as other parties involved in the country programme and targeted for making use of the ILO's support will be asked to contribute and participate.

An external consultant will be hired to facilitate the review process. The external consultant will conduct a desk review, interview key stakeholders, draft the report, facilitate a presentation for the stakeholders or roundtable discussion of the main findings and prepare the final review report based on inputs received.

Hence, the review workshop will be held on 27 October 2014 on the basis of the findings to be presented by the consultant.

Scope and criteria

The review will cover all activities carried out under the Decent Work Country Programme from 2012 to 2014, as part of a stock taking exercise. The review will focus on the progress made on tangible outcomes directly resulting from ILO contributions. Key criteria for the review are: 1) adequacy of resources; 2) delivery of outputs; 3) use of outputs by partners; 4) progress made towards outcomes and sustainability of achievements; and 5) emerging risks and opportunities.

The evaluation will answer the following key questions in the review report:

A. Relevance and coherence of the DWCP

- To what extent did the DWCP address the national development priorities as stated in the National Development Plan and constituents priorities?
- To what extent did the DWCP contribute to the achievements of the targets set in the Decent Work Agenda for Africa?
- Is there coherence and an integrated approach to the DWCP strategy?

B. Tripartite constituents' capacities

- Have the tripartite constituents' resources and efforts been organized towards supporting the delivery of DWCP outputs? Are there specific structures supporting the DWCP? What resources are committed towards the DWCP?
- Do the tripartite constituents effectively use available linkages to promote the DWCP and participate in the resource mobilization for the DWCP? What are the results achieved?
- What are the main capacity constraints of the tripartite constituents in delivering DWCP outputs?
- How have these capacity constraints affected delivery under the DWCP? What can be done to address them?

C. ILO's capacity, comparative advantage and efficiency

- Is the ILO's work directly supporting national partners to address priorities for decent work in the country?
- Does the ILO work with the constituents within the context of a larger national effort, contributing where they have voice, interest and comparative advantage?
- Does the ILO's support address capacity gaps and open entry points for constituents involvement?
- Do the operations of the ILO match the DWCP plan? Are the available technical and financial resources adequate to fulfil the DWCP implementation plan?
- Is resource mobilization being carried out effectively and efficiently?

D. Partnership, strategies and inter-agency relations

- Is the management and governance arrangement of the DWCP adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
- Are roles and expectations well understood and managed by the key implementing partners?
- Do national constituents support the strategies and take responsibility for ensuring the expected outcomes of the collaboration as spelled out in the DWCP?
- Is there a clear vision and strategy with main means of action for delivery of the DWCP that is understood by all partners?
- Was there a clear strategy for facilitating gender equality and linkages to the national gender infrastructure?

E. Managing for results

- Did the programme define clear outcome-level results against which it can be assessed?
- Do outputs causally link to the intended outcomes that in turn link to the DWCP priorities?
- Was the principle of equal opportunities for women and men linked to the intended outcomes and DWCP priorities?
- How effective was the DWCP management in monitoring the performance of the programme and the results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data gender sensitive and disaggregated by sex (and by other relevant characteristics if relevant)?
- Do the intended outcomes justify the resources being spent?

G. Knowledge management and sharing

- How effectively is performance being monitored and reported?
- Is information being shared and readily accessible to national partners?
- Are national knowledge networks and knowledge bases being used and strengthened?

H. Progress made on tangible outcomes

- Are the available technical and financial resources adequate to fulfil the project plans?
- Are the activities/projects being implemented in accordance with the DWCP? If not, why?
- What outputs have been produced and delivered?
- To what extent do the outputs contribute or used by partners to the achievements of the outcomes?
- What progress has been made towards achieving the outcome?
- What is the contribution of the national partners and the ILO to achieve the outcomes?

- What are emerging risks and opportunities?

I. Lessons learned

- What good practices can be learned from the programme that can be applied in the next DWCP and to similar DWCP in Africa?
- What should have been different, and should be avoided in the future?

5. Management Arrangements and time frame

Regional Office for Africa (ROAF):

- Coordinate the review
- Approve TOR and consultant selection
- Oversee process, including follow up

ILO Antananarivo Country Office (CO):

- Manage activities in coordination with consultant
- Compile and provide all relevant documents (project and programming information including work plans, progress reports, evaluations, key communications, contacts, etc.) to the consultant
- Brief partners on the process and their participation
- Follow up on recommendations of the DWCP review
- Disseminate the evaluation report to relevant partners and stakeholders.

Consultant:

- Review the portfolio and document the performance made so far
- Interview key partners individually and collectively as needed
- Support the CO/ROAF in facilitating meetings
- Submit the draft and final evaluation reports.

The DWCP Cell will supervise the work of the consultant at national level to ensure its quality.

6. Layout of the report

The following analytical framework is suggested for the final report:

- Title page (1 page)
- Table of Contents (1 page)
- Executive Summary (3 - 4 pages)
- Acronyms (1 page)
- Background and Project Description (2-3 pages)
- Purpose of Evaluation (1 page)
- Evaluation Methodology (1-2 pages)
- Project Status (1 page)
- Findings, Conclusions, and Recommendations (about 15 pages)

This section's content should be organized around the TOR questions, and include the findings, conclusions and recommendations for each of the subject areas to be evaluated.

- Annexes: including the terms of reference, evaluation work plan and any other relevant documents.

7. Proposed Workplan

Task	Source of information	Responsible	Time frame
Desk review of the major documents (Programme documents, progress reports, project evaluations, work plans, workshop reports, etc.)	ILO CO Antananarivo/ILO Focal point in Mauritius Ministry of Labour, Industrial Relations and Employment (MLIRE) Social partners All actors involved	Consultant	5 working days, starting 26 Sept 2014
Consultations with ILO staff (Focal Point in Mauritius, Programming unit, Director) and Regional Office for Africa (M&E Officer)	Call/video conference, skype, mails	Consultant	
Individual/group meetings with constituents (MLIRE, MEF, Trade Unions) and all key actors	ILO Focal Point in Mauritius MLIRE	Consultant	10 working days
Meeting with the DWCP Cell	ILO Focal Point in Mauritius MLIRE	Consultant	1 working day
Draft report based on the information/data collected	To be submitted to ILO (CO, ROAF) and MLIRE	Consultant	4 working days
Draft presentation based on the report		Consultant	1 working day
Review workshop with the key national partners to present and discuss preliminary findings and recommendations (including preparation). The presentation of the consultant will be the basis of this workshop and the draft report will not yet be shared.		ILO/MLIRE/Consultant	3 working days (including preparation)
Preparation of the final report	To be send to the ILO focal points (CO, ROAF) who will circulate it to the ILO concerned staff and main national partners for comments.	Consultant	6 working days

8. Consultation duration

A national consultant will be hired to undertake the different tasks mentioned in the present TOR for 30 working days. However, the contract will start from 26 September to 30 November 2014 considering the need to wait for inputs from all stakeholders.

9. Expected outputs

The consultant will send to the ILO the following:

- A draft DWCP Review report to be shared with constituents and relevant stakeholders by 20 October
- A draft presentation to be delivered during the stakeholders workshop by 22 October
- A final DWCP review report including all relevant comments by 15 November.

10. Consultant profile

The review will require from the consultant the following qualifications:

- Master in management, Economy or in other similar field
- Knowledge and experiences in the field of the Decent Work Agenda
- Strong experiences in the evaluation of programme or projects
- Strong analytical and writing abilities
- Teamwork and communication abilities.

8. APPENDIX 3: List of Discussants

Names	Organisation
1. Mr. D. Benydin 2. Mr. N. Gopee 3. Mr. L. Badal	National Trade Union Confederation (NTUC)
4. Mr. S. Ray	Congress of Independent Trade Union (CITU)
5. Mr. R.Sadien 6. Mr. R. Ramnarain	Confederation of Free Trade Union (CFTU)
7. Mr. A. Peerun 8. MR. B Jeewoo 9. Mr. Fritz Thomas	Mauritius Labour Congress (MLC)
10. Mr. D. Quedou 11. Mr. N. Chacoory 12. Mr. P. A Ramasawmy 13. Mr. I Gajadhur	Mauritius Trade Union Congress (MTUC)
14. Mrs. J. Rago	Trade Unions Consultative Congress (TUCC)
15. Mr. J.P Nowbuth 16. Mr. V.K. Mudhoo 17. Mr. E. Armoogum 18. Mr. Nagaisar 19. Mr. K. Gunputh 20. Ms. A D Goinden 21. Ms. S. Jeetoo 22. Ms Y. Mamode Cassim	Ministry of Labour, Industrial Relations and Employment

23.	Ms. R. Khoyratty	
24.	Mr. M.Maudarbacus	
25.	Ms. N. Aumeer	
26.	Mr. S. Munoruth	
27.	Ms. J. Fwok Yui	
28.	Mr. S. Ramnauth	
29.	Mr. A. Jannoo	
30.	Mr. V. R. Saccaram	
31.	Mr. A. Bankur	The Ministry of Social Security, National Solidarity and Reform Institutions
32.	Ms. M. Bali	The Ministry of Gender Equality, Child Development and Family Welfare
33.	Mr.Lakshya Jundoosingh	
34.	Mr. Nandish Raider	
35.	Mr. A. Gungah	The National Remuneration Board
36.	Mr. D. Ramdhur	The Small, Medium Enterprise Development Authority
37.	Mr. Sornum	
38.	Ms. Buddoo	The National Empowerment Foundation
39.	Mr. P. Dursun	MEF
40.	Mr. H. Gaspard	
41.	Mr. .J. Smith	
42.	Mr. C.Ntsay	ILO
43.	Mr. Farice, Gugsu Yimer	
44.	Mr. Francois Eyraud	
45.	Ms. Clara Ramaromanana	

46.	Ms. H. Koolomuth	
47.	Mr. Marcel Lan Pin Wing	Ministry of Industry, Commerce and Consumer Protection
48.	Ms. Patricia Melanie Rebecca Docile	Ministry of Finance and Economic Development

9. APPENDIX 4 : Budget Forecast for DWCP (2012-2014)

Activities and Cost of the Decent Work Country Programme 2012 - 2014		
Project	Executing Agency	Total Cost of Project
PRIORITY 1: 5.1 Employment Creation		
(i) Prepare National Employment Policy Paper	Emp. Div	45,000
(ii) Include Mauritius in Global Jobs Pact Initiative	Emp. Div	5,000
(iii) Organize training for target groups using ILO training material as follows: (a) Training abroad for Trainer	NEF	20,000
(b) Training Workshops for counsellors	NEF	19,000
(c) Training Workshops for facilitators	NEF	33,000
(d) Training Workshops for life skills trainers	NEF	63,000
(e) Motivational Dialogue Sessions for employers and unemployed on issues pertaining to employment and the workplace	NEF	19,500

5.1.2 Creation of a more inclusive society through the promotion of employment opportunities for the disabled		
(i) Facilitate the provision of courses in (a) Prevocational Training/Basic Literacy & Numeracy Skills, (b) IT-Information Technology-specific skills and in Agricultural projects, Business Process Outsourcing, Hotel and Handcrafts	MSSISRI	2,250
(ii) Organise Capacity Building programmes	MSSISRI	62,250
(iii) Sensitize society of its responsibility towards creating a more inclusive society through awareness campaigns	MSSISRI	16,125
Cost of the Decent Work Country Programme 2012 - 2014		
Project	Executing Agency	Total Cost of Project
(iv) Organise training of trainers programmes in technical and operational skills.	MSSISRI	2,250
(v) Help the Training and Employment of Disabled Persons Board to set up a dynamic placement service for disabled persons.	MSSISRI	15,000
(vi) Assist the Training and Employment of Disabled Persons Board in promoting self-employment	MSSISRI	2,250

5.1.3 Promotion of decent and quality employment opportunities for the Small and Medium Enterprises (SMEs)

(i) Provide Management training & Modular training in Business Planning/Costing etc on a regional basis to SMEs	SMEDA	48,125
(ii) Organise Courses on Accounting and Marketing for SME entrepreneurs	SMEDA	38,125
(iii) Arrange Courses on Handicraft, Batik / Textile Painting, Wood Carving, Bamboo Craft, Packaging	SMEDA	38,125
(iv) Reinforce Research & Development unit of SMEDA	SMEDA	11,125
(v) Train staff & upgrade Business Facilitation Unit of SMEDA	SMEDA	5,000
Cost of the Decent Work Country Programme 2012 - 2014		
Project	Executing Agency	Total Cost of Project
(i) Understanding the Core Competencies of a successful entrepreneur; (ii) Training SMEs on how to set up enterprise	MEF	48,000
(iii) Obtaining knowledge on how to run an enterprise in an effective manner	MEF	18,000
(iv) Setting up a "Mentoring" service to enable SMEs	MEF	18,000

5.1.4 Improvement and consolidation of employment data collection system		
(i) Set up a NERC	Emp. Div	15,000
(ii) Set up a master database on employment within the Ministry linking all existing Government databases	Emp. Div	11,125
(iii) Reorganise and modernise the WPAS	Emp. Div	2,000
5.1.5 Improving the Quality of Employment with increased OSH activities		
(i) Hold Negotiating Skills Workshops annually between 2012 to 2014	Labour	12,875
(ii) Equip the MLIRE staff with the appropriate mediation and communication skills	Labour	12,875
(iii) Train officers of the Employment Division in Employment Counseling.	Emp. Div	12,875
(iv) Capacity building of OSH inspectorate - hold seven 5 - full day workshops on OSH issues	OSH	60,000
Cost of the Decent Work Country Programme 2012 - 2014		
Project	Executing Agency	Total Cost of Project
(v) Implement legislation on lodging acc. for migrant workers & awareness raising.	OSH	7,000
(vi) Provide training to local and foreign workers on safety at work	OSH	13,750

(vii) Formulate training prog. on safety at work	OSH	21,875
(viii) Provide Staff training and attachments with relevant institutions to build capacity in dealing with hazards relating to asbestos	OSH	179,375
(ix) Hold tripartite workshops to raise awareness of Conventions Nos. 155 and 187 prior to ratification.	OSH	23,063
(x) Prepare sensitisation materials, including information leaflets, on the labour laws including the Occupational Safety and Health Act 2005.	Labour/OSH	16,750
(xi) Modernise the labour inspection system so as to render it more effective	Labour	18,000
(xii) Develop capacity of NRB staff & Social partners in productivity linked wage system	NRB	48,000

Cost of the Decent Work Country Programme 2012 - 2014

Project	Executing Agency	Total Cost of Project
(i,ii & iii) Hold tripartite seminars on Collective Bargaining and ongoing training programmes on collective bargaining; Hold 3 day workshop in Rodrigues; Hold seminar on Portable Severance Allowance Fund	Trade Union	87,500
(iv) Hold a series of bipartite follow – up workshops for capacity building of negotiators	Trade Union	97,500
(v) Set up a Training Centre	Trade Union	24,000
(vi) Organise training for Work Stewards on OSH issues	Trade Union	22,719
(vii) Develop training kits including audio-visual materials on OSH issues.	Trade Union	16,750
(i) Hold Workshops on 2 specific areas each year over 3 years. The areas are (a) OSH management audit , (b) risk assessment in construction industry, (c) H & S issues in the use of IT equipment, (d) risks and hazards associated with radiation and radiology, and (e) health surveillance & control strategy	MEF	55,000

Cost of the Decent Work Country Programme 2012 - 2014

Project	Executing Agency	Total Cost of Project
(ii) Hold Capacity Building workshop for employers on CSR, prepare guide on CSR based on international best practice, hold workshops to help managers integrate CSR in business strategy	MEF	47,500
(iii) (a) Hold a three-day Workshop on 'Negotiating for Productivity and Performance Linked Wages; (b) Establish productivity and performance - linked wage systems;(c) Build the capabilities of employers to engage in negotiations	MEF	23,000
(iv) Hold workshop in Rodrigues on legal framework and CB	MEF	5,000
(v) Hold Training programme for social partners on productivity and performance - linked wage system	MEF	5,313
(vi) Undertake a competitive remuneration policy study	MEF	19,000
(vii) Design and publish a Corporate brochure containing a panoply of MEF services so as to increase awareness	MEF	15,000

Cost of the Decent Work Country Programme 2012 - 2014

Project	Executing Agency	Total Cost of Project
PRIORITY 2: 5.3 Strengthening Social Dialogue		
(i) Consolidate the newly set up NTF	Labour	5,000
(ii) Replicate the Workshop on Social Dialogue to promote consensus building bet. 2012 - 2014	Labour	12,875
(iii) Develop capacity of officers locally & abroad	Labour	67,875
(i) Train Trade Union representatives in SD and towards accepting the "One Voice " phenomenon with ILO assistance	Trade Union	11,750
(ii) Publish booklet on ERiA & EReA Acts	Trade Union	6,850
(iii) Organise Mid Management, IT Training for TU members	Trade Union	50,000
(iv) Hold Seminars on Human Rights	Trade Union	16,875
(v) Review the criteria used to determine Trade Union representation	Trade Union	12,500
(i) Work towards reaching a Social Pact	MEF	7,500
(ii) Hold workshops to identify national shared values	MEF	18,000

(iii) Hold training programmes for employers in Collective Bargaining & Neg.Skills	MEF	18,000
PRIORITY 3: 5.5 Elimination of All Forms of Discrimination		
5.5.1 Creating Enabling Environment for Gender Equality		
(i) Formulate a high standard training of trainers (TOT) programme on gender, incl preparation of ICT tools	MGECDFW	9,500
(ii) Train relevant officials of the MGECD&FW on gender mainstreaming in the ILO training centre in Turin. (iii)Organise Training locally for Gender Focal Points,(iv) Hold awareness campaigns, advocacy campaigns	MGECDFW	74,000
5.5.2 Reducing Discrimination and Stigma against Workers Affected by HIV/AIDS		
(i) Hold sensitization workshops in work place, (ii) take steps to adapt ILO HIV/AIDS Code of Practice to Mauritius, (iii) Train OSH staff & SC on ILO Code of Practice	OSH	65,000
(i) TUs sensitize members on HIV/AIDS	Trade Union	20,000
(ii) Organise a seminar on HIV/AIDS stigmatisation at the workplace	Trade Union	7,500
(i) Hold high level forum for senior management on HIV/AIDS	MEF	19,600

(ii) Sensitize employers on "Practical Approaches to HIV/AIDS at the workplace"	MEF	20,250
(iii) Targeted action in 10 workplaces	MEF	28,800
(iv) Publication of Best Practice	MEF	21,250
Cost of the Decent Work Country Programme 2012 - 2014		
Project	Executing Agency	Total Cost of Project
(v) Hold seminar for health and safety officers	MEF	4,500
5.5.3 Improving the gender-neutral wage determining mechanism		
(i) Develop appropriate techniques/methods for conducting objective job evaluation exercises	NRB	5,000
(ii) Train NRB Staff on wage determination. Provide TOT Training to NRB team in wage determination techniques, Train a core team from social partners in job evaluation.	NRB	88,813
5.5.4 Reducing Discrimination against Disabled Persons		
(i) Review legislation pertaining to training and employment of Disabled Persons to bring them in line with the UN Convention on the Rights of Persons with Disabilities and prepare an Action Plan	MSSNSRI	12,500

(ii) Hold Sensitization workshops	MSSNSRI	4,500
With the signing of the MOU with the TEDPB in 2010, the MEF will (i) Develop a policy for the integration of Disabled Persons in work	MEF	32,000
(ii) Sensitise employers on the integration of Disabled Persons	MEF	20,250
Project	Executing Agency	Total Cost of Project
5.5.5 Reduce Discrimination against Migrant workers		
Hold a tripartite workshop so as to identify all discriminatory aspects in the law and practice with regard to Migrant Workers on an annual basis between 2012 - 14	Trade Union	18,000
Total		2,080,658

10. APPENDIX 5:

TERMS OF REFERENCE OF THE TECHNICAL COMMITTEE

MINISTRY OF LABOUR, INDUSTRIAL RELATIONS & EMPLOYMENT

MAURITIUS DECENT WORK COUNTRY PROGRAMME (2012 – 2014)

TERMS OF REFERENCE OF THE TECHNICAL COMMITTEE OF TRIPARTITE FORUM WITH RESPECT TO THE MONITORING AND EVALUATION OF THE DECENT WORK COUNTRY PROGRAMME

1. INTRODUCTION

- 1.1 The Government of Mauritius has formulated a Decent Work Country Programme (DWCP) as part of the technical cooperation with the International Labour Organisation (ILO). The DWCP for Mauritius was signed by the Tripartite Constituents on 30 November 2012 and a Memorandum of Understanding was also signed to formalise the undertaking from each stakeholder in the implementation of the programme.
- 1.2 The aim of the Mauritius Decent Work Country Programme is to promote decent employment through specific programmes and activities determined in consultations with the social partners and will undoubtedly contribute towards the improvement of the working and living conditions of men and women workers in Mauritius.
- 1.3 The Mauritian DWCP addresses three priorities which are:
- (i) Creation of Decent and Productive Employment with the provision of adequate Social Protection;
 - (ii) Strengthening Social Dialogue; and
 - (iii) Elimination of all forms of Discrimination
- 1.4 In line with the commitment made in the Mauritian DWCP, the Technical Committee on Labour and Industrial Relations, which operates under the National Tripartite Forum comprising representatives from the Ministry of Labour, Industrial Relations and Employment, Employer's organisations and Workers' organisations, will be entrusted the role of an Advisory and Monitoring Committee.

2. **ROLE OF THE TECHNICAL COMMITTEE**

The role of the Technical Committee will be to lead, consolidate and co-ordinate all activities to monitor and evaluate the DWCP. The Committee will be responsible to provide policy and strategic guidelines in the context of national priorities.

3. **COMPOSITION**

- | | |
|--------------------------------------|---|
| 1. Mr E. L. J. Armoogun | Ag. Director, Labour and Industrial Relations
(Chairperson) |
| 2. Mr R. Domun
(Firm) | Senior Industrial Analyst |
| 3. Mr M. Lan Pin Wing
(Alternate) | Principal Industrial Analyst |
| 4. Mr T. Benydin
(Firm) | President, Civil Service and Other Unions
(FCSOU) |
| 5. Mr P. Kuppam
(Alternate) | President, National Trade Unions
Confederation (NTUC) |
| 6. Mr R. Sadien
(Firm) | President, Confederation of Free Trade
Unions (CFTU) |
| 7. Mr M. I Amiran
(Alternate) | Secretary, Confederation of Free Trade
Unions (CFTU) |
| 8. Mr J. P. Honoré
(Firm) | Secretary, Mauritius Sugar Producers
Associations |
| 9. Mr J. Neerunjun
(Firm) | Industrial Relations Adviser, Mauritius
Employers Federation |

4. **DELIVERABLES**

The Committee must submit progress reports and an annual report to the Permanent Secretary of the Ministry of Industrial Relations and Employment.

5. TERM OF OFFICE

The Committee shall be effective until completion of the Programme. Members may re-appoint a representative from its organisation but shall do so by informing the Chairperson in writing through their respective organisation.

6. QUORUM

Meetings shall be held as per quorum of two-third of membership i.e. four members.

7. SCHEDULE OF MEETINGS

Meetings will be held every two months and on a needs basis.

8. RESOURCES

The Ministry of Labour, Industrial Relations & Employment will be responsible to provide logistic support and working materials.

11. APPENDIX 6:

TERMS OF REFERENCE OF DWCP CELL

MINISTRY OF LABOUR, INDUSTRIAL RELATIONS & EMPLOYMENT

MAURITIUS DECENT WORK COUNTRY PROGRAMME (2012-2014)

TERMS OF REFERENCE OF THE DECENT WORK COUNTRY PROGRAMME CELL

1. INTRODUCTION

- 1.1 The Decent Work Country Programme (DWCP) provides a policy and operational framework to guide the Government, social partners as well as other stakeholders with regard to priority actions towards the realization of the ILO's Global Decent Work Agenda. It also provides an opportunity for all social partners– Government, employers' and workers' organizations-to participate effectively in the formulation and implementation of socio-economic policies and programmes that seek to promote Rights at Work, encourage Decent and Productive Employment opportunities, enhance Social Protection and strengthen Social Dialogue.
- 1.2 The DWCP for Mauritius (2012-2014) was signed by national tripartite constituents on 30 November 2012. A Memorandum of Understanding between the Government and the ILO was also signed on that date in order to formalize the undertaking from each stakeholder in the implementation of the programme.

2. PROJECTS AND ACTIVITIES TO BE IMPLEMENTED UNDER THE DWCP

- 2.1 The three country priorities identified by the tripartite constituents are as follows:

- | | |
|--------------|--|
| PRIORITY I | - Creation of Decent and Productive Employment with the provision of adequate Social Protection; |
| PRIORITY II | - Strengthening Social Dialogue; and |
| PRIORITY III | - Elimination of All Forms of Discrimination. |

- 2.2 Some of the main programmes and activities earmarked in the Programme are:

- the formulation of a National Employment Policy;
- training programmes for the disabled and the development of a policy for the integration of disabled persons in the workplace;
- capacity building of small and medium entrepreneurs;
- capacity enhancement of officers of the Ministry of Labour, Industrial Relations and Employment;
- capacity building of various fields for the benefit of tripartite constituents training/discussions on such important concepts as the Portable Severance Allowance and Corporate Social Responsibility;
- national sensitization campaigns on gender to reduce the gender gap and bring about a change in mindset;
- holding of sensitization workshops on issues pertaining to HIV/AIDS including stigmatization; and
- provision of technical support to the National Remuneration Board by the ILO as regards appropriate techniques/methods for conducting objective job evaluation exercises and on the concept of 'equal pay for work of equal value'.

3. **SETTING UP OF THE DWCP CELL**

3.1 A DWCP Cell will be set up to coordinate the overall implementation of the DWCP. The role and responsibility of the DWCP Cell will be to –

- facilitate the coordination, budgeting and implementation of the Programme in consultation with the different stakeholders;
- verify, analyse and review progress reports prepared by the Desk Officer for submission to the Technical Committee;
- give necessary support to the Technical Committee for an efficient and smooth monitoring of the DWCP;
- conduct comparative analysis between the Monitoring and Evaluation plan of the DWCP for Mauritius and reports on completed activities; and
- finalise annual reports prepared by the Desk Officer on activities developed during the year for submission to the Technical Committee.

4. **COMPOSITION**

1. Mr. V.K.Mudhoo Assistant Permanent Secretary
2. Mrs. S.Jeetoo Principal Labour & Industrial Relations Officer
3. Mrs. Y. Cassim Mamode, Assistant Manager, Human Resources
4. Mr Burokar Office Management Assistant
5. Mrs. A.Goinden Senior Labour & Industrial Relations Officer
6. Mrs. R. Khoyratty, Ag. Senior Labour & Industrial Relations Officer
7. A representative from the Finance Section of the MLIRE.

5. **SCHEDULE OF MEETINGS**

The DWCP Cell will meet at least twice a month or as and when required.

6. **TERM OF OFFICE**

The DWCP Cell will operate until the completion of the Programme.

12. APPENDIX 7:

REPORT

**TRIPARTITE WORKSHOP
ON
DECENT WORK COUNTRY PROGRAMME MID TERM REVIEW
MARITIM HOTEL, BALACLAVA
27– 29 OCTOBER 2014**

1.0 INTRODUCTION

- 1.1 A three-day national tripartite workshop was held at Maritim Hotel, Balaclava, from 27–29 October 2014. The workshop was held in the context of the mid-term evaluation of the Decent Work Country Programme (2012 – 2014) for Mauritius, being conducted by Dr. S. H. Jooseery, national consultant recruited by the ILO to facilitate the review process.
- 1.2 The purpose of the workshop was two-fold:
- to apprise participants of the preliminary findings of Dr Jooseery;
 - to build the capacity of implementing actors in terms of Results Based Management, Monitoring and Evaluation of the DWCP and Resource Mobilisation.

DAY 1

2.0 OPENING CEREMONY

2.1 Welcome address by Ms. Shirine Jeetoo, Principal Labour & Industrial Relations Officer.

In her address, **Ms. S. Jeetoo** highlighted the fact that the mid term evaluation exercise was an essential phase of the implementation process of the Decent Work Country Programme. She observed that the implementation of the country's very first DWCP proved to be a challenging and complex task, entailing some delay in the execution of the different activities therein. She underlined the contribution of Ms. H. Koolomuth, DWCP Consultant appointed by the ILO since October 2013, towards a more effective implementation of the Programme.

She further mentioned that, so far, some 30 to 35% of the total activities earmarked in the DWCP, had been completed whilst another 25% were on-going. She explained that the mid-term review of the DWCP would not only enable an assessment of the performance of the ILO and its constituents in delivering planned outputs and outcome

achievements but would, also, highlight good practices and make recommendations on how to improve the delivery of decent work results. In that regard, she recalled that the services of Dr. Jooseery, a national consultant, had been retained by the ILO to facilitate the review process.

The national consultant, she went on to say, would have an opportunity to strengthen his preliminary report in light of the discussions on the first day of the workshop. She added that Day 2 and Day 3 would be devoted to capacity building of the participants in terms of Results Based Management as well as Monitoring and Evaluation aspects of the DWCP.

2.2 Address by Mr Christian Ntsay, Director, ILO Country Office for Madagascar, Comoros, Djibouti, Seychelles and Mauritius.

In his speech, **Mr Christian Ntsay** expressed his appreciation to meet all key stakeholders of the Decent Work Country Programme. He recalled that the ILO was one of the main actors of the DWCP for Mauritius in line with the Memorandum of Understanding to implement the programme signed between the ILO and the Government of Mauritius in November 2012. He stressed on the importance of the mid-term review of the DWCP to assess the achievements made so far, and indicated that the lessons learnt and the recommendations made would determine what would be the best way forward for the remaining period and whether a further extension of the programme would be needed.

Mr Ntsay also thanked all those having contributed to the achievements of the DWCP priorities and objectives through its implementation even though the Programme was not yet fully completed. He further expressed his confidence that from the evaluation exercise, all stakeholders could accelerate the implementation process with deadlines and milestones reframed and build up on the achievements from lessons learnt. The ILO, he went on to say, had done its best to support the DWCP's implementation through its technical contribution by mobilizing resources and expertise from the Country Office in Antananarivo, the Decent Work Team of Pretoria, the Regional Office for Africa and the Headquarters in Geneva, in addition to the funding of the Programme by the Government and support from the stakeholders.

He concluded by stressing that the DWCP belonged to Mauritius and, therefore, all stakeholders should reinforce their commitments to better implementing the Programme and urged all to upgrade the leadership, the ownership and the partnership for the DWCP. In the same breath, he stated that the planned training on Result Based Management, Monitoring and Evaluation as well as Resource Mobilisation for the DWCP during the workshop would be an important opportunity to upgrade the capacity of all involved actors. He also expressed his thanks to the ILO team present for their collaboration and contribution in preparing and facilitating the review process at all levels.

2.3 Keynote address by Honourable Dr. Arvin Boolell

Hon Dr. A. Boolell pointed out that the Decent Work has always been placed high on the agenda of this Government. In that context, he put much emphasis on the strengthening of the Social Dialogue and on the country's priorities such as trade facilitation, safe landing, quality growth, the need to attract investors and a Decent Work Country Programme to consolidate all these requirements. To do so, he said, the country needed

a four-legged tool comprising the private, public, NGOs and other sectors. He expressed his particular appreciation of the good monitoring and consultative work done by Ms. Hareeta Koolomuth, the DWCP Consultant and Dr H. Jooseery, National Consultant.

He concluded by expressing his deepest gratitude to the ILO for its close collaboration and unflinching support for the elaboration, signature and smooth implementation of the Programme. He finally wished all participants fruitful discussions for the benefit of the Programme which addressed three country priorities, namely the (1) Creation of Decent and Productive Employment with the provision of adequate Social Protection; (2) Strengthening Social Dialogue and (3) Elimination of All Forms of Discrimination and then declared the workshop open.

3.0 PRESENTATION BY MR GUGSA YIMER FARICE (SENIOR MONITORING AND EVALUATION OFFICER) –*An overview of the Mauritius Country Programme Review process.*

During his presentation, **Mr. Farice** elaborated on the following:

- Purpose of the review
- Methodology
- Focus areas and objectives of the review
- Review/Evaluation Criteria

4.0 PRESENTATION BY DR. H. JOOSEERY (NATIONAL CONSULTANT) –*Draft Mauritius DWCP Review Report - (Annex VI)*

4.1 During his exposé, **Dr. H. Jooseery** talked about –

- The 3 Priorities in the DWCP for Mauritius
- 8 Key Players responsible for implementation of the Programme
- Evaluation needs matching activities with outputs and outcomes
- Methodology used for the review
- Criteria of evaluation
- Relevance and coherence of the Programme priorities and objectives with international, regional and national commitments
- Relevance with ILO strategies
- Relevance with UN & Millenium Development Goals
- The Decent Work Agenda in Africa: 2007 – 2015
- National Development Objectives
- New Government Agenda to transform Mauritius into a High Income Country (HIC)
- Efficiency and Effectiveness of DWCP activities in achieving outputs and outcomes
- Breakdown of accomplishment rate by stakeholders
- Timelines in the DWCP elaboration and implementation process
- Result-based programme implementation
- Programme coverage
- Financial resources required/spent so far for the implementation of the DWCP
- Capacity building
- Financial/Technical assistance sought/obtained
- Management arrangements for the monitoring of the Programme implementation

- Partnership involved and lack of coordination
- Mitigated outcome level results
- Sustainability of the Programme in terms of commitment from stakeholders and resource mobilisation
- New issues: Transition towards a HIC
- New landscape evolving: Development of Ocean Economy, Education Hub and Services Sector
- Other issues of concern: Young unemployment, ageing population and green jobs

4.2 His preliminary Recommendations went along the following lines –

1. Extend the DWCP beyond 2014, based on a revised priorities and a more focused programme intervention (or develop a totally New Programme post 2015)
2. Promote a more harmonized horizontal relation with all stakeholders, taking into consideration the work culture of all constituents
3. Reinforce Resource Development and promote structural and institutional capacity for programme implementation and meet new challenges
4. Develop an effective programme Management Information System that would enable a proper monitoring, coordination and evaluation of activities against outputs and outcomes and reporting (including financial)
5. Expand programme coverage to include additional stakeholders and emerging issues
6. Ensure ILO visibility and presence, and reinforce its supportive role through strengthened technical and financial assistance
7. Ensure that the draft National Employment Policy is adopted in consensus by all stakeholders and implemented
8. Ensure effective social security system in place to guarantee safe, healthy and comfortable life to the elderly and most vulnerable population
9. Develop an Action Plan for Youth Empowerment
10. Develop an Action Plan for Youth Empowerment Advocate for greater ownership of MDWCP by all stakeholders
11. Adopt a proactive approach that enables periodic revision of programme objectives and activities to enable addressing new emerging needs and challenges
12. Ensure that cross-cutting issues like gender inequality, discrimination against HIV/AIDS patients and the handicapped are mainstreamed in all activities
13. Promote exchange of experience among constituents and with other countries to share lessons learnt and gain knowledge on innovative strategies for replication

5.0 MAIN ISSUES RAISED BY PARTICIPANTS FOLLOWING DR JOOSEERY'S PRESENTATION

	Issues	Comments/Remarks
1.	<u>Ms. Jeetoo</u> <ul style="list-style-type: none"> • The total estimated cost of the DWCP being USD 2 080 658, total local 	

	Issues	Comments/Remarks
	<p>funding will be around USD 1, 040, 000 only i.e. 50 % of the total cost of the Programme</p> <ul style="list-style-type: none"> • If the Programme is extended for one year, can the priorities be amended as well? • Draft DWCP was “QAM-approved” [QAM meaning Quality Assurance Mechanism] by ILO before being validated at national level. Hence, how come incoherence is found between outputs and outcomes? 	<ul style="list-style-type: none"> • This was confirmed by Mr. Farice. Dr. Jooseery’s findings will have to be amended accordingly. • This will be up to the national constituents to decide. But changing the priorities will entail time consuming consultations (Mr Farice) • At that time, one should understand that even ILO was learning and is still learning. Hence the discrepancies observed in relation to the design, outputs and outcomes in the MDWCP (Mr Farice)
2.	<p>Mr Gopee</p> <ul style="list-style-type: none"> • It is more important for trade unions to assess the practical impact of the DWCP on Mauritian workers and how the Programme will improve their quality of life 	<ul style="list-style-type: none"> • More commitment and effort from tripartite constituents will enhance the effectiveness of the Programme for the benefit of one and all (Dr Jooseery) • An impact evaluation of the activities should be carried using the different research methodologies (Mr Farice)
3.	<p>Mr Sadien</p> <ul style="list-style-type: none"> • The financial contribution of trade unions in the implementation of their activities should be made clear 	<ul style="list-style-type: none"> • The implementation of the DWCP operates on a 50 % cost sharing basis between the ILO and the national constituent (Dr Jooseery) • The contribution of the ILO is more of a technical nature and its support has been through the provision of technical expertise in the conduct of the different activities (Mr Farice)

6.0 **GROUP WORK - Overview of the main areas of achievement / under-achievement discussed with the context of the attainment of the DWCP outcomes**

6.1 **Four** working groups were constituted and areas of discussions allocated as follows:

Group 1: Ms. N. Aumeer; Mr. A. Jannoo; Mr. V. R. Saccaram; Mr. K. Gunpath; Ms. R. Docile; Mr. M. Lan Pin Wing; and Mr. L. Sornum – to discuss on **DWCP Priority 1: Creation of Decent and Productive Employment with the provision of adequate Social Protection**

Group 2: *Mr. N. Burokur; Ms. B. R. Khoyratty; Mr. N. Gopee; Mr. R. Sadien; Mr. D. Benydin; Mr. R. Ramnarain; and Mr. L. Badal* - to discuss on **DWCP Priority 2: Strengthening Social Dialogue**

Group 3: *Mr. S. Munoruth; Mr. L. Jundoosingh; Ms. M. J. Fwok Yui; Mr. S Ramnauth; Ms. A. Goinden; and Mr. F. Thomas* – to discuss on **DWCP Priority 3: Elimination of all Forms of Discrimination**

Group 4: *Ms. S. Jeetoo; Mr. V. K. Mudhoo; Ms. Y. Mamode Cassim; Mr. A Ramasawmy; and Mr. J. Smith* – to discuss on **DWCP management and cross cutting issues (Management Arrangement, M&E Resources, Tripartite Constituents' Capacities and Partnership Strategy and Inter-Agency Relations)**

6.2 GROUP WORK PRESENTATIONS/RECOMMENDATIONS

Groups 1, 2 and 3 analysed the status of the activities listed under their respective priorities and submitted updated comments/inputs thereon. Overall, the three groups observed that the status of the different activities should have contained more explicit details.

Group 4 which was entrusted the responsibility to analyse the overall management arrangement of the DWCP came up a presentation paper.

7.0 PRESENTATION BY MR GUGSA YIMER FARICE (SENIOR MONITORING AND EVALUATION OFFICER) on *The Way Forward*

Mr. Gugsa FARICE summed up the discussions of the day and explained that the way forward would be as follows:

- Dr. Jooseery will review his preliminary Report in light of submissions and recommendations from stakeholders and will submit the revised draft report to the ILO by 10 November, 2014 at latest.
- The Draft Report will be forwarded by the ILO DWCP Consultant, Ms. H. Koolomuth, to all participants/stakeholders for their comments, which will be expected to reach her by 20 November, 2014 at latest.
- In light of the comments received, the Draft Report will be consolidated by the ILO DWCP Consultant, who will then forward same to the ILO Regional Office in Addis Ababa by 27 November, 2014 at latest. The ILO Regional Office will examine the Draft Report and then forward the finalised version to Geneva for approval. This version will be posted on the web site of the ILO.
- Thereafter, an Action Plan will have to be devised by the national tripartite constituents at the level of the tripartite monitoring and evaluation mechanism for the implementation of the Mid Term Review recommendations. Mr. Farice will forward a template of such Action Plan for guidance and will, subsequently, monitor its implementation.

8.0 CONCLUDING REMARKS FOR DAY1

- 8.1 **Dr H. Jooseery** pointed out that the aim of the workshop was not to pinpoint the shortcomings of any particular stakeholder but to highlight the Programme's weaknesses and come up with ways and means to strengthen it and make this first DWCP for Mauritius a real success. He acknowledged the positive contributions of all stakeholders in terms of achievements but pointed out that they had perhaps not put in enough effort on the added-value and plus points of the Programme. He observed that constituents should now endeavour to improve the Programme by maximizing their participation, effort and commitment to the DWCP. Finally, Dr Jooseery re-assured tripartite constituents that he had taken note of all the recommendations that had emanated from the group work, including those at Annex VII, and would incorporate them in his final report.
- 8.2 **Mr. Farice** stated that though only 35% of the activities had been completed so far, we should acknowledge the fact that the Programme had suffered from some impediments such as its late implementation in 2013, instead of 2012. Despite that fact, he said, Mauritius had still managed to complete nearly half of the Programme in less than one year. He made a strong appeal to all stakeholders to reinforce their commitment and work in collaboration with one another to achieve a more effective implementation. Finally, he concluded by proposing that the tripartite constituents should be answerable to one Unit in the Ministry to which they should send their Progress Report on a quarterly basis. The Unit would thus act as Focal Point and would monitor closely all their activities. He strongly suggested that this be put in place for 2015.

DAY 2

9.0 PRESENTATION BY MR GUGSA YIMER FARICE – RESULT BASED MANAGEMENT: CONCEPTS AND APPLICATIONS IN DWCP FORMULATION AND IMPLEMENTATIONS – *(Annex VIII)*

Mr. Farice elaborated on the following -

- Key characteristics of Results Based Management (RBM)
- RBM in the ILO
- The DWCP Results Chain
- Defining the country context
- Definition of 'Priority'
- DWCP Priorities/Strategic Goals
- Definition of 'Outcome'
- Development of outcomes at organizational, programme and project levels
- Outcome formulation
- Outcome statement examples
- Checklist for validating DWCP outcomes
- Definition of 'Strategy' & Examples of strategies
- Definition of 'Output' & Examples of outputs
- Checklist for validating outputs
- Questions on output/outcome for discussion and enhanced understanding of participants
- Definition of 'Activities' and 'Inputs'
- Components of Implementation Plan

10.0 GROUP WORK

10.1 The aim of the group work was to enable participants to learn and get acquainted with the correct formulation of results. Participants were divided into 3 groups, each group being requested to consider one of the three priorities in the Mauritius DWCP and review the outcomes and outputs contained in the document in order to determine how well the results are formulated and the consistency of results. Questions to be addressed were -

- Are the results clear and real with respect to the priorities?
- Are the outputs likely to lead us to the desired DWCP outcomes?
- Are the outcomes relevant to address the priorities?
- Group recommendations on how results should have been spelt out?

10.2 GROUP WORK PRESENTATIONS/RECOMMENDATIONS

Group	Rapporteur
1	Ms. V. K. Mudhoo
2	Mr. N. Gopee
3	Mr. Y. Mamode Cassim

11.0 PRESENTATION BY MR GUGSA YIMER FARICE – RESULT BASED MANAGEMENT: MONITORING AND EVALUATION AND ITS APPLICATION IN THE ILO

The presentation covered the following aspects:

- Definition of ‘Monitoring’ and ‘Evaluation’ and their respective characteristics, use and importance in the implementation of a programme/project
- Definition and importance of ‘Indicators’
- Types of indicators
- Selection/Construction of indicators
- Rules of thumb in selecting indicators
- Limitation of Indicators
- Indicators for different levels of results
- Examples of outcome indicators
- Definition of ‘Baseline’
- Targets and Milestones
- Indicators and Means of Verification
- Planning and implementing M & E
- Use of M & E information

DAY 3

12.0 GROUP WORK FOLLOWING PRESENTATION OF RESULT BASED MANAGEMENT DURING LAST SESSION ON DAY 2. TO REVIEW MONITORING AND EVALUATION PLAN OF THE DWCP

12.1 The aim of the group work was to enable participants to learn about and get acquainted with monitoring and evaluation aspects of a programme/project. Participants were divided into 3 groups, each group being requested to consider one of the three priorities in the Mauritius DWCP and review the M & E Plans contained in the document in order to determine how well they have been prepared. Questions to be addressed were -

- How well the DWCP M & E Plans have been prepared – including the adequacy, relevance, specificity and affordability of the indicators as well as the feasibility of the targets and milestones?
- Group recommendations following analysis of M & E plans of existing document

12.2 GROUP WORK PRESENTATIONS/RECOMMENDATIONS

Group	Rapporteur
1	Ms. N. Aumeer
2	Ms. W. Codabaccus
3	Messrs. Jundoosing/Ramnauth/ Smith

13.0 PRESENTATION BY MR GUGSA YIMER FARICE: INTRODUCTION TO RESOURCE MOBILIZATION AND ITS RELATIONSHIP WITH RESULT BASED MANAGEMENT (RBM) – (ANNEX XVI)

- Types of resources and mobilisation sources
- The role of RBM in resource mobilisation
- Local resource mobilization
- Developing a strategy for resource mobilisation
- Advantages of RM strategy
- Elements of a RM strategy: Establishing resource gap; Mapping external environment (Donor mapping for country); and Matching priorities (Donor mapping for the DWCP)
- Prioritising potential partners
- Developing a RM strategy document
- Establishing a mechanism for RM
- Raising donor awareness
- Role of ILO in resource mobilization for DWCP and constituents

14.0 CLOSING CEREMONY

- 14.1 **Mr. Gugsu Yimer Farice** expressed his satisfaction on the keen interest and dynamism shown by the participants throughout the workshop. He proceeded with a recap of the outcome of this workshop and the way forward, as already explained on Day 1. He thus reminded participants that all comments emanating from the workshop and from the ILO Regional Office would be taken into account by Dr Jooseery to strengthen his draft report and his revised report should be ready by 10 November, 2014. That report would be circulated to all participants for submission of further comments/suggestions by 20 November, 2014 at latest. Such additional inputs would be consolidated by the DWCP Consultant, Ms. Koolomuth, for onward transmission to the ILO by 27 November, 2014 at latest.

Once the Report reviewed and finalized at the level of the Regional Office, it would be forwarded to the ILO Regional Director for approval and subsequent posting on the ILO web site. From there, an Action Plan would have to be prepared to address the Recommendations.

- 14.2 A Certificate of Attendance was then remitted to each participant. On behalf of the DWCP Cell members, **Mr. V. K. Mudhoo, Chairperson of the Cell**, thanked the ILO for having organised that workshop, which he said, had enabled all participants to better grasp the concept of DWCP and to learn more about the implementation, monitoring and evaluation aspects of the programme. He also expressed his deep appreciation to Mr. Farice for the conduct of the workshop and for the invaluable knowledge he shared with the participants.
- 14.3 In his closing address **Mr. E. Armoogum**, Director of Labour & Industrial Relations, expressed his deepest appreciation to the ILO, in particular to Mr Christian Ntsay, Mr Gugsu Farice and Ms. Clara Ramaromanana for their support and collaboration in the conduct of the workshop. He was confident that the presentations and the group work sessions had been immensely enriching for all the participants and that the useful guidelines shared during the workshop on Results Based Management, Monitoring and Evaluation aspects and Resource Mobilisation had benefited to those directly involved in the implementation of the DWCP. He also addressed his special thanks to Dr H. Jooseery for his presentation of the preliminary findings of the Mid-Term Review. Last but not least, he commended the participants for their contribution in the debates.

RESEARCH, LEGISLATION & LABOUR STANDARDS SECTION

11 November 2014