

IMPACT ASSESSMENT REPORT

Empowering
Communities



Leaving no
one behind



Implemented by
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About the Impact Assessment (IA) Team

This IA Exercise was carried out by lead researchers Johanne Rannoojee and Preetima Moteea, with the support of three junior researchers.

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Both consultants have a combined experience of eight years working closely with non-for-profit organisations and multiple communities in Mauritius, particularly vulnerable ones. Their competencies include end-to-end programme management, monitoring and evaluation, research analysis and civic engagement.

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Photos courtesy of ENL Foundation and the IA Team

List of Acronyms and Abbreviations

AVL - Ansam Ver Lavenir
BRN - Business Registration Number
CBO - Community-based Organisation
CFLI - The Canada Fund for Local Initiatives
CSR - Corporate Social Responsibility
CV - Curriculum Vitae
DCP - Decentralised Cooperation Programme
DIY - Do It Yourself
ENL - Espitalier Noël Limited
ENLF - ENL Foundation
GRI - Global Reporting Initiative
GRNW - Grand River North West
HSBC - Hong Kong and Shanghai Banking Corporation
LFA - Logical Framework Approach
MoU - Memorandum of Understanding
MQA - Mauritius Qualifications Authority
MRA - Mauritius Revenue Authority
M&E - Monitoring and Evaluation
NGO - Non-Governmental Organisation
NSIF - National Social Inclusion Foundation
PMI - Project Management Institute
PMP - Project Management Professional
PSAC - Primary School Achievement Certificate
RBM - Results-Based Management
SEN - Special Educational Needs
SDG - Sustainable Development Goal
UNDP - United Nations Development Programme
UNESCO - United Nations Educational, Scientific and Cultural Organisation
YSA - Young Spirit Association
ZNK - Zenerasion Nou Kapav

EXECUTIVE SUMMARY

This report was commissioned by ENL to evaluate the impact of ENL Foundation's CSR projects over the past 15 years. These projects, part of ENL Group's CSR efforts, have been implemented across eight regions of Mauritius namely Cité GRNW/Pailles, Le Bouchon, L'Escalier, Moka & St Pierre, Cité Telfair, Alma, Vuillemin, and Cité Ste Catherine. The purpose of the report was to assess the outcomes, whether positive or not, of these initiatives on local communities, examine the challenges encountered during project implementation, including in the context of the COVID-19 pandemic, and offer short-term and strategic recommendations for future actions to ensure long-term success and sustainability.

The methodology employed in the research for this report involved both primary and secondary data sources. Primary data was gathered through interviews with ENL's core team, ENL & Rogers staff, funders and partners, service providers, community leaders and beneficiaries in the eight targeted regions, as well as surveys and focus group discussions. Field visits were also conducted to observe the projects in action and to engage directly with the relevant communities. Secondary data was derived from document reviews of prior reports and assessments relevant to the projects, provided by the Foundation. This comprehensive approach provided a robust understanding of the on-ground realities and informed the insights presented in this report.

The projects implemented by ENL have had a positive and transformative impact on targeted communities. Children participating in the educational programmes, such as *Aprann* and afterschool support, have shown marked improvements in their academic performance. Women have been empowered through access to diverse training, coaching, and life skills courses through projects like *Poule Pondeuse*, *Femmes Entrepreneures de Demain*, and *Mokaray* - to name a few. These efforts have enabled many to secure employment, generate a source of income and improve their overall quality of life. ENL's use of seed capital has further empowered vulnerable individuals by providing them with the tools and knowledge necessary to start and sustain their own enterprises, thus fostering economic resilience. This has furthermore encouraged the birth of local economies whereby beneficiaries trade products and services amongst themselves, ensuring community development. Additionally, the projects have increased the sense of belonging within the communities, encouraging greater participation in neighbourhood activities and fostering a stronger community spirit. Many children involved in these initiatives have expressed greater fulfilment, while the projects have also led to the emergence of local leaders who are now playing an active role in community development.

Despite these successes, several barriers have impeded the full realisation of ENL's CSR vision. One significant challenge has been a notable lack of community engagement in some areas, largely due to external factors such as parents working multiple jobs, inadequate transportation infrastructure, and communication channels to disseminate information about upcoming programmes. These issues have further compounded the challenges of reaching and engaging the most vulnerable segments of the population. Moreover, geographical isolation, particularly in areas like Le Bouchon and L'Escalier, has made it difficult for service providers to access certain communities, limiting the reach and scope of the projects. In addition, the underfunding of CBOs, which serve as the main partners in project implementation, remains an issue. Limited financial resources have led to high turnover rates among service providers, many of whom can only commit to part-time roles due to insufficient compensation. This lack of stability has created both financial and infrastructural obstacles that affect the overall effectiveness of projects.

The Foundation's community-centric approach has proven effective, yielding steady and meaningful results over time, addressing socio-economic challenges, and aligning with Sustainable Development Goals (SDGs). Literacy, education, and women empowerment should remain core pillars, as they are crucial for breaking the cycle of poverty and fostering socio-economic development. Supporting Community-Based Organisations (CBOs) is essential for sustainable, culturally relevant interventions.

Establishing robust programme management resources and securing sustainable funding through a strong network of representatives and international agencies can contribute to long-term success. While women and children are often prioritised in community development due to their vulnerability, it is essential to include men, especially vulnerable men, to achieve sustainable and inclusive outcomes. Engaging men in gender equality initiatives can significantly contribute to reducing gender disparities and fostering equitable development.

With the recent leadership transition, maintaining continuity will help the new team understand the Foundation's impact and adapt its strategic approach. This will ensure the Foundation continues to be a vital part of the ENL Group's mission in driving sustainable development.

Mauritius, despite its economic success, continues to grapple with historical and socio-economic inequalities, particularly affecting those of African descent and women. Intersectionality, considering race, gender, and class, is crucial in understanding these dynamics, with the legacy of slavery and indentured labour contributing to persistent disparities. Addressing hidden poverty and promoting inclusive development, as emphasised by the Truth and Justice Commission, is essential. Non-profits like ENL Foundation play a vital role in this process by working to alleviate these conditions and empower marginalised communities.

To address these barriers and improve the effectiveness of future initiatives, the report makes several key recommendations. First, ENLF should adopt an intersectional approach to providing tailored support for vulnerable groups, ensuring that specific barriers are identified and addressed based on the diverse needs of the population. Secondly, long-term follow-up mechanisms should be implemented to monitor the ongoing impact of projects and ensure sustainability beyond the initial phases, supported by building capacity within its dedicated core team. Thirdly, ENLF is encouraged to enhance its communication strategies by leveraging its existing corporate network, including its subsidiaries and stakeholders, to promote the benefits of community development more effectively. Finally, ENL should consider identifying beneficiaries of these projects as a potential talent pool for staffing and service opportunities, creating a cycle of empowerment and self-sufficiency within the communities themselves.

In conclusion, ENL's CSR projects have had a significant and positive impact on the communities they serve, improving educational outcomes, fostering economic empowerment, and encouraging community engagement. However, addressing the challenges related to funding, engagement, and communication will be critical to ensuring the sustained success of these initiatives. By implementing the recommended strategies, ENL can continue to lead impactful and transformative CSR efforts that contribute to the long-term development of communities across Mauritius.

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THE CONTEXT

ENL Foundation (ENLF) has implemented several programmes in the following regions: Moka/St Pierre, Pailles, L'Escalier, Le Bouchon, Cité Grand River North West, Alma, Vuillemin, Cité Telfair and Cité Ste Catherine.

The Programmes fall under five main pillars of intervention that correspond to ENL Foundation's objectives namely: Socio-Economic Development, Community Development, Women Empowerment, Training and Employability and Inclusive Development. The Foundation ensured good working relationships with a broad range of stakeholders such as local and international funders, other corporate partners, service providers and other stakeholders from the public, private and civil society realms.

AN OVERVIEW OF THE CORPORATE SOCIAL RESPONSIBILITY LANDSCAPE AND SOCIAL IMPACT

In 2009, the Government of Mauritius introduced a mandatory CSR levy, requiring companies with taxable income to allocate 2% of their profits to CSR initiatives (Ragodoo, 2009). The primary aim was to address social challenges such as poverty alleviation, education, and health improvement. However, the initial compliance-driven approach faced criticism, as many companies viewed it as a tax rather than an opportunity to meaningfully contribute to society (Juwaheer and Kassean, 2010). Over the years, companies became more autonomous in choosing where and how to invest their CSR funds, which encouraged more strategic and impactful CSR initiatives.

In the absence of a uniform framework, the definition and implementation of CSR initiatives in Mauritius have been an incremental and experimental process for different companies. ENL has expanded its pillars of intervention throughout the years and adopted the asset-based community development approach. Today, the Foundation measures both the impact and compliance aspects of its CSR initiatives (through the United Nations Global Compact metrics).



Source: Taking a Step Forward towards Sustainability and Corporate Social Responsibility (Parker)

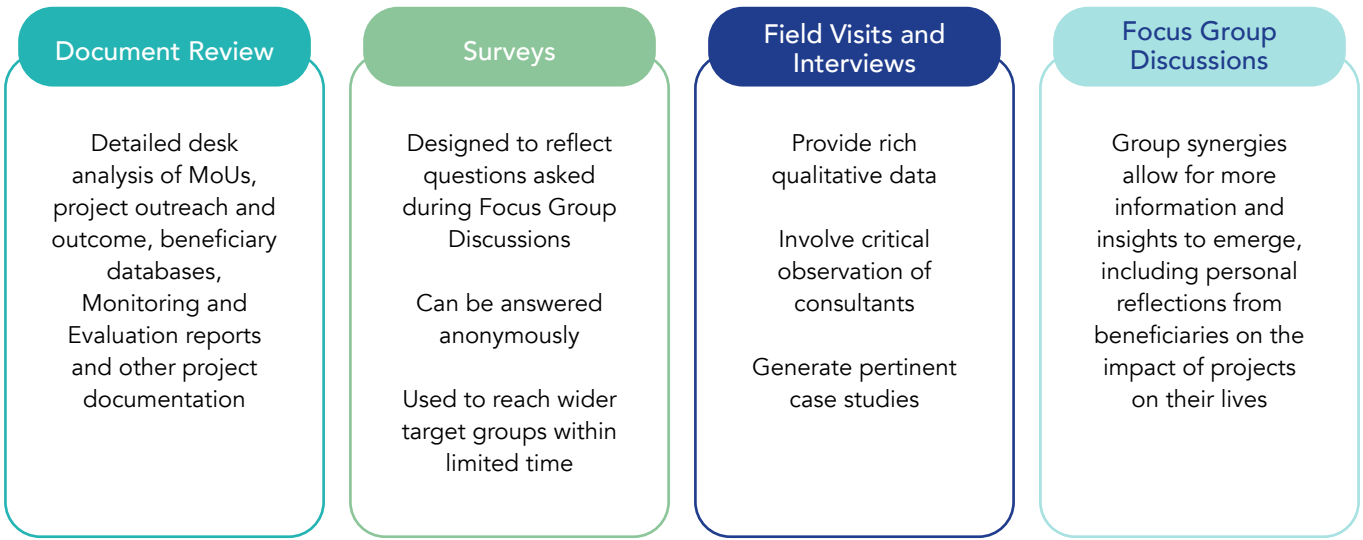
The exploration of the correlation between CSR initiatives and social impact has become more pronounced as there are persistent inequalities in communities where projects have been implemented for years. Poverty is undoubtedly and inextricably related to other social problems like drugs, HIV/AIDS, domestic violence, criminality, and so on. Consequently, investing in the education of children and the integration of people who do not have equitable access to resources are vital to achieving real social impact. The infographic above describes how multi-layered and multi-disciplinary interventions are becoming the norm in a bid to achieve sustainable social impact.

OBJECTIVES OF THE EXERCISE

Using qualitative research methodologies, the primary objectives of this research has been to assess the short-term and long-term impacts of the ENL Foundation's projects on local communities and to evaluate the effectiveness and efficiency of these interventions. In addition, our team has attempted to identify best practices to provide recommendations for enhancing the sustainability and scalability of the Foundation's initiatives. This study has also considered the relevance of the projects implemented by the organisation throughout the COVID-19 period.

APPROACH AND METHODOLOGY

Both primary and secondary data sources were used during the Impact Assessment Exercise. The primary data collection for each location was carried out during the months of July and August 2024, with our main target group being beneficiaries. Our methodological approach comprised of focus group discussions mainly, virtual and in-person interviews, surveys and a series of field visits. The team leveraged mostly in-person data collection modes during the assessment. The data collection for the assessment was carried out with an approach to document multiple perspectives to validate the findings through triangulation, enabling our team to identify the positive and/or negative unintended consequences of ENL Foundation's initiatives. Justification for each method used is as follows:



The infographic below summarises the population, target population and our sample size comprising of different target groups. The sample size for beneficiaries (target group) represents 17% of the population size.





KEY FINDINGS AND RECOMMENDATIONS PER REGION

Note: Figures emanate from document review/secondary sources of data provided by ENLF.



CITÉ GRAND RIVER NORTH WEST

Key Findings and Recommendations

Strategic Differentiators of Projects within the Region



Enhance adult and child literacy - Education for holistic wellbeing and development (*Accompagnement Scolaire*)



Accelerate COVID-19 recovery through entrepreneurship and financial autonomy (*Ti Bizness Project*)



Sustaining Civic Engagement through the setting up of CBO *Ansam Ver L'Avenir* (AVL)



Promote sustainable and autonomous living (*Backyard Gardening*)

Short Introduction

Grand River North West (GRNW) is one of the suburbs of Port Louis. Cité GRNW, more specifically, is one of the regions where ENLF's CSR initiatives were first implemented. Over the years, its community has faced societal challenges such as substance abuse, parental negligence and lack of employment opportunities. Since then, the Foundation has worked closely with its residents, providing them with academic and professional education, and financial support through various projects namely *Alphabétisation*, *Ti bizness*, *Aprann*, *Accompagnement Scolaire*, and *Backyard Gardening*. GRNW is home to CBO *Ansam Ver L'avenir* (AVL), an independent association that aims to support the community and its advancement.

Project Model

Afterschool Programme (since 2010)



Goals/Objectives

- Promote the schooling of children by offering them remedial classes
- Increase the percentage of success in school exams
- Integrate educational and creative activities
- Promote the training of trainers (*accompagnateurs*)



Activities

- Remedial classes
- Extra-curricular activities alongside educational ones



Output

School support reaches **160** children.
In 2014, the percentage of academic success rose to

80%

65 children reached, including 40 at the Sir Gaëtan Duval Residence and 25 at Cité Jonction in 2018

100%

success rate of grade 2 at the PSAC at Cité Jonction and Résidence Sir Gaëtan Duval for the year 2018



Impact - Key Findings

Increase in self confidence and enhanced self-expression for children

The availability of an integrated psychological and family support mechanism which allows for conducive family environments for children as well as psychological safety

Promotion of better educational attainment



**“NOU MEM NOU PE
FER BANN ZA FER
KI ZAME NOU TI
PANSE NOU KAV
FER DAN NOU
KARTIER.”**

The Significance of Literacy and the Holistic Wellbeing of Children

For a decade now, ENLF has facilitated free tuition for students of grade 1 to Grade 10 of the region after school hours at Mrs Liseby's school. This has benefitted many families who do not have the financial means to pay for tuition for their children, and adults who did not have access to formal schooling. This initiative not only reinforces the right to education, but also helps to stall the vicious cycle where people miss out on employment opportunities due to literacy issues.

A service provider asserted that despite not having the same opportunity during her childhood, she is now experiencing, along with her students at the school, all the benefits and joy ENLF brings to them through activities such as outings and shows.

“Pou lepanwismen enn zanfan mo trouv sa vreman interesan e li osi importan, e li bon ki ENL la pu soutenir bann zanfan, pa selman kote edikasyon me zot develop bann personal skills osi.”

[These activities are very interesting and important towards the growth of children. It is very good that ENLF supports students not only academically, but also helps them develop personal skills.]

Providing the Necessary Building Blocks for the Professional Development of Beneficiaries through Different but Interconnected Project Activities

Aprann enabled a beneficiary to attend courses in relation to nail art, make-up, and hairdressing while another project

'Ti Bizness' financed her equipment to help her kickstart her small business. She recounts being told that:

“Inn donn nou ene golet nou'nn lapas bann gro pwason, e mwa mo kav dir ki monn gagn bokou bokou pwason.”

[We were taught how to fish as the saying goes, and I can affirm that I was able to achieve many things in my life.]

The beneficiary seized the various opportunities provided by ENLF and is now a successful self-employed woman. ENLF has ongoing activities which support the business ideas of beneficiaries and provides the necessary stepping stones.

ENLF taught individuals how to grow plants and provided tools and seedlings to each of the beneficiaries. A participant greatly benefitted from the project and highlighted that she started with some herbs and now plants vegetables, thereby promoting sustainable agricultural practices.

Sustaining Civic Engagement

Another beneficiary also stated to have benefitted from the tuitions ENLF made possible for the citizens of GRNW and participated in almost all the programmes offered. Today, as the President of AVL association, he expressed his gratitude for ENLF's help with executing their projects at the level of the CBO.

“Nou mem nou pe fer bann zafer ki zame nou ti panse nou kav fer dan nou kartier.”

[We are doing things that we never thought we would have been capable of doing in and for our locality.]

As responsible citizens, participants evoked a sense of strong will and proactive action to protect, improve and give back to their society, contributing to their strong sense of community.



AVL was created in 2022 by the inhabitants of Cité GRNW and welcomes people of all ages. Due to the lack of activities (hobbies, leisure, entertainment), AVL proposes different activities and projects throughout the year to engage members of the community. The objective of the CBO is to protect the citizens, especially the youths, from the ills of society such as drugs, by engaging them into productive and beneficial activities. Additionally, educational assistance is provided to students in need. It is to be noted that AVL is a secular association and does not affiliate with any political party.

ENLF has accompanied its members from the beginning by teaching them different skills such as how to run an association, funding their projects and activities, as well as helping them register as an official association (since 2023).

“ENL inn byin ed nou, inn soutenir nou, inn donn bokou, kote formasion zot inn byin form nou, nou’nn gagn bokou soutyin administratif, kouma, kot sa, ki bizin fer, ziska nounn arive anrezistre.”

[ENL helped us a lot by supporting us and giving us a lot. They gave us training and a lot of administrative support, showing us how, where and what to do, until we were able to get AVL registered officially.]

In 2023, joined by ENLF, the members of AVL successfully conducted various projects such as organising competitions for all ages with rewards (e.g. colouring competitions), and celebrated Halloween, Music Day, Christmas and the New Year. Recounting one of their greatest projects, one of the participants emphasised that they were able to provide 350 children with a Christmas gift within the locality.

Assessing the Efficiency of Projects within the region

In a bid to address the issue of lack of parental responsibility, ENLF has recently started an *École des Parents* Programme. The aim is to raise awareness amongst parents as to the need to cater for their children’s education as well as provide healthy coping mechanisms to facilitate communication within the family.

With the aim of preventing social ills from plaguing the community, AVL intends to implement projects and sensitisation workshops, encourage sports activities and music classes. Given that members of AVL have trouble in accessing publicly owned infrastructure, they are actively scouting for other venues/location options.

“Volonterman, nou’nn anvi travay pou nou zanfán”, “be kot li pou ale si pena aktivite?”

[Willingly, we want to work for the benefit of our children. Where will they go if there are no activities!]

**“ ENL inn byin ed nou,
inn soutenir nou,
inn donn bokou,
kote formasion zot
inn byin form nou,
nou’nn gagn bokou
soutyin administratif,
kouma, kot sa, ki
bizin fer, ziska nounn
arive anrezistre. ”**

Recommendations and the Way Forward

The nexus between ENL, government services and civic society organisations should be explored and partnerships created therewith to ensure the smooth running of activities by AVL. This can be helpful for the below reasons:

- To allow easy access to buildings/assets/resources which are not currently being utilised to their optimal capacity
- To avoid complicated and lengthy procedures to request access to certain specific buildings
- For the CBO to maintain its neutrality and ensure its continuity
- The foundation may advertise the requests for sponsorships to their contacts, or even publicly, when such are being sought by the beneficiaries to execute their projects. This would increase the visibility to a bigger audience and help them have more prospective funds.

There is current demand for the introduction of different sports activities such as football, volleyball, tennis, badminton and more, two to three times per week as there are a lot of hidden talents within the community.

- The current available football field can be renovated with spotlights so it can be functional till late in the evening.
- Coaches and appropriate spaces can be made available to hold training sessions to serve as extra-curricular activities after school hours or for leisure.
- This is particularly significant as a lack of leisure activities has been positively correlated to the prevalence of social scourges.

Scalability of current activities: Upon a review of the housing structure of the area, hydroponic tower system, vertical farming and rooftop gardening can be added to the *Backyard Gardening* project where people can learn alternate ways to plant in restricted spaces, and still be able to have much produce, and even sell them to the community.



CITÉ TELFAIR

Key Findings and Recommendations

Strategic Differentiators of Projects within the Region



Building community resilience through psychological support and family counselling



Boosting academic performance through afterclass educational support



Fostering the emergence of community leaders through the establishment of *Telfair En Marche* and the capacity building programme

Short Introduction

Located at the entrance of Moka Smart City, Cité Telfair is a relatively quiet albeit vulnerable neighbourhood. Following a needs analysis assessment carried out by ENL Foundation in 2018, both the local community and a number of stakeholders came together to implement a series of activities focused on improving education, leisure, health and the overall well-being of Telfair's residents. These include remedial classes for primary school children, Special Educational Needs classes (SEN), music classes, art therapy sessions and a psychological support programme targeted at parents and children.

The Foundation's mobilisation efforts over the years have contributed to the creation of a registered CBO called *Telfair En Marche*, bringing together about 30 members who now play a key role in the sustainable development of their community.



Project Model

Femmes Entrepreneures de Demain (2021)



Goals/Objectives

- Promote economic autonomy of vulnerable women through micro-enterprises
- Boost self-esteem and resilience



Activities

- Capacity Building and psychosocial support
- Professional training
- Financial and technical support scheme



Output

- 25** women received adequate support in setting up their business
- 26** Business Registration Numbers (BRN), logos and branding guides
- 26** business and marketing plans devised and **26** sustainability reports produced
- 7** beneficiaries attended technical training



Impact - Key Findings

Increase in income generation & financial independence

Better interpersonal/relationship skills leading to better resilience and emotional intelligence

Boosted self-confidence

Strengthening Community Resilience through Psychological Support and Life Skills

The provision of psychological assistance to both children and adults has had a significantly positive impact. From learning how to cope with situations of grief to managing work or personal life challenges, beneficiaries from Telfair highlighted how invaluable the psychological support provided by ENL Foundation has proved to be over time. Parents, in particular, also shared that family counselling sessions equipped them with the tools to manage children with emotional regulation issues or tackle family conflicts. A beneficiary from Telfair revealed that had she not had access to these sessions, she would likely have separated from her husband a long time ago:

'S'il n'y avait pas ça [the psychological support programme], depi lontan mwa ek mo mari ti pou separe'.

[If this programme did not exist, my husband and I would have separated long ago.]

Community members from Telfair warmly welcomed the life skills courses on offer, stating that it had helped many come out of their shell. A female beneficiary shared that she had always been shy and therefore never dared to speak up or try new things. Like other community members, the life skills course provided by trainer Jacques Lafitte encouraged her to seek out new opportunities, find her own voice and take control of her own life.

The Positive Effects of Educational Support Classes on Children

Both parents and service providers interviewed as part of this impact assessment exercise stated that they noticed considerable changes in young beneficiaries, including changes in attitudes and improved academic performance. By providing children with a safe environment where they feel free to express themselves, remedial support and after-school classes have boosted the confidence of children from Telfair: *"isi bann zafan pa santi zot ena presion"* [Here, the children do not feel pressured (to perform).]

In addition to supporting children in their academic journey, the after-school programme has helped identify learning difficulties amongst young beneficiaries who were consequently provided with appropriate educational resources. Notably, a young student who had been facing learning difficulties was eventually transferred to a specialised school where she is now thriving, thanks to the Foundation's involvement: *"Maman, si pa ti ena ENL, mo pa ti pou konn sa lekol la."* [Mummy, if not for ENL, I would not have joined this school.]

Infrastructural Development and the Community's Sense of Dignity

In recent years, Telfair has experienced significant infrastructural developments, including the arrival of a filling station, real estate projects, and access to new services. Prior to these developments, the area was poorly maintained, and residents faced stigmatisation because, despite being located close to the main road, their locality was not easily accessible and therefore cut off "from the rest of the world" by a sugarcane field. Beneficiaries confessed feeling vexed and excluded by others on many occasions because of their place of residence, adding that anyone then would have left the area immediately, had they had the opportunity to: *"Si gagn kit Moka, kite ale."*

They shared several instances during which they faced discrimination, including cases where coworkers refused to drop them home because they 'lived in a sugarcane field', claiming that the place was scary and unsafe. *"Tou dimounn ti pe dir nou nou res dan kann."*

[People would tell us we live in sugarcane fields.]

These experiences left them feeling ashamed and lowered their confidence.

However, instances of stigmatisation progressively faded away, thanks to infrastructural developments that have taken place in the area in recent years, as part of ENL Group's development plans for Moka Smart City. Beneficiaries shared they now feel a greater sense of dignity and pride regarding their locality: *"Nou fier nou landrwa"* [We are proud of our place of residence.]

"Inn fer nou vinn vizib" [We have become visible now.]

They added that it mattered deeply to them that ENL Foundation listened to their concerns and reacted positively when they expressed the desire to be an active part of these developments. For instance, the tearing down of a wall that had once caused drug use to increase in the area while making inhabitants feeling secluded, was warmly welcomed by the community. Today, beneficiaries demonstrate strong willingness to play an active role in community development.

The Role of the Community-Based Organisation (CBO) in Bringing People Together

A common observation across regions where ENL Foundation operates is that beyond the personal development beneficiaries experience, they also develop a deeper sense of altruism and love for their community. After benefitting from ENLF projects, many beneficiaries have showcased an urge to give back to others and in taking their community to new heights: *"Se pa zis kas enn poz, se reos nivo nou kartie."* [We don't just come together to chill, we try to improve our locality.]

The emergence of *Telfair En Marche* has also significantly improved bonds among community members and given them a newfound sense of purpose. Some members stated that they would rarely leave their home before and would avoid mingling with the rest of the community. This is no longer the case, thanks to the activities and regular meetings hosted by the CBO. A beneficiary shared that she felt part of a family, with a shared vision to fight individualism by helping people out whenever they can.

"Maman, si pa ti ena ENL, mo pa ti pou konn sa lekol la"

// Mwa sekinn mark mwa, se ki ENL ti vinn esplike byin ki ena bann proze ki pe vinn fer dan nou landrwa. Mo ti pe dir ankor enn lot pe vinn vann rev, me bann rev inn vinn realite. //

Integration and Partnership: Building a shared future with ENL Foundation

Beneficiaries and members of Telfair's community all speak highly of the Foundation and its dedicated team. They expressed gratitude towards the organisation for working with them in a collaborative manner towards a shared vision. *"Zot form parti de nou e nou form parti de zot"* [They are part of us and we are part of them], a statement that beautifully encapsulates their appreciation towards ENL Foundation. These insights from beneficiaries demonstrate that the Foundation has achieved its goal to create a sense of collective identity and a functioning model of sustainable community development through Telfair's story.

Beneficiaries are particularly appreciative of the fact that ENL Foundation, through concrete actions implemented in the region has 'walked the talk':

"Mwa sekinn mark mwa, se ki ENL ti vinn esplike byin ki ena bann proze ki pe vinn fer dan nou landrwa. Mo ti pe dir ankor enn lot pe vinn vann rev, me bann rev inn vinn realite" [What struck me the most is that ENL came to share what projects they had in the pipeline for our locality. At first, I thought that it was yet another organisation attempting to sell us dreams, but it turns out that our dreams became reality.]

Assessing the Efficiency of Projects Within this Region

Based on the feedback provided by beneficiaries and CBO members, it is fair to say that ENL Foundation has successfully managed to create meaningful connections with and amongst community members. In addition, the Foundation has achieved its goal of fostering the emergence of community leaders through initiatives such as the life skills programme. After-school educational support has also borne positive results.

Recommendations and the Way Forward

- Despite how beneficial these projects have been to the community; the lack of participation and high rates of absenteeism remain an issue for the smooth running of the after-school programme. Engaging with parents and addressing practical barriers could help solve these issues. Leveraging the reach of *Telfair En Marche* could also prove useful, with community leaders consistently reiterating the value of the assistance and support provided by the Foundation in their neighbourhood. Equally, offering a wider range of leisure activities for children could provide an incentive towards increased participation.
- The Foundation should consider the setting up of an ongoing literacy programme as part of its socio-economic development goals as illiteracy remains a significant issue across the board.
- The opening of a new centre at Railway, Telfair is likely to bring about numerous benefits, providing an accessible, safe and vibrant location for community members, young and old, to meet and connect. Setting up a wide outreach programme would be beneficial to ENL Foundation's community development vision as it would ensure that the maximum number of people can benefit from the facilities and its activities.



Scan Here
Stories from the Field



PAILLES

Key Findings and Recommendations

Strategic Differentiators of Projects within the Region

4 QUALITY EDUCATION



Accompagnement Scolaire:
Promoting educational support to children

8 DECENT WORK AND ECONOMIC GROWTH



Aprann Project: Provision of holistic wellbeing services including psychological assistance, personal and professional development

11 SUSTAINABLE CITIES AND COMMUNITIES



Providing means to an end: construction equipment amongst other tools to support personal projects of beneficiaries

Short Introduction

Pailles is one of the first regions in which ENLF began its operations. Over the years, inhabitants faced challenges such as academic difficulties, substance abuse, and unemployment. This reality left them trapped in a cycle of poverty, which was further exacerbated by the lack of activities in their locality and the COVID-19 pandemic.

Several projects such as *Aprann*, *Accompagnement Scolaire* and *Ti Bizness* were implemented by the Foundation at Pailles. It is also worth noting that Pailles was home to a CBO called YSA a few years ago, which unfortunately stopped operating due to a number of challenges. Residents are now faced with new challenges and have been looking at alternative ways to improve their community, with the ENLF's support.



Project Model

Aprann (since 2019)



Goals/Objectives

- Employability booster programme targeting 80 vulnerable young people from deprived areas
- Ensuring a holistic approach through the provision of psychological preparation, vocational training, job placements & on the job training so that individuals can be fully employed



Activities

- Capacity Building Programme consisting of sessions such as Labour Laws, Communication Skills, Work Ethics, Stress Management, Interview Skills, etc. English & French courses complement the sessions
- Skills Development & Vocational Training in recognised training institutions (MQA approved)
- Placement & On-the-Job Training in ENL and non-ENL companies



Output

70 beneficiaries reached during the first year of the programme funded by HSBC

A mid-term evaluation demonstrated positive outcomes as to the **effectiveness (53%), relevance and impact (97%), relevance (58%), readiness and satisfaction regarding the programme (89-91%)**

Aprann has been renewed and a new batch of beneficiaries are currently benefitting from the programme

235 beneficiaries from the project till date



Impact - Key Findings

Proper case management system in place where individual attention and psychological support was greatly appreciated

The project enabled greater self-awareness and self-responsibility

Participants who benefitted from the programme were keen to pass on the knowledge, skills and experience gained



A Journey towards Personal Development, Employability and Fulfilment

A participant elaborated on her experience on the *Aprann* project. She became less introverted after attending a training course. ENLF's service providers gave one-to-one attention to each participant and gave them the opportunity to consult psychologists who greatly provided relief.

"Zot trap sakenn enn par enn. Nou'n'n gagn lasans koz ek bann psikolog ... apez nou bann ti problem."

[They gave us individual attention. We had the chance to speak to psychologists...this helped us tackle our issues.]

The inhabitants recognise the importance of developing their emotional intelligence to be able to navigate through life regardless of their qualifications and stresses. 'They believe emotional intelligence should be taught from a young age'. Having received such training from ENLF, a beneficiary testified:

"Monn vinn plis open, konn al rod kour, al rod travay. Aujourd'hui, je suis étudiante à l'École Hôtelière."

[I became more open and knew how to look for a course or a job. Today, I am a student at École Hôtelière.]

Another beneficiary described her experience with ENL as being on a path of "self-discovery".

Noteworthy is the fact that ENLF has encouraged participants to pursue their aspirations irrespective of age. ENL's kindergarten *Ti Pouce*, established in 2015 in Moka, inspired a beneficiary, initially a housewife, to pursue a career in childcare. With strong determination to learn and make her dream come true, she took part in the project *Aprann* which financed her course;

"Mo rev, se travay pu Ti Pouce."

[My dream is to work for *Ti Pouce*.]

"Mo pa ti atann sa laz la mo pou kav."

[I did not expect that I will be able to, at this age.]

Talent Scouting, Development of Civic Leaders and Altruism

After benefitting at length from the different projects provided by ENLF since her tender age, a participant stated that she also joined the mission to help others. She is currently helping students with their education, teaching them at the community centre. Having been inspired by ENLF's projects, she refuses to deprive her community of the opportunities that she has obtained. From being a beneficiary to being ENLF's service provider, she aspires to give back the happiness ENLF gave and is still giving back to the community.

"Au fil du temps, mo rev inn agrandi, ek monn anvinn formatris pour rendre les autres heureux."

[Throughout time, my dreams got bigger, and I wanted to become a trainer to help others be happy.]

It can be deduced that the Foundation has the ability to scout and promote the diverse talents of participants of various projects. This in turn leads to the enhanced personality development of beneficiaries, a mature approach developed by beneficiaries and importantly a sense of altruism amongst the beneficiaries of ENLF.

***"AU FIL DU
TEMPS, MO REV
INN AGRANDI,
EK MONN ANVI
VINN FORMATRIS
POUR RENDRE LES
AUTRES HEUREUX."***

Assessing the Efficiency of Projects within this Region

Adequate follow-up

Unlike the initial *Aprann 1.0* project, the current project, *Aprann 2.0*, has a follow-up mechanism which the beneficiaries are appreciative of. They feel accompanied in their business implementation processes and do not feel lost during or, at the end of their external training/course. ENLF was reported to often conduct a follow-up of how the participants are doing, where they have reached and if their respective training were going well.

Specific Challenges

The community faces several challenges hindering the sustainability of projects or initiatives they want to implement independently within the remits of the CBO. There is a dire need for easily accessible infrastructure (gathering spaces, fields, community centre, courts), implementation of various activities and workshops (educational, vocational, recreational), especially during school holidays and a more effective way of communication. Difficulty finding sponsors and engaging parents of the community are other complications they are facing. Finally, the Young Spirit Association's relaunch, after closing down, still awaits a new leader to helm the CBO and ensure that a holistic approach to life and wellbeing is sustained as iterated by a participant below:

"Le problem, se pa tou zanfan ki kav swiv. Pena zis kote akademik, me ena enn lekol de vi"

[The problem is that not everyone is able to follow the academic pathway. There is not only academia, but also life skills (that are important for development).]

Recommendations and the Way Forward

Community Based Organisations

The endurance of CBOs can be assured through leadership training, mentorship, and guidance provided to potential leaders.

Assistance can be sought from government, NGOs, alternative funding avenues such as crowdfunding platforms (e.g. Small Step Matters) can be explored to ensure adequate infrastructure and funding.

Promoting Inclusive Educational Programmes

While ENLF already has initiatives in place for children who need educational assistance, there is an evaluation that needs

to be made for children who are struggling to fit in the formal educational system or who may have special needs.

ENLF could deploy professionals (e.g. educational psychologists) to assess the sources of these problems and propose appropriate initiatives to ensure that children with disabilities are not sidelined from ENLF initiatives.

Addressing Specific Suggestions Proposed by Beneficiaries

In the region of Pailles, great interest was demonstrated in adult literacy classes, IT and music classes. Scalability of existing initiatives is thus welcomed for older children and adults.

Many beneficiaries and service providers expressed the desire to work with ENL, across its projects and initiatives. This represents a talent pool that ENLF can tap into when looking for service providers/staff.

Regular inter-regional beneficiary meetings will provide the opportunities for different community members to share their experiences, enhance their learning and bonding.

“

Le problem, se pa tou zanfan ki kav swiv. Pena zis kote akademik, me ena enn lekol de vi.

”



LE BOUCHON

Key Findings and Recommendations

Strategic Differentiators of Projects within the Region



Poule Pondeuse - Supporting self-sufficiency in underprivileged areas



Empowering women from underprivileged backgrounds to develop their skills and confidence through the Capacity Building Programme



Providing small grants to aspiring women entrepreneurs to help kickstart their business and boost their socio-economic status

Short Introduction

Located on the southeast coast of the island, Le Bouchon is a quiet fishermen village, home to about 100 families and known for its breathtaking landscapes, secret beach coves and hospitality. Due to the fact that it is geographically isolated, its inhabitants face numerous challenges including a lack of infrastructural development and limited access to socio-economic opportunities, leading to high rates of unemployment and systemic isolation. Women from Le Bouchon, in particular, have continuously been disproportionately impacted by these issues.

Following the COVID-19 pandemic, ENL Foundation launched a series of targeted actions in the region, aimed at empowering its inhabitants and equipping them with the necessary skills to boost their resilience and capabilities, consequently improving their socio-economic status. These include projects such as the *We Matter* grant assistance, the '*Poule Pondeuse*' initiative and a UNDP-funded capacity building programme.



Project Model

Poule Pondeuse (Since 2020)



Goals/Objectives

- Support self-sufficiency
- Empower low-income families including employees from ENL Group's corporate entities



Activities

- Provision of 8 hens, professional cages, solar lamps and 25kg of food/month for 4 months
- Training of beneficiaries on poultry rearing



Output

81 families from all around the island, including at Le Bouchon, benefitted from this project



Impact - Key Findings

Increased food security

Female beneficiaries were able to start earning or access an additional source of income, making them less reliant on their partners

Boosted local trade & economy, particularly in isolated regions

Boosted partnerships and exchange of services among beneficiaries

Promoted and encouraged entrepreneurship & financial independence

Empowerment and Agency

The provision of activities focused on improving life skills and empowering residents through psychological support have had a considerable impact on the well-being and aspirations of beneficiaries. Activities facilitated by life skills trainer Jacques Lafitte, for instance, have led beneficiaries to uncover their potential, develop greater self-awareness and boost their confidence. Regardless of their background and place of birth, beneficiaries became increasingly aware that they too, like everyone else, have the right to pursue their dreams and take ownership of their destiny.

A participant revealed that through the life skills classes she attended, she was reminded that she was capable of "*réveiller le papillon qui est en nous*" [awakening the butterfly within oneself] – a self-realisation shared unanimously by fellow beneficiaries.

Eloïse is another great example of the impact of ENL Foundation's initiative in the region. Having received a small grant for duck rearing under the *We Matter* project, Eloïse stated that before joining the programme, she never imagined that one day she would have the means and opportunity to leave her parents' home and build her own. Eloïse has now set new challenges for herself, stating that this project has brought her the hope to strive for more, instilling a desire in her to become a role model for her three-year old daughter.

// **Avan nou ti ranferme
[...] sa inn fer nou sorti
depi nou bwat nwar** //

Promoting Personal Growth through Psychological Support

Several beneficiaries also shared that before ENL Foundation initiated these projects in the region, they felt extremely isolated, powerless and withdrawn. ENL Foundation's counselling offer, facilitated by the psychologist Pamela Chinien, was therefore warmly welcomed as it helped beneficiaries gain confidence and widen their perspectives on life, leaving behind what was once internalised defeatism: *"Avan nou ti ranferme [...] sa inn fer nou sorti depi nou bwat nwar"*. [Before we used to be withdrawn [...] but this enabled us to get out of our 'dark box'.]

The impact of the *We Matter* project and the psychological support combined has been immensely positive, leaving beneficiaries feeling like they are an integral part of the Mauritian society: *"Nou ena nou plas dan sosiete."* [We fit in society]. Beneficiaries shared that the psychologist's role in actively listening to them, providing solutions and advice, has been beyond beneficial to their personal growth.

Residents from Le Bouchon now exhibit a newfound confidence and a clear shift in mindset: They were noticeably vocal about their aspirations, outlining ambitious personal and professional goals and showcasing determination to build a life of purpose for themselves and their families.

Based on the conversations held with beneficiaries from Le Bouchon, there appears to be a direct link between the resilience-focused programme that has been implemented in the area and the residents' clear desire to achieve more out of life.

Addressing Marginalisation and Job Scarcity

Rural areas face unique economic and cultural challenges. Due to how remote Le Bouchon is from neighbouring villages and central places of business in Mauritius and taking in consideration transport issues in the region, beneficiaries shared that they often felt 'out of place' and discriminated

against because of where they live. Being a small village, Le Bouchon's job market remains extremely small with few opportunities available for its residents. Over the years, this issue has had a direct impact on the residents' ability to secure jobs and consequently on their ability to improve their socio-economic status.

A participant even confided that some employers refused to hire her solely based on the place of residence listed on her curriculum vitae, adding that it left her feeling like *'the third wheel'* [5ème roue de la charette]. Others spoke of "a chain of frustration" that just keeps increasing as it moves down from one generation to another due to the fact that few people know of Le Bouchon.

Fostering the Emergence of an Ecosystem in Underprivileged Communities

Following training to boost their employability, some beneficiaries have kickstarted their own small business such as beauty and nail treatment and small-scale catering services. In effect, this means that they no longer have to travel long distances to find a job and are now able to support their families. As a result, beneficiaries today can earn a living, provide for their families, offering a greater sense of purpose and confidence while also stimulating the local economy.

Building on the ambitions and existing skills of the beneficiaries of Le Bouchon, the various programmes implemented in the region supported the emergence of a new ecosystem that fosters partnerships, supports self-sufficiency and exchange of services. Beneficiaries shared that it has become an entrenched habit for them to trade products such as eggs, poultry and vegetables.

Supporting individuals from underprivileged backgrounds in opening their own business has proved to be a well-suited solution for remote areas where job opportunities remain scarce by nature. Interestingly, a beneficiary described the *Poule Pondeuse* project as a *"poule aux œufs d'or"* [golden goose], to express how life-changing this project had been for her and her family.



Assessing the Efficiency of Projects within this Region

Another tangible benefit of the projects run by ENL Foundation is that it has brought residents closer together. Beneficiaries revealed that prior to ENL Foundation's initiatives in the region, they barely knew their neighbours, let alone spoke to each other. However, in receiving training and participating in similar projects, ENL has helped the community indirectly to foster a greater sense of belonging to Le Bouchon.

Driving Socio-economic Growth through Women Empowerment

Women remain the main beneficiary group of the ENL Foundation's activities and Le Bouchon is no exception.

Although only a few businesses are profit-making and fully prosperous, becoming a small business owner has made female beneficiaries less dependent on their husbands. In the short term, this shift has boosted their confidence and helped them bring home small revenues. In the long run, supporting and promoting women-led business in a rural area like Le Bouchon has the potential to have several benefits. These include creating new job opportunities for community members as businesses grow and boosting the local economy by catering to those who tend to have a high purchasing power, such as tourists.

The Power of Small Grants in driving Women-Owned Businesses Forward

Providing small grants or seed capital can have a profoundly positive impact on empowering communities, especially women. Often, individuals have innovative ideas and the drive to succeed but lack the financial means, mentorship and support to get started. Unlike loans, which can be stressful and a source of mental strain due to the pressure of repayment, grants offer a more accessible and less burdensome form of financial assistance.

ENL Foundation's approach to providing small-scale grants, particularly as part of the *We Matter* project, has had a profoundly positive impact on its beneficiaries. By enabling them to purchase basic materials to kickstart their entrepreneurial initiative, ENL laid the necessary foundations to propel women-led businesses at Le Bouchon.

Testimonies from beneficiaries demonstrated that ENL Foundation had successfully managed in implementing its community development approach, enabling residents to become autonomous. For example, a beneficiary explained that when she joined the project, she received a few hens and their food for free, enabling her to generate a small income from the sale of eggs and provide food for her own family. The second time around, she was able to purchase new hens on her own, something she took immense pride in.

Supporting the Community's Autonomy through Adequate Projects

***"MEM MO MOR,
MO KONE KI MO REV
INN FINI REALIZE."***

Taking into consideration factors such as the socio-economic, environmental, geographical and cultural realities of an area is critical when devising a community empowerment programme in any given region. This ensures that projects are culturally appropriate, meet the needs of the community and do not affect the natural resources of the region. The *Poule Pondeuse* and duck-rearing projects were particularly adequate for Le Bouchon, given its climate, quiet lifestyle and the community's greater need for autonomy. These projects provided beneficiaries with a source of food and revenue, which a beneficiary described as a 'blessing': *"Inn beni mwa, inn beni mo zafan, inn aport mwa boukou larzan."* [I've been blessed, my children have been blessed; I can earn money.]

Another beneficiary described these projects as a 'dream come true', attesting to the impact the project has had on their life: *"mem mo mor, mo kone ki mo rev inn fini realize."* [I can die knowing my dream came true.]

In addition, beneficiaries stated they appreciated the supervision and support they received throughout the project implementation phase, including through regular follow-up calls and visits from facilitators.

Recommendations and the Way Forward

Addressing Illiteracy

A number of beneficiaries, most of whom are young women entrepreneurs, revealed that they did not know how to write and read. This issue affects them in many ways: they are unable to provide academic support to their children when needed, to communicate effectively with potential customers or perform tasks as simple as writing down a cheque. They also shared that they struggle to communicate with English-speaking tourists who visit the area regularly. Addressing this issue is critical for the personal development of beneficiaries and for business sustainability. Basic literacy classes as well as IT classes could help address this issue, enabling beneficiaries to break out of the cycle of poverty in the long run.

The Benefits of Long-Term Projects

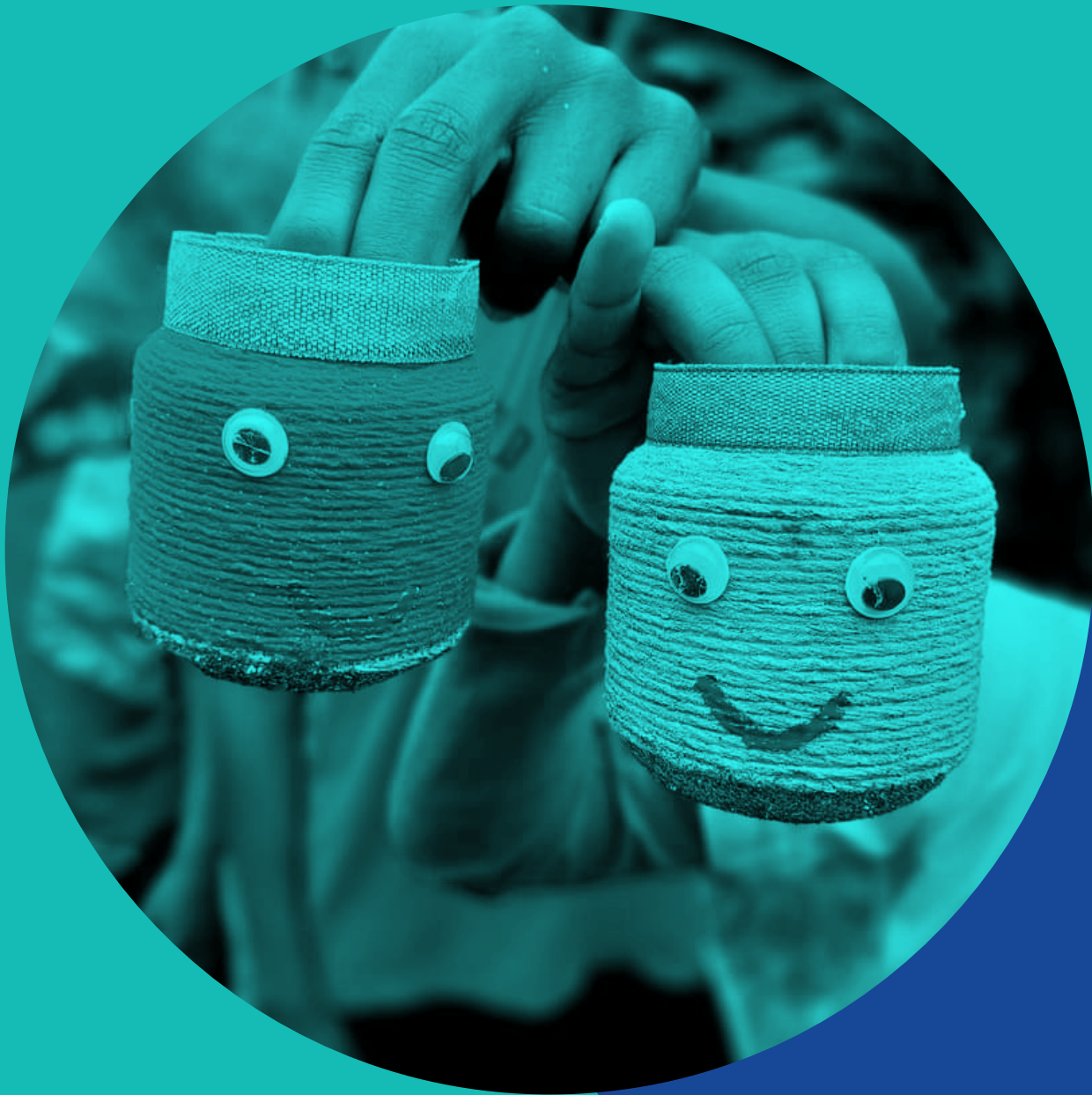
The capacity building programme has had a particularly positive impact on beneficiaries, enabling them to improve their communication skills, boost their confidence and offering a safe space to express themselves. Although all projects have a specific lifetime, it would be recommended to have an ongoing psychological support programme, as beneficiaries remain vulnerable in many ways despite the many strides they have made so far.

Increasing the Organisation's Reach in the Region

Although dozens of residents have benefitted directly and indirectly from ENL's community empowerment initiatives at Le Bouchon, the organisation's current reach remains relatively small. As part of its continued efforts to build trust within the community, ENL Foundation should aim to create increasing awareness about its activities to the wider community, leveraging relatable 'success stories' from the area.

Increasing Exposure to Widen the Community's Horizons

Inhabitants, especially children, from Le Bouchon currently lack exposure from the wider world for geographical reasons. This hinders their ability to seek out new opportunities and 'dream bigger'. Hosting leisure and training activities outside of Le Bouchon on a regular basis can help open up new horizons for beneficiaries, exposing them to new ideas, groups and opportunities.



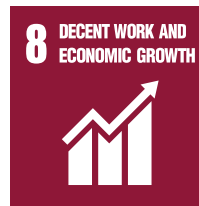
CITÉ STE CATHERINE

Key Findings and Recommendations

Strategic Differentiators of Projects within the Region



Atelier Zanfan Sourir : Holistic Approach to Child Development with adjacent projects developed such as *Maman Volontaire*



Mo Bizness : Creation of Small Ventures and Professional Development



Life Skills and Leadership Training



Other Community Development Initiatives such as Green Spirit Club, Distribution of *Colis Alimentaires*, Housing Support, etc

Short Introduction

Ste Catherine, once heavily stigmatised and marked by extreme poverty, has been undergoing a remarkable transformation thanks to the comprehensive interventions of ENL's CSR initiatives and partnerships with other organisations such as Rogers and Eclasia. Through programmes focused on skills development, youth empowerment, women entrepreneurship, and creative arts, the community has seen significant socio-economic improvements. ENL's holistic approach, which includes both material and psychological support, has not only reduced poverty but also reshaped perceptions of the region, fostering a sense of pride, resilience, and community cohesion among its residents.



Project Model

Atelier Zanford Sourir - since 2015



Goals/Objectives

- Target children from the Cité Ste Catherine between the ages of 3 and 12 to participate in creative workshops
- Train one or two facilitators to supervise the project with the help of a coordinator
- To do creative workshops on Saturdays in the Ste Catherine Multipurpose Centre
- Prepare shows for various events



Activities

- Atelier de sculpture
- École maternelle
- Accompagnement scolaire
- Atelier de créativité
- Médiathèque



Output

More than **26** children have been registered since 2015

The space presents a less hostile environment for children than traditional school settings and gives children **“enn lespas pou defoule”** [a space to let loose/ to be creative and be themselves]

The space represents **“enn école de la vie”** [a school of life] where children not only learn woodwork but also engage in other creative and artistic endeavours such as music, composition amongst others



Impact - Key Findings

The *atelier* has done much more than teaching, reading, writing and creative skills but has most significantly encouraged children and young people to have goals in life and to steer away from scourges such as drugs. Many children simply need a guide at the early stages of their life - to express themselves, make them less shy and channel their energies - and the *atelier* does just that.



Scan Here
Stories from the Field

Skills Development and the Positive Ripple Effects on the Wider Community

A participant who is currently an Outreach Officer working with the youth explained how he honed his communication and leadership skills and how those skills have led to improvements in his personal, professional and social life.

"Monn gagn koudme avek ENL kote ledikasyon ek kote liv tousala, apre monn gagn led avek ENL pou al swiv kour lekol otelier. Mo ti gagn travay dan lotel apre monn gagn koudme pou mo prepar mwa pou bann interview pou mo prepar CV. Apre monn gagn travay NYC, National Youth Council."

[I was sponsored by ENL with my studies. This enabled me to access the necessary school material and eventually enroll in a course at Sir Gaëtan Duval (SDG) hotel school. I was employed by a hotel and then I was given assistance to prepare for my job interview as well as my CV. Later, I was employed by the NYC which is the National Youth Council.]

Engagement in various programmes of ENL has empowered the young beneficiary to devise innovative activities for youth empowerment, for example Do It Yourself (DIY) techniques and has raised awareness on environmental issues.

Another participant asserted that the Aprann project provided a space for participants from various regions to get together and learn from each other in a collegial environment and she described the experience as *"ti top, ti enn fun"* [it was great, and much fun!].



In addition, many programmes have ripple positive effects beyond the direct beneficiaries. For instance, there is the provision of academic and extra-curricular support after school hours for children at Ste Catherine. Parents claim that the existence of these activities provides a sense of relief for them as they are aware that their children are in a secure location, and they can go out to work.

"Mo soulaze enn ti pe, mo gagn maksimum letan"

[I feel quite relieved; I get time to take care of other things.]

The presence of children on the premises of *Zenerasion Nou Kapav* (ZNK) - often referred to as *centre ENL* - and their enthusiasm for the activities proposed has also created amongst the wider community an understanding, reflection and a sense of empathy to create better living conditions for the children's futures. These are exemplified by the following statements:

"Aktivite-la bon pou ankadre bann zenn pou pa tom dan fleo, pou okip zot letan"

[These activities are important to guide and steer children away from social scourges, such that they make good use of their time.]

"Devlopman pou anpes ladrog avanse"

[Activities and social engagement will prevent the spread of drugs.]



Scan Here
Stories from the Field

**"AKTIVITE-LA BON
POU ANKADRE
BANN ZENN POU PA
TOM DAN FLEO, POU
OKIP ZOT LETAN"**

Longstanding Efforts towards Eradicating Poverty and De-Stigmatising Cite Ste Catherine

The COVID-19 pandemic led to pressures on families in Cité Ste Catherine who were struggling to make ends meet. Nonetheless, the strength and resilience of the community also emanated from such extenuating circumstances.

"Dan konfinman, tou lafami tinn gagn manze-bwar, pena de lizie, pena trwa lizie nanye."

[During lockdown, (ENL and members of the community) ensured that all families had food on the table. There was no discrimination in that regard.]



Another participant emphasised how ENLF's interventions were holistic and aimed to de-stigmatise the locality. A beneficiary and service provider spoke at length about how the Head of CSR contacted him to strive towards community development initiatives in the locality. This was deemed paramount to reduce the stigmatisation and negative stereotypes linked to Cité Ste Catherine.

"Kan ENL inn vinn isi, li pann vinn zis avek lespri materiel, linn vinn osi par psikoloji. Parski kouma ou kone, inpe partou kot nou ale, nou ti mal vu. Nou kapav dir ki o nivo lapovrete, kapav dir ki linn bani. 15 zan de sela, lamizer ti pe bat a so plin."

[When ENL started intervening here, the Foundation was not all about providing solely material things, rather it came with the aim to change mindsets. Since as you may already know, everywhere we go, we were not seen in a good light. I can affirm that with regards to extreme poverty, we can say that it no longer exists. 15 years ago, poverty was a harsh reality here.]

"ENL inn fer enn gran travay dan lasite, a sak fwa monn tap zot laport, zot inn reponn prezan."

[ENL has done a solid groundwork in the area, every time I came to them for support, they were present.]

The service provider has fundamentally transformed the community space into a sculpture studio where he teaches sculpture/woodwork to the youth of Ste Catherine. He believes that art has the power to transform the way people view themselves and the image of the community. He was able to release a music album to grasp the interest of the youth, so that they do not get into the vicious cycle of drug abuse. He was able to secure the funding with ENL as this would cost around Rs 200,000.

"Kan ENL inn rantré, zot pann fer bann zafer a mwatie." "Ena anviron 2000 zanfan inn pas dan latelie skilptir." "An 2017, nounn fer enn album ki apel Fer Moris Vibre, nounn anvi montre enn lot faset Ste Catherine, ki nou ena bann talan."

[When ENL came into Ste Catherine, they came in with an integrated and holistic approach. There are now around 2000 children who have attended sculpture classes. In 2017, we co-created an album called *Fer Moris Vibre*, because we wanted to show Ste Catherine in a new light, as a place where talent exists.]

It is to be noted that *l'Atelier Sculpture* was a collaborative partnership amongst ENL, Rogers and Eclosia especially at its inception phase.



Women Empowerment: Women-Led Small Businesses

A beneficiary who lives at L'Agrément stated that the training and the financial boost to start her business has been the cornerstone of her livelihood today. She kickstarted her cleaning business, has some agreements with a few organisations and she also offers her services to individual customers. She has also learnt to handle all the administrative part of her business. Today, she can manage her business properly, take care of accounting and send quotations to prospective customers.

"Monn gagn mo bann lekipman, monn resi avanse! Avek tigit ki mo ena la, monn resi avanse."

[I have been given the chance to acquire my equipment and I was able to move forward! I can carry on with my entrepreneurial journey with the little that I have.]

“ Mo satisfé kot mo ete, avek ENL, mo ti gagn poule pondeuse, apre mo ti gagn bak pou plante. Se gras a ENL ki monn gagn mo lakaz Dagotièr zordi ”

The *Ti Bizness* Project also helped another woman to be more confident in developing her pastries and cake business. The fact that there were people from different regions in the training programme allowed her to build a network and to learn from each other's experience. Being a holder of various diplomas in cooking and baking, she welcomed the initiative to widen her business ideas.

Another testimony from a woman entrepreneur resonates with the above:

“Mo satisfé kot mo ete, avek ENL, mo ti gagn poule pondeuse, apre mo ti gagn bak pou plante. Se gras a ENL ki monn gagn mo lakaz Dagotièr zordi”

[I am content where I am today, with the support of ENL, I got hens, then I obtained pots/equipment for gardening. Credit goes to ENL for the fact that I obtained my house at Dagotièr today.]

The beneficiary's daughter has also benefitted from ENL courses, and it is with much pride that she mentioned that her daughter is now a *chef cuisinier* [a chef].

Access to such free programmes has been pivotal to promote the financial independence of women.

Addressing the Efficiency of Projects within this Region

- The community-based organisation at Ste Catherine (*Zeneration Nou Kapav*) holds monthly meetings and specific focal persons are responsible for different areas of intervention in the region. This allows for decentralised but more focused interventions.
- Appropriate location/venue/space, formal agreements/contracts and access to funds remain the major roadblocks to the flourishing of individual businesses.
- An upcoming activity in this regard includes a *Jardin Communautaire* [community garden] which is hoped will lead to enhanced community sharing as businesses are located within the same locality.
- ENL programmes may have had many positive impacts but taking proactive actions to improve one's livelihood depends largely on one's free will, which is often lacking from parents in Cité Ste Catherine who are not present for activities when organised.

Recommendations and the Way Forward

- Scaling existing activities, emphasising on youth-targeted programmes encompassing sports and physical activities; DIY workshops; recycling workshops; gaming sessions; theatre/drama classes can act as a deterrent against peer pressure and drug intake.
- Having a designated space or location to sell one's products was also deemed important to ensure that entrepreneurs can secure regular sources of income from their businesses.
- It will be useful to incorporate family members within activities together to instill a sense of parental responsibility. This will in turn ensure greater mutual respect in one's interactions with others. Sensitisation programmes targeted towards parents to counter their existing cultural conditioning is essential. This will also lead to role model creation within the community.
- Special attention and support should also be geared towards parents who have children with special needs and parents whose children are into drug addiction. Adequate psycho-social palliative support should also be included in programmes.



MOKA/ST PIERRE

Key Findings and Recommendations

Strategic Differentiators of Projects within the Region

The Impact Assessment Exercise for the region of Moka/St Pierre in particular was conducted using a project-based approach. Beneficiaries from *Baz'Art Kreasion* and *Mokaray* were the main target groups. The different projects and their strategic differentiators are further explored below.



Mokaray is a similar programme derived from *Baz'Art Kreasion*. It includes culinary training for women, from an experienced chef, promoting micro-entrepreneurship. This restaurant is situated at the entrance of Vivea Business Park and provides catering services for ENLF canteens and other businesses upon request. It specialises in Mauritian cuisine and is also open to the public at lunch time. In 2023, 20 women were employed in this social enterprise.



Baz'Art Kreasion is an economic empowerment programme for unemployed women of Moka, St Pierre and the neighbouring regions, where they receive training (for example, in recycling) and manufacture handcrafting products that are sold in *Restore* (a shop created in collaboration with The Good Shop at Vivea Business Park, St Pierre) or externally to hotels, and business corporates, with the help of a marketing officer.



A further extension of *Mokaray* is *Mokaban*, a food hut in St Pierre itself, managed at 90% by one of the beneficiaries of ENL to promote micro-entrepreneurship.



In 2023 at *Saveurs Typiques*, which is a microbusiness project, 7 women were enrolled to showcase and value their skills, through their work.

Short Introduction

Located at the heart of Mauritius in the Moka District, Moka/St Pierre has remained a central location for the implementation of projects and activities led by the Foundation. Notably, the region of Moka/St-Pierre is known for two key projects: *Baz'Art Kreasion* and *Mokaray*. The first initiative has enabled female beneficiaries to learn craftsmanship and generate an income from the sale of their products, making them more skilled and independent over time. *Mokaray*, on the other hand, is a restaurant run by trained beneficiaries from the region, which specialises in Mauritian cuisine. Today, *Mokaray* acts as a social enterprise that empowers women and offers a unique food destination in Moka. Although a number of issues remain to be addressed, the impact the Foundation has had across many parts of this district is not negligible, as demonstrated in this region-wise report.

Project Model

Baz'Art Kreasion Social Enterprise (Since 2011)



Goals/Objectives

- Empowering women through crafting skills, life skills and leadership skills
- Order Intake which ensures a regular income for women beneficiaries
- The project has been funded by multiple organisations such as CFLI, DCP, NSIF during the last years



Activities

- Art Therapy
- Candle Making
- Recycling of newspapers
- Crochets
- Quilling
- Mosaic
- All these crafting skills are then funnelled through order intakes



Output

50 women have been empowered with skills that make them more marketable and are able to generate a monthly income of Rs 3,000 each (2018)

30 women with enhanced capacity, self confidence and resilience to 'rebound' stronger from the COVID-19 pandemic aftermath (2020)

15 women attended culinary art training by Oliver Culinary School in the form of professional technical training; entrepreneurship coaching and mentoring programme (2021)



Impact - Key Findings

Ability to thrive in conducive working environments and having a breadth of learning experiences

A healthy self-esteem, a sense of belonging to a group

Women Empowerment and Financial Autonomy

Community Engagement and Bonding

“KAN NOU DAN LAKWIZINN SIRTOU NOU BLIYE TOU NOU BANN PROBLEM LAKAZ”

Personal Growth and Development

A poignant observation points to the fact that participation in various activities at *Baz’Art* has yielded psychological benefits for participants who feel capable, have a healthy sense of self and feel a sense of belonging to a group (with good team spirit).

For instance, a lady mentioned how before joining *Baz’Art Kreasion*, she was a housewife confined by her husband and constrained to tending to her home and her children for long years. She suffered from chronic stress and illnesses spending most of her time at the hospital. Since she joined the project *Baz’Art Kreasion*, she reported that she no longer suffered from ill health nor had to visit the hospital. Engaging with her co-workers in this project improved her psychological, and in turn, her physical well-being. “*Bann kamarad, kas stres*” [having friends and relief from stress] was her answer when asked what motivated her to work in the ENL project.

Another participant shared:

“Kan nou dan lakwizinn sirtou nou bliye tou nou bann problem lakaz.”

[When we are in the kitchen, we forget all about our household-related problems.]

“Mo ti vini aköz distraksion.”

[I came here, mostly to occupy my time.]

Another participant asserted that ENLF projects promote a good and healthy balance between learning, working and leisure activities, for which they are grateful for, as it contributes to their professional and personal fulfillment.

Professional Growth and Development

During the many years that beneficiaries have been involved in various activities by *Baz’Art Kreasion*, they reported to have received several training such as recycling, sewing,



cooking, mosaic, candle making classes. The scale of activities has positively impacted on the breadth of their learning experiences. One participant mentioned that:

“Telman monn aprann kitsoz, mo’em monn bliye...”

[I have learnt so much that I have forgotten all the names of courses.]

“A traver bann formasion inn explik nou kouman bizin koz ek enn dimounn, nou lapros kouma bizin ete ek enn dimounn, kouma bizin gard nou lavi lakaz osi”

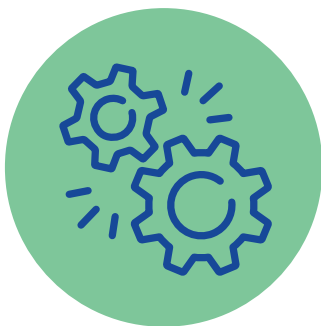
[Through training, they taught us how to talk to someone, how to approach them, how to handle our own life at home as well].

Beneficiaries have also shown a remarkable sense of initiative and growth. Participants also testified having learnt a lot from each other and applying these skills in their personal and professional lives.

For instance, one lady mentioned using online resources to improve her skills:

“Al lor YouTube gete kouma pliy servyet”

[Going on YouTube and learning how to fold towels...]



Community Bonding and Engagement

The project activities foster a strong sense of community among the beneficiaries. They participate in various outings, celebrate birthdays together, and support each other through shared activities. The purpose is to bring everyone together and create a sense of belonging.

"L'idée, c'est la réunion de toutes les personnes."

[The aim is to unite and create bonds amongst the beneficiaries.]

Women empowerment and valorisation are the primary purposes of implementing these projects, and it can be observed that these objectives have been met. Participants elaborated with much joy on some key celebrations such as International Women's Day or other festivities such as Divali whereby they were given the opportunity to present their products at an event and even walked the runway as models.

"Isi enn lot mem isi, isi enn fami pou mwa."

[Here, it's something else, it's a family for me.]

Giving due credence to the above-mentioned positive impacts, the beneficiaries appreciate the supportive leadership provided by the ENLF's Core Team. One of the ladies emphasised:

"Nounn gagn enn dimounn ki konpran nou, ki kone ki nou bizin, ki nou bizin fer."

[We have someone who understands us, who knows what we need, what we need to do.]

The Women Empowerment Specialist also mentioned that the project's success was attributed to the strong teamwork between herself and the women:

"Nou enn lasenn, si pena enn mayon, nou pa pu fonksione."

[We are like different parts of one chain, if one link is missing, we won't function well.]

Talents have also been nurtured and allowed to flourish over the years. Taking advantage of the different religions, cultures and skills present within the group, an *atelier de partage* was held previously so that each member could share their different expertise or skills every 3 months (for example, a recipe). From these sessions, the concept of Mokaray was born in 2019. The Women Empowerment Specialist who is currently responsible for various activities at Baz'Art stated:

"Mokaray inn forme par rapor a bann talan des dames."

[Mokaray was founded to further beneficiaries' talents.]

The beneficiaries are highly motivated by the revenue they generate and the supportive environment of the project. For many who never had a job in the past, ENLF provided them with a working experience but without the stress of having to earn a lot of money or working in a toxic environment.

"Aprè nou travay li bon pou nou osi, nou gagn enn ti kas."

[On top of the work experience, we get to earn some money.]

The project has empowered women to support themselves and become autonomous.

"Aster par mo'em mo fer tou mo bann zafer, inn fer mwa diboute lor mo lipie."

[I do everything on my own now, I was able to become independent.]

It is important to highlight that beneficiaries work from 9am to 3 pm. However, upon receiving large scale orders, they would work overtime to be able to meet their deadlines when required. Despite being a relaxed stress-free working environment, it did not prevent them from taking their job seriously and working hard.

Apart from creating handmade products, beneficiaries of the project also had the opportunity to showcase their talents in companies where they conducted workshops to teach others. They were even featured in a TV show. The pride that comes from teaching an acquired skill to others and being recognised was indescribable for them.

***"Nounn gagn
enn dimounn ki
konpran nou, ki
kone ki nou bizin,
ki nou bizin fer"***

Another beneficiary stated how an ENL staff member never gave up on encouraging her to work and that today, she is thankful for her job which allows her to contribute financially to her home and her children's education. The strong bond and sense of community they share are portrayed as the fundamental pillar for their success.



“Zot bizin kone kouma koz ek enn dimoun, olie zot motiv nou pou nou avanse, koumadir zot pli afebli nou pou nou rekile”

Assessing the Efficiency of Projects within this Region

Lack of Respect towards Beneficiaries/ Employees

One significant challenge identified is the lack of respect and recognition towards employees/beneficiaries. One participant mentioned:

“Zot bizin kone kouma koz ek enn dimoun, olie zot motiv nou pou nou avanse, koumadir zot pli afebli nou pou nou rekile.”

[They (referring to a few employees from ENL) should know how to talk to someone, instead of motivating us, they discourage us.]

“E kan ena kliyan ki parfwa vreman difisil, sa enn, parfwa bann dimounn pa realize ki nou la, nou pe travay e bizin ena enn respe e sirtou bann personn ki travay dan ENL mem.”

[Sometimes, there are clients who are difficult to handle, that's one thing, sometimes people do not realise that we are here and working, and that there needs to be mutual respect, especially people working at ENL need to realise this.]

Disrespectful comments can also hinder the project's overall positive impact. The beneficiaries acknowledged that mistakes might have happened at times but that there should still be an appropriate way to notify the restaurant in a respectful manner. The comments also stemmed from the fact that customers coming to the restaurant often have stereotypical perceptions of the employees as being

housewives, with no real professional experience. It is interesting to note that the employees have learned to work effectively and when they deal with difficult clients, they take a step back and send another staff member to deal with the customer. That is a brilliant way to avoid conflict and the employees use these instances/opportunities to enhance their interpersonal skills.

Fair Financial Remuneration

Despite their hard work and the skills they have acquired, beneficiaries still receive a salary below the minimum salary. They expressed understanding initially due to the project's nascent stage but now seek recognition and fair remuneration for their dedication and increased responsibilities. Below are some views expressed by some of the beneficiaries.

“Koumansman nou ti pe konpran, nou pena saler minimal parski profesyonelman nou pa pe travay, pena ase client, nounn konpran sa, nounn travay ti pri”

[At the beginning we understood, we did not earn the minimum salary because we were not working professionally, we did not have many clients, we understood that, we worked for low income.]

“Opredavan nou travay, aster nou travay bokou plis”

[Comparing our workload at the start, now we are working much more.]

She stated that now they are working more than when they started, which means they realised that their sales increased through the years but their salary remained the same.

Recommendations and the Way Forward

Respect and Recognition

It can be beneficial to conduct workshops for ENL employees to foster respect and proper communication with the beneficiaries. A feedback mechanism can also be implemented whereby beneficiaries can share their concerns without fear of repercussions.

Financial Remuneration

Although the Workers' Rights Act does not specifically refer to social enterprises, it is our understanding that such organisations are still required to abide to the law, including regulations on minimum wage, overtime pay and other employment conditions. Although the Foundation considers that women working at *Mokaray* as beneficiaries, they technically can be described as employees given the nature and scope of their work.

Continuous Training and Development

Participants are keen to benefit from ongoing and relevant training such as:

- Yoga Sessions: re-introducing yoga sessions to promote well-being among the beneficiaries.
- Health Awareness and Screening: conducting regular health workshops and screenings for issues such as breast cancer and hormonal health.
- Natural Medicine Workshops: inviting a naturalist to teach beneficiaries about natural medicines for common ailments associated with old age.
- Continued Professional Training: ensuring ongoing professional development opportunities to help beneficiaries refine their skills and stay updated with market trends.
- Support for Entrepreneurial Ventures: supporting individual entrepreneurial projects like *Mokaban* by investing into the provision of necessary financial and managerial assistance.

Emotional and Psychological Support

Regular sessions with a counsellor or psychologist will be beneficial to help beneficiaries manage work-related stress and personal issues. *Atelier de partage* sessions can be reinstated to foster community and mutual support.

Operational Improvements

It is important to address logistical issues such as delays caused by the defrosting process on Mondays by implementing better planning and inventory management. Food orders from canteens or any other private company can be filed in advance and not on the morning of the delivery, so the kitchen can ensure they have the necessary ingredients and not be overwhelmed by the number of orders to be delivered in a limited time.

With regards to transport-related issues and beneficiaries' age, it can be a good option to arrange for a common means of transport since they live in surrounding regions.



ALMA/VUILLEMIN

Key Findings and Recommendations

Strategic Differentiators of Projects within the Region



Building community resilience through psychological support and family



Boosting academic performance through afterclass educational support



Fostering the emergence of community leaders through the setting up of the *Alma On The Move*

Short Introduction

Alma is a region known for its agricultural activities and scenic landscapes and Vuillemin, on the other hand, is a tiny residential area. *Aprann* and *Leave No One Behind* have been two main projects implemented in these regions. While there have been extensive efforts from the Foundation to boost community development including the setting up of CBO *Alma On The Move*, Alma and Vuillemin continue to face a number of issues outlined in this region-wise report.

Project Model Ongoing Educational Programme



Goals/Objectives

- Boosting academic performance and increasing literacy rate
- Building community resilience



Activities

- Remedial Classes
- Music Sessions
- Personal Development Activities
- Wellness Activities
- Psychological Support and Family Counselling



Output

Improvement in academic performances

Development of children's social skills

It is estimated that more than 500 people were reached by this project



Impact - Key Findings

Boosted self-confidence

Helped parents recognise education as key to their children's success and future opportunities

Increased beneficiaries' chances to pursue tertiary education or further trade studies



Scan Here
Stories from the Field



The Impact of the Afterschool Programme on Children from Vuillemin

As part of our data collection phase, our team of independent researchers met two parents from the locality, whose children attend the afterschool classes on a regular basis. Both parents expressed immense satisfaction with the academic support their children have received over the years, describing it as a life-changing opportunity.

Both parents noticed tangible positive changes in their children these past few years. Their academic performance improved and their interest in attending afterschool classes as compared to school itself grew significantly over time.

The safe and friendly environment provided by facilitators at the local community centre played an important role in the process. Parents noted that their children felt understood and valued, which contributed to boosting their self-confidence, improving their ability to engage socially with their peers and their overall academic performance. One of the mothers that our team interviewed happily shared that thanks to the support her child had received, they were able to secure their spot at a reputable secondary school.

In addition, parents warmly welcomed the consistent and valuable feedback provided by the programme facilitators on their children's gaps in learning and progress, noting that it remains difficult to obtain such information from schools. Insights from facilitators were deemed immensely useful, especially since parents either lack the patience to help their children or do not have the time to do so due to other responsibilities, such as household chores and work commitments.

A secondary positive effect of the programme was that it reinforced the importance of education amongst some parents, who recognise that education leads not only to better life opportunities but also to a better world.

The Impact of Projects implemented at Alma

The afterschool programme at Alma has shown similar positive results. The father of a beneficiary stated that the programme had enabled his child to receive adequate academic support and given her the right environment to thrive and grow. Another parent noted that drama classes had helped their children develop greater self-confidence and self-awareness:

"Mo garson ti pli reserve, atraver teat linn developpe, sa finn ed li."

[My son was shy but thanks to drama classes, he was able to open up a bit more.]

Other parents were particularly satisfied with the long-term impact of the academic programme implemented at Alma, noting that these sessions had ultimately helped some children go to university and well-known training institutions:

“Ena zanfan inn al liniversite gras a ENLF; ena inn al Escoffier.”

[Kids have gone to university thanks to ENL Foundation; some of them have gone to the Escoffier Institute.]

Despite the many challenges that they face, beneficiaries from Alma demonstrated a positive mindset when it comes to community development. They expressed the desire to be part of the change, noting the importance of a positive and proactive state of mind:

**“ENA ZANFAN INN
AL LINIVERSITE GRAS
A ENLF; ENA INN AL
ESCOFFIER.”**

“Si nou anvi sa landrwa-la avanse, nou bizin pli pozitif.”

[If we want our locality to change, we need to be more positive.]

Barriers to ENL Foundation’s Community Development Plans at Alma and Vuillemin

Despite continued efforts to create deeper ties with these two communities, the Foundation has experienced a number of issues that have affected the effectiveness of its projects and subsequently, its overall community development vision. The findings below outline some of these obstacles, a number of which are due to external factors.

Socio-cultural and Environmental Issues

Parents from Vuillemin consider that the environment is not ideal to bring up children. First, the locality is in a remote and underdeveloped area. Secondly, many of the residents have an individualistic approach to life, which has made it challenging to create a platform for community members to meet, exchange ideas and connect, according to interviewees. Thirdly, there seems to be a lack or absence of role models in these regions that have a positive influence on wider groups.

Low Attendance and Participation to Activities

Despite the availability of free afterschool classes, some parents and children from Vuillemin have shown little to no

interest in participating. This lack of engagement has led to the discontinuation of valuable programmes, such as the life skills course, directly impacting those who were eager to attend but could no longer benefit from these opportunities. Limited parental involvement and the absence of a supportive community network remains a challenge.

Lack of Understanding of the Benefits of Community Development

In addition to ENL Foundation, other non-profit organisations also operate in Vuillemin, primarily focusing on distributing food and money. This approach has led beneficiaries to favour these organisations over the Foundation, which adopts a more holistic approach to community development. The prevalent expectation in the region is that NGOs should provide tangible goods, resulting in a lack of understanding of the long-term benefits of community development initiatives. This mindset undermines the Foundation’s efforts to promote sustainable growth and self-sufficiency within the community.

The Negative Impact of Sudden Influx of New Residents in the Region

Beneficiaries from Alma have raised concerns regarding the impact of the new social housing project implemented in Dagotière, a neighbouring locality. The existing transportation issues have been exacerbated by the influx of new residents, resulting in children frequently arriving late to school and adults facing delays in getting to work. Additionally, residents have observed an increase in social issues such as prostitution and drug use, which were not prevalent in the area before the establishment of the new neighbourhood.

Lack of Consultation with Residents on Developments at Alma

Residents from Alma feel marginalised by ENL as a group in the face of developments happening in their area: *“isi pou zot”* [This place belongs to them]. They voiced concerns about the extensive fencing and installation of CCTV cameras in the region, which were implemented without prior notice. This lack of communication and/or consultation with residents has led to fears of losing access to areas previously enjoyed for family outings and picnics, and to a sentiment of disenfranchisement amongst residents.

Expectations from Residents on the Development of their Locality

Infrastructural development remains a top priority for residents, who believe that access to facilities such as football pitches, supermarkets and ATMs is important for their well-being and growth. They expressed a desire for more activities for children, including safe spaces where the youth can 'let off steam.' Moreover, there is a strong demand for more training opportunities for children, and more training opportunities for adults:

"Nou bizin bann aktivite ki pou permet zot vinn pli kreatif, pli boukou sorti, ena ousi lamizik."

[We need activities that enable us to be more creative such as music and we need more outings.]

In addition to existing academic support programmes, residents would like more leisure opportunities and activities geared towards personal development, noting that many community members have talents but feel ashamed to showcase them sometimes. Finally, residents would like to see more cooperation between parents and more involvement from community members as a whole.

Assessing the Efficiency of Projects within this Region

From academic and psychological support to offering a range of leisure activities, ENL Foundation's intervention over the past decade has led to many positive changes in both Alma and Vuillemin. The main highlight is that these projects have helped individuals to access a wider range of life opportunities.

Despite the positive mindset towards community development, several challenges persist. Communication issues between the organisation, facilitators and beneficiaries have left some people feeling excluded, as they lack access to information about available courses and programmes. In addition, the harsh reality for individuals from vulnerable backgrounds often means they must drop out of programmes due to other constraints, such as the need to take up additional jobs.

Outreach remains a significant issue, hindering the ability to engage and support all community members effectively.

Recommendations and The Way Forward

- Identifying role models within each community is crucial for motivating residents to engage in the community development process. These role models, who are familiar with the local realities, can play a pivotal role in facilitating projects and inspiring others to participate. Their firsthand knowledge and experience could make them invaluable assets in driving positive change and fostering a greater sense of belonging.
- Consolidating the community-based organisation at Alma is critical to address communication issues and provide incentives for community engagement. Strengthening this organisation can help ensure that information about courses and programmes is effectively disseminated, preventing anyone from feeling left out.
- Outreach and canvassing efforts are vital to reaching more people and ensuring that everyone is aware of the available opportunities. By actively engaging with the community, these efforts can help bridge gaps and bring more individuals into the fold, enhancing the overall impact of development projects.
- Similar to other areas, Alma has a need for ongoing literacy programmes and more activities for children to help develop their confidence and creative abilities. Providing additional training, particularly aimed at boosting resilience and employability, is also necessary. This training should target parents, especially mothers who often feel isolated, offering them support and opportunities for personal growth.
- There is a strong need for more consultation with the community on the part of ENL Foundation. Residents want to play an active role in building their community and are eager to share their opinions and viewpoints. The Foundation and the wider corporation would gain in addressing these concerns and the subsequent sentiment of disenfranchisement, by involving residents in the decision-making process, particularly on developments in the area.



L'ESCALIER

Key Findings and Recommendations

Strategic differentiators of projects within the region



Promoting self-sufficiency and community empowerment with *La Ferme Nou Leritaz* project



Building community resilience through psychological support and family counselling



Boosting academic performance through afterclass educational support

Short Introduction

Located in the district of Grand-Port, L'Escalier is a quiet village nestled in the heart of nature. Thanks to the numerous actions taken by ENL Foundation over the past few years, today L'Escalier serves as an excellent example of successful community development. From empowering women entrepreneurs to building an ecosystem of activities and facilities based at *La Maison Communautaire*, ENL Foundation has contributed to numerous positive changes in the region as outlined in the findings below.



Project Model

Ongoing Educational Programme



Goals/Objectives

- Providing a safe space for community development
- Promoting self-sufficiency, food autonomy and income generation through sustainable agriculture
- Boosting self-esteem and empowering vulnerable families
- Boosting resilience and confidence through technical training & coaching
- Enhancing capacity to produce healthy and nutritious food products (plant and animal-based)
- Increasing the involvement, knowledge and skills in agriculture among families from the region



Activities

- Integrated Agricultural Hub - provides knowledge, skills and agricultural equipment
- Entrepreneurial support
- On-site training and coaching on backyard gardening
- Professional follow-up of micro-entrepreneurial projects



Output

6 women received adequate support in setting up their business

82 families engaged in sustainable farming and rearing

115 families engaged in backyard gardening



Impact - Key Findings

Increased sense of community

Boosted local trade & micro-economy

Beneficiaries developed their entrepreneurial skills and boosted their financial independence

Increased food security

Transforming Lives through Sustainable Practices: the Multi-Faceted Impact of La Ferme Nou Leritaz



Funded by the European Commission under the 'Leave No One Behind Project', *La Ferme Nou Leritaz* has profoundly impacted hundreds of individuals and families directly and indirectly, over the last few years. This project, which integrates sustainable agriculture and entrepreneurship, aims to promote self-sufficiency, food autonomy, and income generation while enhancing the wellbeing and resilience of vulnerable families. The importance of such projects in underserved and geographically isolated regions cannot be overstated, as they align closely with several Sustainable Development Goals (SDGs).

Projects like *La Ferme Nou Leritaz* are crucial in promoting food security and autonomy among vulnerable families. By engaging 80+ families in sustainable farming and 100+ families in backyard gardening, the project ensured a steady supply of nutritious food, reducing dependency on external food sources. This aligns with SDG 2 (Zero Hunger), which aims to end hunger, achieve food security, and promote sustainable agriculture. The entrepreneurial aspect of the project, supporting 63 micro-entrepreneurs led to increased economic empowerment and income generation amongst beneficiaries. By providing training, coaching, and ongoing support, the project helped families develop sustainable businesses, enhancing their economic resilience. This supports SDG 8 (Decent Work and Economic Growth), which promotes sustained, inclusive, and sustainable economic growth.

In addition, the integrated structure of '*La Ferme Nou Leritaz*' enhanced community resilience by providing a platform for knowledge sharing and mutual support. The training and technical advice offered to families not only improved their agricultural practices but also built a sense of community and collective resilience. This finding aligns with SDG 11 (Sustainable Cities and Communities), which aims to make cities and human settlements inclusive, safe, resilient, and sustainable. The research team also found that the project's focus on self-sufficiency and entrepreneurship boosted the self-esteem and overall well-being of participants. Engaging in productive activities and seeing tangible results from their efforts significantly improved mental health and social wellbeing. This finding aligns with SDG 3 (Good Health and Well-being), which aims to ensure healthy lives and promote wellbeing for all at all ages. Overall, the implementation of *La Ferme Nou Leritaz* demonstrates the profound impact that self-sufficiency projects can have on vulnerable families in underserved and geographically isolated regions. By promoting food security, economic empowerment, community resilience, environmental sustainability, and overall well-being, such projects contribute significantly to the achievement of multiple SDGs. The success of this

initiative reinforces the importance of continued support and expansion of similar projects to foster sustainable development and resilience among vulnerable populations, particularly in regions like L'Escalier.

Setting up an Ecosystem that promotes Community Development

As part of this impact assessment exercise, our team of independent researchers had the opportunity to visit the main locations where the Foundation implements its projects at L'Escalier, notably *La Ferme Nou Leritaz* and *La Maison Communautaire*.

Today, *La Maison Communautaire* serves as a vibrant community centre that brings people together. It provides children with a safe space to study and play while women from the area - many of whom did not know each other before - now have a meeting place where they can socialise and share their skills. Additionally, *La Maison Communautaire* is a place where local residents can come to purchase fresh, organic produce from the farm or attend a wide range of training on offer:

"Atraver sa sant-la nounn konn talan ki sakenn ena, sakenn pe donn zot mem. Sakenn pe montre ki zot kone, nou pe aprann an mem tan. [...] Pou mwa li enn opportunite pou tou bann madam."

[Thanks to the centre, we have discovered each other's talents. Everyone has the opportunity to share their knowledge and learn at the same time. [...] For me, this is an opportunity for all women.]

Beneficiaries expressed that having a space they can use free of charge brings them relief and happiness, contributing to their sense of community.

In effect, ENL Foundation has succeeded in creating a functional ecosystem that responds to many of the needs of the community within one physical location. Moreover, the Foundation's approach to empowering individuals to become actors of change has worked well, as evidenced by the fact that most of the employees that manage the centre and the farm today are former beneficiaries.

**"SA INN ED MWA,
MONN FER MO
BANN PLANTASION
POU MO MEM.
MONN KONE
KOUMA MO BIZIN
PLANTE POU FER
MO PROFI."**

Women Empowerment: Promoting Employability within the Community

Female beneficiaries from L'Escalier described the training and opportunities they benefitted from as life-changing.

The impact of the *Aprann* project, in particular, has had their lives is notable. Many stated that the courses they took up helped them improve their level of professionalism and assertiveness, their ability to run a business and overall communications skills:

"Avek Aprann 2.0, nounn gagn formasion lor antreprenaria ek communication skills. Mo pe fer elvaz, zot inn ed mwa lans mo biznes."

[Through the *Aprann* 2.0 project, we were offered training sessions on entrepreneurship and communications skills. I rear animals now. They have helped me start my own business.]

A beneficiary shared that she was able to launch her business, following her participation in the *Mo Bizness* project. Another was able to set up her own workshop thanks to the support she received from the Foundation. She now employs people from the region and sells her handcrafted products to clients of hotels located in the region, an achievement she takes immense pride in.

Among those who were unemployed, the capacity building programme turned out to be extremely useful to prepare them for new working opportunities. The marketing courses also played an important role, enabling beneficiaries to gain a better understanding of the business landscape in Mauritius and learn the in-and-outs of running a small business:

"Sa inn ed mwa, monn fer mo bann plantasion pou mo mem. Monn kone kouma mo bizin plante pou fer mo profi."

[This (project) has helped me set up my plantation for myself. I have learned how to plant in a profitable way.]

"Monn aprann par momem, apre monn rant dan Aprann 2.0. Apre zot inn avoy mwa dan enn kour pou mo kapav gagn enn sertifika. Mo travay kot momem. [...] avan mo pa ti ena ase konfians pou apros mo bann klian. Kre enn klientel, li vreman difisil [...]."

[I was self-taught and then joined *Aprann* 2.0. They enlisted me in a training programme so that I could receive a certification. I work for myself but I was not confident enough before when it came to approaching clients. Building a clientele is really difficult.]

Building Community Resilience and Inspiring Success Stories

Over the years, quite a few success stories have emerged from the Foundation's interventions at L'Escalier. Beneficiaries warmly welcomed the capacity building programme facilitated by Jacques Lafitte, which enabled them to develop a greater sense of self-awareness, confidence and the right skills to navigate the hurdles of life.

For instance, the support from ENL Foundation had a profound impact on Cathy's self-esteem, a success story from the field. Cathy struggled with low self-worth for many years because of her limited educational background. She confessed that people would often tell her that since she had failed to complete her secondary education, there was not much she could achieve or aspire to in life. This deeply affected her but thanks to the programme, Cathy was able to overcome her self-doubt and take on new challenges.

After attending a training session in business management and financial literacy, and thanks to the Foundation's financial assistance, she was able to purchase the necessary equipment to launch her business, which has been running for five years now.



Assessing the Efficiency of Projects within this Region

- The training programmes have proven to be immensely beneficial. Beneficiaries have gained valuable skills and knowledge that have empowered them to pursue new opportunities and improve their quality of life. These training sessions have not only enhanced their capabilities but also boosted their confidence, enabling them to contribute more effectively to their communities.
- Creating a space that offers a variety of services and activities has been highly effective. As a multi-functional environment, *La Maison Communautaire* is an ideal location where community members can access resources, engage in educational and recreational activities, and build social connections. The diverse range of services available ensures that the needs of different groups within the community are met, deepening their feeling of inclusion and togetherness.
- However, during the go-to-market phase of their business projects, beneficiaries have encountered significant challenges in finding paying customers within the area. This issue stems from the low purchasing power of the local population and a lack of awareness about the value of the services provided by the beneficiaries.
- Children's academic performance has seen notable improvement thanks to the quality of the academic support provided to them but also because the centre is an environment conducive for learning.
- Having the opportunity to launch a business has been a transformative experience for some beneficiaries. They are now able to earn a living, support their families and take pride in their work.

Recommendations and the Way Forward

- Similar to other regions, there is a need for an ongoing literacy programme, as many beneficiaries struggle with reading and writing—two fundamental skills that are crucial for personal development. Without these basic skills, individuals will continue to face barriers as in many aspects of their lives.
- While beneficiaries are pleased with the skills they have acquired at the community centre, there is a strong desire for more professional training. Such training would enable them to market their services or products more effectively in the long term.
- To address the challenge of L'Escalier being a small market, the Foundation should consider exploring partnerships with hotels affiliated to the corporation or based in neighbouring areas. These partnerships could facilitate the sale of products made by beneficiaries, providing them with a broader market and more opportunities to generate income. This approach would not only support local entrepreneurs but also address issues faced by beneficiaries after they have completed their courses.
- Additionally, there should be a stronger focus on children's development and youth career guidance as targeted programmes and resources for young people can help them build a solid foundation for their future careers.



STORIES FROM THE FIELD



Scan Here
Stories from the Field



Eloïse is another great example of the impact of ENL Foundation's initiative in the region. Having received a small grant for duck rearing under the *We Matter* project, Eloïse stated that before joining the programme, she never imagined that one day she would have the means and opportunity to leave her parents' home and build her own. Eloïse has now set new challenges for herself, stating that this project has brought her the hope to strive for more, instilling a desire in her to become a role model for her three-year old daughter.

Eloïse,
Le Bouchon,
*Duck rearing project under
the We Matter Programme*

“
**Avan mo pa tiena
lespri pou fer sa.
Zame mo ti krwar ki
enn zour mo ti pou
kapav kit lakaz mo
bann paran ek aranz
mo prop lakaz.**”



Scan Here
Stories from the Field

Gabrielle | Cité Ste Catherine

“Mo ti byin pov, monn byin resevwar bann koli, zot fer enn bon travay dekip.”

“ [...] Monn resevwar bokou zafer a traver ENL – monn resevwar materio, mo bann zanfan in resevwar bokou kitsoz. Mo tifi in gagn enn programme pou li ale ek linn resi arive a traver sa. Mo ena enn tifi ki travay isi, lisi linn gagn so kour gratis. A traver sa kour-la, zordi li pe kapav travay pou li (she works at Atelier Zanfan Sourir). [...] Mo ti byin pov, monn byin resevwar bann koli, zot fer enn bon travay dekip.

Mo ti pou dir zot bann travay ki zot fer ekstra merveye, ekstra bon, mo pena parol pou dir sa, seki zot fer ekstra bon pou bann zanfan. Mo ti pou dir zot bizin kontinye, parski a traver zot, ena boukou kitsiz de byin ki pe pase koumsa bann zanfan-la si zot kav eveye dan bann zafer-la. ”

During my journey here, I received a number of things through ENL – I received materials for the construction of my house, and my children also benefitted in numerous ways. My daughter was able to attend a course and she succeeded thanks to this opportunity. I have another daughter who works at *Atelier Zanfan Sourir*, her course was also fully funded. Thanks to that she is now financially independent. I was really poor and also received food packs. ENL's team operates really well.

Along with other members of the community, we obtained various courses here – for instance, first aid, literacy, life skills, etc. We have known and spent time with the staff here which built our trust and confidence to send our children here. All of my three children are now working. My son also attends the ateliers here and he thoroughly enjoys the diverse activities.

I would say to ENL that the work that they are doing is marvelous, really good, I'm speechless, whatever they do is very beneficial for children. I would like to tell them to carry on, because through them, there are many ripple positive effects. In this way, children can also be motivated in the right direction.

Valérie | Moka/St Pierre

"Il faut être valorisée nimport ki travay ki nou fer."

Valerie was contacted by Aurélie, Project Officer at ENL, to participate in *Aprann 2.0* (a one-year course).



I was contacted by Aurélie to participate in the one-year course 'Aprann 2.0'. At that point in time, I did not have a healthy self-esteem. I learnt how to value myself (à se mettre en valeur ; faut être valorisée nimport ki travay ki nou fer), to achieve much more (faire beaucoup plus), to believe in myself (de se faire confiance) and not to withdraw into myself (pas rester dans un cocon fermé).



Courses were held on a weekly basis at first and then were delivered on a monthly basis. I learnt how to create a CV. During the various capacity building sessions, we learnt how to be and how to respond to work-related situations (*comment être et réagir dans le travail*), how to breathe and take time to reflect (*respirer, prendre le temps de réflexion*) and question whether my emotions such as anger or anxiety are logical in particular contexts. The latter is important for young people. Given that people from different age groups participated in the course, we had the opportunity to learn from people from all walks of life. Before I joined the programme, I was extremely shy and could not really open up. I took baby steps (*j'ai fait des efforts*) but most importantly I adopted a constructive mindset that I should be able to get out of my shell (*en mode "je dois pouvoir le faire"*).

I currently work at ENL Property and I am keen to participate in other projects of ENL. If I had to conclude with some advice for the youth, I would say that they should not get discouraged (*zot bizin pa les tombe*), they should come to know themselves beyond social media *platforms* (*se réaliser, en dehors des réseaux sociaux*) and follow their own paths in life (*swiv zot prop sime*).

Modely | Moka/St Pierre

I joined the *Ti Bizness* project which was annexed to *Leave No One Behind*. I was already working in carwashing but seized the opportunity to follow further training which lasted for about 1.5 years owing to some disruption because of the COVID-19 pandemic. I would describe this experience as: *"on a été bien encadré, ça m'a apporté beaucoup, j'ai eu pas mal d'aide avec eux et ça a été une très très bonne experience formidable"*.

[We were well supervised, it brought me a lot, I had a lot of help with them and it was a very, very good experience.]

Participants on the project had varied interests or professional endeavours which were nurtured. We were taught how to start any business, and I was also provided with seed capital to buy some key materials such as vacuum cleaner and microfiber fabric, all thanks to ENL.

Although the starting point of the course was a bit slow, I would certainly recommend ENL and the various courses that are provided and urge participants not to get discouraged. I share good ties with Mario whom I consider *"un peu comme mon Guru"* [a bit like my mentor]. I am especially grateful to Mario who still availed me of opportunities despite the fact that I already had a job. ENLF staff are real professionals with whom I share mutually beneficial ties.

Kristabelle | L'Escalier

"Mo extra kontan, mo panvi larg ENL ditou."

"

J'ai réalisé que sans études ça va être compliqué pour moi, ça va être une galère. [...] Mo ekstra kontan, mo panvi larg ENL ditou. Mo pa arive dir mwa ki mo pou nepli gagn kontak ek sa ban dimounn-la enn zour, ki mo pou nepli ena sa soutyin-la derier mwa, avek sa bann dimounn ki pe touzour krwar dan mwa.

"

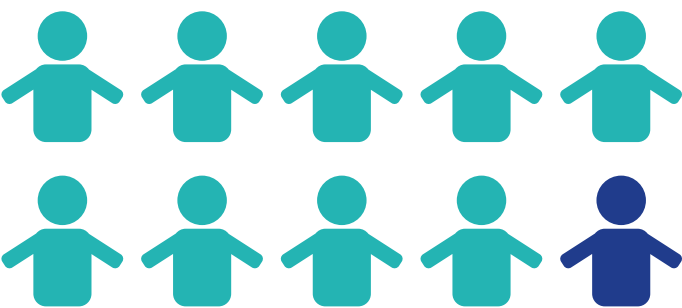
Kristabelle, a young woman who has been in the workforce since the age of 16, is a testament to the positive impact of the Foundation's projects. Starting with entry-level jobs, she gradually became involved in community initiatives. Through participation in various projects, including computer literacy and IT classes, and as a beneficiary of the *Leave No One Behind* initiative, Kristabelle shared that she experienced significant personal and professional growth over the years. Despite the challenges posed by the COVID-19 pandemic, she has managed to pivot, launching her own business and continuing her education. Today, Kristabelle is considered by many as a role model and an example of a success story resulting from long-term community development efforts.

OTHER STAKEHOLDERS' PERSPECTIVES

Perspectives of Funders and Partners

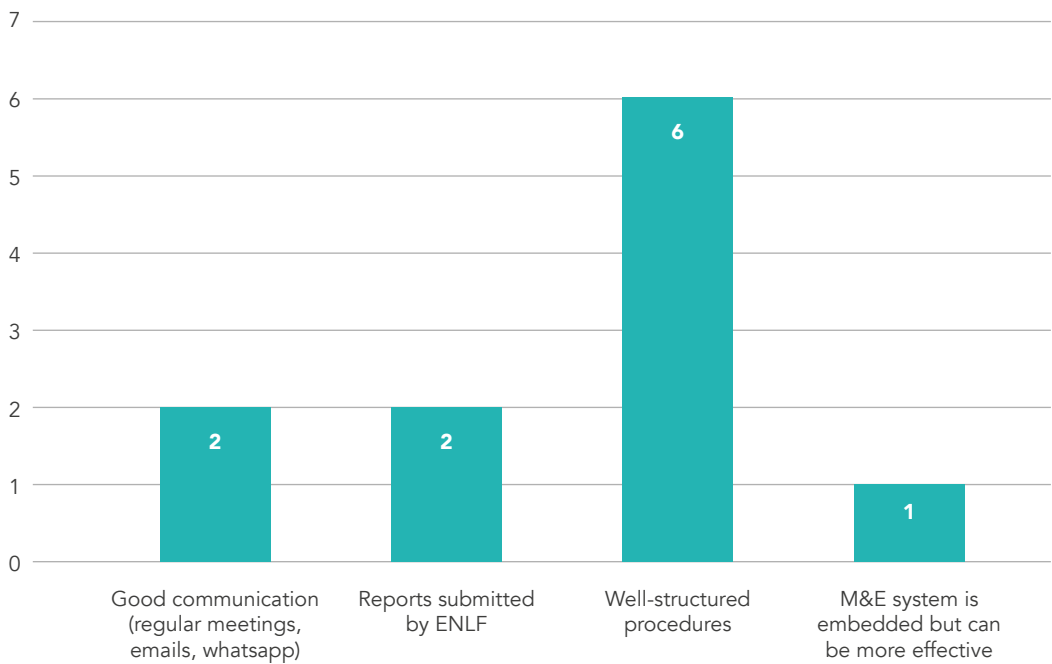
This group of stakeholders expressed that the main rationale for choosing to work with ENLF was based on the perception that it is a well-established and reputable organisation. The team's expertise, its bottom-up approach and proximity to community members were also key aspects that were put forward. Prior to project implementation, thorough investigation was made by the Foundation to uncover community issues and needs, adopting a tailor-made approach for interventions. Effective synergies amongst funders, partners, community people and ENL Foundation collectively have supported vast community development, as outlined in this report.

Project Management



9 out of 10 respondents affirmed that they received regular updates from ENLF through means such as reports (quarterly and annually), emails, field visits and meetings.

Monitoring and Evaluation



Data collection revealed some monitoring and evaluation strategies implemented by ENLF and this finding was validated by funders and partners. They were many to report that ENLF's monitoring and evaluation procedures were of very high standard and well-structured.

Intended or Unintended Positive Outcomes of Projects/Activities



Negative outcomes were not evoked but funders and partners who were approached during the course of this study iterated some challenges. They noted that the COVID-19 pandemic had halted some activities and observed that some communities did not welcome/trust partners at the beginning of a funded project, resulting in low attendance or cancelled activities.

Recommendations

Partners and funders expressed strong appreciation for the ongoing collaboration and the impactful work conducted by ENLF. Aligning with the shared goals and mission of empowering vulnerable communities, they provided several recommendations to sustain, enhance, and disseminate services offered by ENLF.

Organisational Framework

A key recommendation from several funders and partners is the establishment of a comprehensive portfolio that would encapsulate the following aspects of ENLF's operations:

- Implementation Procedures: Documenting the step-by-step processes for initiating, managing, and concluding projects.
- Monitoring and Evaluation: Systematic approaches to assess the progress and impact of ongoing projects.
- Sustainability Plans: Strategies to ensure the longevity and continued success of interventions.
- Knowledge and Experience: A repository of insights gained from past projects, including best practices and lessons learned.
- Challenges and Interventions: An account of obstacles encountered and the corresponding successful strategies used to overcome them.

This portfolio would serve as a critical resource for mobilising additional funding and sustaining developmental efforts over the long term. It would also function as an accessible tool for addressing community challenges more effectively. Furthermore, there was a consensus on the need to refine the structure of projects like the Capacity Building Programme. Specifically, enrolling smaller cohorts would facilitate a more individualised approach, thereby enhancing the impact on the lives of participants.

External Coordination

A 'Best Practices Guide' was another significant recommendation. This manual would serve as a comprehensive resource, equipping stakeholders with the tools necessary to address poverty alleviation and community development at grassroots level. By providing specific guidelines, the guide would promote sustainable interventions and inspire other stakeholders to develop similarly impactful projects.

Additionally, there was an emphasis on cultivating long-term partnerships with organisations that share ENLF's mission and Sustainable Development Goals (SDGs). Such partnerships would enable a reciprocal exchange of resources and expertise, benefitting both ENLF and its partners.

To reinforce the participatory approach, it was suggested that more opportunities for consultation be made available. Regular consultations with team members and community representatives would ensure that implementation strategies remain aligned with the actual needs and perspectives of the communities served.

Finally, it was highly recommended that the merger between ENLF and Rogers be communicated transparently to all stakeholders and beneficiaries. Clear communication will help preserve the existing trust and ensure the continued success of ongoing projects without disruption.

Perspectives of Service Providers & Community Leaders

Overview of Positive Impacts on the Community

Impact on Children

Based on the insights shared by service providers and community leaders, which were backed by the research team's observations, it is clear that children particularly enjoy art therapy sessions, and participation in music events instils a sense of pride among them. Significant academic progress has been observed, with some children improving their reading and writing skills. This group of stakeholders also found that young beneficiaries honed their social skills, developed a healthy sense of



self, and became more disciplined over time. Programmes have fostered freedom of expression and a “*prise de conscience*” particularly towards children with special needs, helping to counter stereotypes and labelling.

Parents have expressed gratitude for the support their children have received, with students from several communities achieving satisfactory results at secondary school, some even reaching grade 13. However, there has been a drastic decrease in admissions since 2021 due to the impact of COVID-19. Overall, children demonstrate respect for service providers and exhibit positive behaviours, showing greater fulfilment, reduced individualism, and increased community engagement.

The spaces provided are less hostile than traditional school settings, allowing children to express themselves freely and creatively- described by one provider as “*enn lespas pou defoule*.” [A space to let loose]. This programme has been likened to “*Enn école de la vie*” [a school of life], where children not only acquire practical skills like woodwork but also learn valuable life lessons. The *Médiatèque* project, in particular, helped enhance children's reading skills and provided access to interactive visual content, along with support for homework and internet access.

A holistic approach to child development has been prioritised, addressing not only the child's immediate needs but also their family background, past traumas, and future potential. For instance, project officers often assist in finding alternative schools for children and encourage both parents and children to persevere in their educational journeys. When cases of children facing domestic violence are reported to ENLF, service providers communicate with parents to help them understand the negative impact of their family environment and dynamics on their children. Parents have also noticed how service providers, many of whom were once beneficiaries, are now actively contributing to their community, giving rise to a cycle of trust and respect within the community.

Psychological Support

Parents have developed a newfound openness to interacting with psychologists, overcoming cultural barriers that previously hindered such engagement. Children, too, have shown reduced resistance to having psychologists in their classes over time. Pamela Chinien's work has contributed to the creation of an ecosystem in which psychologists, schools, field workers, and other service providers collaborate effectively, offering children holistic and professional support.

Impact on Women

Women participating in activities like International Women's Day celebrations and art therapy sessions have found the opportunity to "put themselves first" and momentarily forget about their daily struggles. These sessions have allowed beneficiaries to be spontaneous, build rapport with one another, and reconnect with their childhood. Personal development courses have proven to be empowering for women who were previously unaccustomed to such discussions, subsequently boosting their confidence and self-awareness. Some parents have come to realise that their parenting approaches were inadequate and have since made efforts to improve their ways of doing things for the benefit of their children.



Impact on Individual Lives

A service provider observed a remarkable shift in people's ambitions and self-esteem over time. He shared a story of a woman who learned to set personal boundaries and no longer accepted abuse from her husband. Participants in life skills workshops expressed feelings of being acknowledged and visible for the first time, gaining insights into their own behaviours and working toward self-improvement. A particularly notable success story relates to an extremely shy participant who gained enough courage to deliver a speech at her certificate ceremony, marking a significant personal milestone. Another beneficiary successfully launched a hairstyling and nail services business, which went on to grow so much that she had to relocate and hire additional help.

Impact on the Wider Community

There has been a noticeable increase in bonding and sharing among neighbours, with beneficiaries of the *Backyard Gardening* project, for instance, continuing to cultivate plants at home and some successfully starting their own businesses. Service providers observed significant personal growth and community improvement. For instance, one individual shared valuable parenting tips learned from ENLF-led activities, while another gained the confidence to lead community platforms. ENLF has facilitated experiences for children, allowing them to partake in activities like visiting McDonald's, going to the beach, and attending the cinema—experiences that were previously unfamiliar to them. Furthermore, ENLF provided opportunities for academic and personality development that were otherwise unavailable in underserved areas like Cité Ste Catherine. A community leader, expressed how his involvement with children has been fulfilling, as he receives admiration and a sense of accomplishment from his efforts.

Liaisons with ENLF Team

Service providers express deep gratitude to ENL for opportunities to receive training that has significantly helped them regain their self-confidence. They find ENLF to be open and accessible, with fluid communication channels that facilitate collaboration, adding that they are free to speak up and take initiative. One provider noted, *“mo ena enn sertenn liberte dekzekision”* [I have a certain freedom of execution], emphasising respect for the hierarchy while also enjoying the freedom to pursue desired initiatives.

Whenever issues arise, service providers report feeling well-supervised and supported, with ENLF demonstrating a commendable reactivity and dynamism in their responses. This collaborative spirit among service providers is rooted in a shared vision for the children, leading to a strong sense of teamwork, as articulated by one member: *“Lekip telfair avans mari byin”* [the Telfair team is advancing very well.]

Robert Soupe, an expert in poultry farming who oversaw the *Poule Pondeuse* project, described his work with the Foundation as *“une grande expérience humaine”* [an incredible human experience], highlighting the personal and professional growth fostered by the partnership, especially coming from someone with decades of experience in the field.

Furthermore, ENLF actively encourages constructive feedback regarding project implementation challenges. The team showcases active listening and a solution-oriented approach, working in partnership with service providers to redirect children to necessary support services, such as referrals to psychologists.

Challenges faced by Service Providers

Service providers are grappling with a high workforce turnover, primarily attributed to reduced funding, which has resulted in a lack of full-time work opportunities. This situation has led many skilled workers to quit, creating an endless cycle of re-hiring and training.



Despite requests for better compensation, stipends have not increased according to many. Another significant challenge is the lack of parental responsibility and involvement, with some parents demonstrating commitment issues and a lack of perceived interest in certain classes.

A service provider expressed the desire to rejuvenate the team that he is responsible for, believing that an enhanced production capacity could drive growth. He noted that the social enterprise created by a project of ENLF had considerable potential, but believes the board structure should be independent of ENLF, which currently is not the case and presents challenges in terms of transparency and access to real-time financial figures.

Service providers sometimes face motivational barriers and a lack of responsiveness from beneficiaries. For instance, a service provider encountered difficulties in gaining the trust and receptivity of the youth, which hindered their ability to make progress within the intended timeframe. Despite providing academic support for four to five years, some children continue to struggle with below-average school grades and this is compounded by issues such as delays in receiving necessary teaching resources.

The empowerment of vulnerable individuals can be challenging, as they often face additional obstacles in achieving autonomy. Moreover, changes in ENLF staff necessitate proper handovers to ensure effective communication and project continuity,

especially for service providers. Many service providers have had to manage diverse groups, making it difficult to achieve expected outcomes, particularly as new beneficiaries frequently attend their sessions. This constant influx poses challenges in building rapport and tracking individual progress effectively.

External factors also pose significant challenges. Domestic violence remains a pressing issue, as cases of separation often require children to live with one parent in a different region, disrupting their ability to attend classes regularly. Living conditions have also affected attendance, as many residents have relocated to social housing estates provided by the government.

Additionally, the emergence of NGOs promoting a charity-like approach has created competition and disinterest in working with ENL Foundation. Concerns were raised about a new NGO at Vuillemin that allegedly provides money and goods without promoting community development, leading to feelings of entitlement among parents. This has resulted in some service providers facing aggressive behaviour from parents. The socio-economic status of beneficiaries further complicates the situation, as many parents work late hours, limiting their availability to support their children. Gendered power dynamics within families also play a role, with childcare and household responsibilities predominantly falling onto women, which hinders their involvement in their children's academic progress. Consequently, women often miss out on parents' meetings organised by the Foundation.

Finally, low attendance in classes is exacerbated by social issues, including drug use. A service provider has observed that many teenagers prefer to seek employment during school holidays rather than attend classes. Others have allegedly been caught consuming illegal substances, leading to their expulsion from her sessions. These challenges collectively impede the progress of ENL Foundation's work and the overall well-being of the community.

Recommendations

Parent Engagement and Support - To enhance the effectiveness of the ENL Foundation's initiatives, several key recommendations have been proposed, many of which the research team supports. First, awareness sessions for parents, such as establishing an *école des parents* (school for parents), could empower parents to better support their children's educational journeys and provide the necessary structure. There is also a need to increase children's access to classes, ensuring consistent attendance, and equipping them with the tools to become responsible adults. Enhancing the self-esteem of children is crucial, as many tend to undervalue themselves and their future prospects.

Needs Assessment and Holistic Education - A thorough needs assessment should be conducted by ENLF to adequately address the support required by beneficiaries, particularly in diagnosing learning difficulties among children. There is a pressing need to foster a "*culture de l'éducation*" in some regions, supported by pilot projects led by professionals, which could harness the transformational power of holistic education encompassing personal development, psychological support, and sexual education. Specifically, the employment of beneficiaries who form part of social enterprises born from ENLF projects as staff members will ensure that they receive protections like medical insurance and allowances from the Mauritius Revenue Authority (MRA).



Project Management and Collaboration - From a logistical standpoint, a service provider recommended appointing a dedicated supervisor for projects to ensure cohesion and effective management across regions, especially for follow-ups and project delivery. Maintaining a dynamic partnership with relevant field workers is also essential to making beneficiaries feel comfortable from the outset of projects.

Community Development and Parental Support - Another service provider believes that ENLF staff possess invaluable expertise and should continue their impactful work while expanding their reach. The service provider advocates for a more structured and rigorous approach to community development and emphasizes on the need for supporting underprivileged parents in fulfilling their roles effectively. Addressing parental support is seen as a catalyst for positive change in multiple areas.

Monitoring and Outreach - Moreover, another provider suggested that service providers should have access to progress and evaluation reports to avoid repeating issues experienced in different regions. It is important to monitor programme dropout rates to better understand gaps in specific projects. Building community understanding of the long-term benefits of the development approach is vital, alongside aggressive outreach efforts to maintain student enrolment and clearly communicate the programme's objectives and past successes.

Career Guidance and Engagement Activities - Career guidance sessions for both parents and children, coupled with exposure to local and external role models, would reinforce the value of education in improving life opportunities. Early engagement through activities like sports can provide children with discipline and guidance alongside their educational pursuits.

Funding and Sustainability - There is potential for service providers to explore alternative funding sources beyond ENL, thereby fostering a culture of hard work rather than dependency. Implementing an 18-month post-project monitoring and evaluation framework for entrepreneurship initiatives can ensure continued support and motivation for participants, allowing resources to be redirected towards sustaining these efforts.

Community Bonding and Showcasing Talent - Increasing the scale of activities aimed at stimulating intellectual engagement and community bonding is also recommended. Community-based organisations can play a crucial role in enhancing these connections, especially for individuals with low self-confidence. Collaborative activities involving parents, children, and respected community elders can promote mentorship and role modelling. Organising monthly showcases for children can help boost their confidence through community interaction and appreciation, potentially through mini-fairs.



Visibility and Funding for Creative Projects - Finally, the relocation and establishment of a permanent gallery for woodworks and sculptures, delayed by COVID-19, can be prioritised to enhance visibility for the work being done and to attract funding from major sponsors. By addressing these recommendations, ENL Foundation can further its impact and create lasting positive change within the community.



*Scan Here
Stories from the Field*

Perspectives from representatives of ENL & Rogers

The Pathway Towards Community Development

Following the enactment of the CSR Levy Law in 2009, ENL initially directed its funding towards small-scale projects and NGOs, often supporting one-off activities and charitable initiatives. However, it soon became evident that a community development approach would yield more substantial and sustainable benefits. Interviewees from ENL & Rogers observed that this shift marked the beginning of a more strategic and impactful CSR journey for ENL.

The transition to a community development approach was not without its challenges. Interviewees expressed their appreciation for the original team's efforts in shaping ENL's CSR strategy to focus on long-term, impactful, and sustainable results. They highlighted the technical expertise and rich experience of the Foundation staff as crucial elements in this transformation. In their opinion, this professional and focused approach has earned the Foundation a reputable status among international and regional funders, attracting increased funding over the years.

In addition, they observed a growing recognition that social work is a profession requiring specific and robust competencies. This realisation highlights the importance of having skilled professionals to drive the Foundation's initiatives effectively. As one interviewee noted, "*Je trouve que la fondation a fait un très beau parcours,*" [I think the Foundation has had a very good run.] reflecting the positive trajectory of the Foundation's efforts.

Strong Focus on Women Empowerment



The Foundation's emphasis on women's empowerment was particularly praised by interviewees. Projects such as *Mokaray* and *Baz'Art Kreasion* were highlighted as significant initiatives supporting women. Despite the global economic slowdown, which has been a major driver of poverty reduction over the last quarter-century, these projects have continued to make a meaningful impact. However, challenges remain in breaking the cycle of poverty, necessitating ongoing efforts and innovative solutions.

Recommendations

- Interviewees believe that **social housing**, particularly advocating for housing free from asbestos, could be an area of focus for the Foundation. This aligns with the broader goal of improving living conditions and ensuring safe housing for all. To achieve greater social impact, the Foundation should concentrate on improving health, increasing access to education, promoting equality, and supporting the local economy, interviewees stated.
- From a **governance perspective**, team members from ENL & Rogers believe that the Foundation did a great job over the years in disbursing and managing funds appropriately and effectively. They iterated that ensuring that resources are directed to areas where they can have the most significant impact is essential for maintaining trust and achieving desired outcomes. As the CSR landscape continues to evolve in Mauritius, it is their belief that adhering to the highest standards expected by regional organisations, especially regarding application for funding, follow-ups, and monitoring and evaluation (M&E), will help reinforce the position of ENL Foundation as a leading CSR model in Mauritius and the wider region.

- Given the **limited human and financial resources**, it is important for the Foundation to carefully choose its *"cheval de bataille"* or main focus areas. Prioritising initiatives that promise the greatest social impact will be key to maximising the effectiveness of their efforts, interviewees stated.
- Interviewees expressed hope that the merger between Rogers and ENL would lead to increased efforts towards **continuity and a stronger investment in the sustainability vision**. They emphasised the importance of maintaining momentum and building on the successes achieved so far. As one interviewee put it, *"dans la continuité,"* highlighting the need for ongoing commitment to the Foundation's goals.
- It was noted that senior roles within the organisation primarily learn about the Foundation's activities through **external communications** such as on social media. This suggests a need for improved internal communication to ensure that all members of the leadership team are well-informed and engaged with the Foundation's initiatives.

Perspectives from ENLF's Core Team

CSR and Community Development

Prior to 2009, ENL's approach to CSR primarily involved small-scale financial support to local NGOs. ENL played an essential role in aiding non-profit organisations, allowing them to carry out community work with minimal direct involvement. However, with the passing of the CSR Levy Law in 2009, ENL sought a more hands-on and transformative role in how it engaged with vulnerable communities. Rather than merely providing funds, the leadership team decided that ENL should become an active agent of change within these communities.

The vision for this evolved approach stemmed from the ambitions of Hector Espitalier-Noël, then CEO of ENL Group. Recognising the need for deeper engagement, Hector took a proactive step in redefining the Foundation's role and approached Mario Radegonde, former Head of CSR at ENLF, with a clear mandate: develop a CSR strategy that extended beyond financial assistance. The new direction was built on the belief that meaningful change happens when corporations establish close relationships with the people they aim to serve.

Mario Radegonde embraced this vision, emphasising the need for ENL Foundation to work directly with local communities, understanding their challenges and collaborating to create long-term solutions. As he succinctly put it: *"ENL doit être présent dans les communautés et il faut un CSR de proximité"*, [ENL needs to be present in the communities, and we need a CSR which is close to the people.] This proximity-based approach became the cornerstone of ENLF's mission, with the ultimate goal of fostering autonomy and resilience within the communities. By working with and empowering local leaders, the Foundation ensured that the projects it implemented were not just temporary fixes but sustainable solutions driven by the communities themselves.

Two Main Pillars of Focus: Education and Women Empowerment

ENLF's projects are centered around two critical pillars: education and women empowerment, interviewees observed. These areas were chosen strategically, recognising their potential for profound and lasting impact on community well-being.

Education has been at the forefront of ENLF's initiatives too, particularly due to the staggering academic failure rates seen among vulnerable communities before the Foundation's intervention. Prior to the literacy programmes implemented by ENLF, academic failure rates in these regions ranged from 70% to 90%, according to the Leadership team. Through targeted literacy and educational programmes, these figures have been dramatically reversed, with success rates now reaching 50% to 70%. The impact of these programmes goes beyond mere academic success; they have sparked a newfound aspiration for higher education, with many beneficiaries now setting their sights on tertiary studies. Education has become a powerful tool for these individuals, providing them with the skills and confidence to pursue better opportunities and break the cycle of poverty.

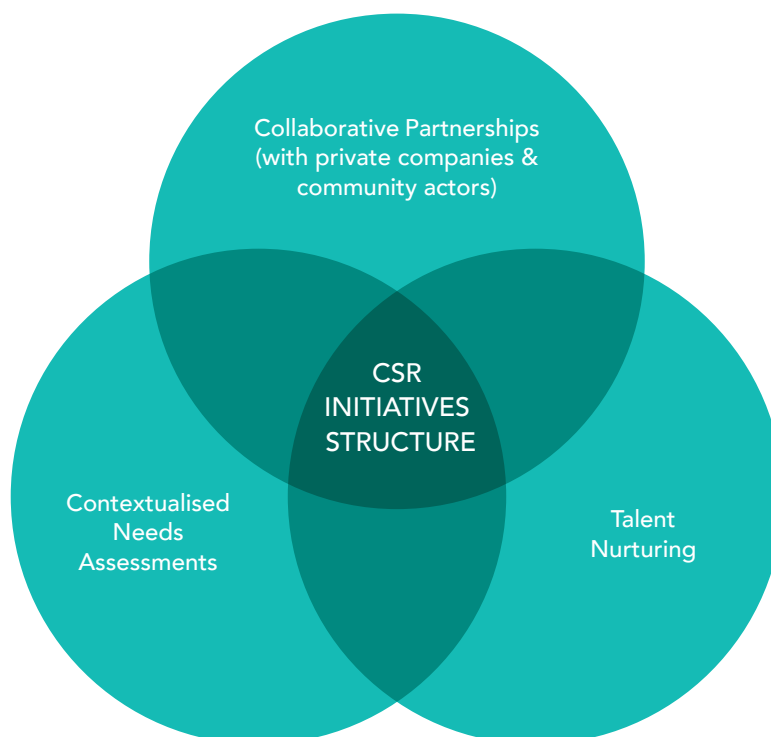
**"ENL doit être
présent dans les
communautés et il faut
un CSR de proximité"**

Women Empowerment is another pillar that reflects ENLF's commitment to community resilience. Women, particularly in vulnerable communities, are often the bedrock of their families and communities, acting as caregivers, breadwinners, and advocates for the well-being of their loved ones. ENLF recognised that empowering women is key to fostering broader societal change, a fact that ENLF's core team appears to be perfectly aligned on. By equipping women with skills, resources, and opportunities, the Foundation not only improves their individual lives but also strengthens the entire community. This showcases a deep understanding on the part of the leadership team that women's empowerment programmes have an immense impact: they promote economic independence, leadership, and social inclusion, ensuring that women can contribute meaningfully to society and advocate for the needs of their families.

ENLF's Vision

At the heart of ENLF's work is a vision of a society where everyone feels valued, empowered, and capable of contributing. It has been observed, both through interviews with a range of stakeholders and field observations, that ENLF's ultimate goal is not to create dependency but to nurture autonomy. The Foundation envisions communities where individuals are self-reliant, trusted, and capable of supporting themselves and others.

Interactions with members of the Foundation's Leadership Team revealed that CSR initiatives are implemented using a **human-centred, holistic, close-knit, and participatory/consultative approach** - a finding that was again validated through field observations.



Approach

Data revealed another important aspect of ENLF's CSR approach which is **inclusive growth**. For instance, the document review component of this research showed that some vulnerable employees from ENLF have also benefitted from projects. This approach created a safe space for employees to improve their socio-economic situation while others were encouraged to become volunteers and contribute by sharing their know-how. ENLF CSR initiatives remain focused on community development, to empower vulnerable communities, help people self-actualise and live with dignity.

"The foundation is built on an empowerment dynamic, focused on supporting beneficiaries towards achieving their goals and growth, instead of spoon-feeding them", is a significant statement that reflects the approach of ENLF towards its beneficiaries. This statement was confirmed by another member of the team who described their work as a crutch, that people can rely on until they are ready to walk then run eventually:

"On est une béquille, que la personne finira par jeter pour marcher seule."

[We are a crutch that the person will throw away and walk on their own.]

No two communities are alike, and a one-size-fits-all strategy is unlikely to yield sustainable results. Field workers offer a nuanced, intersectional understanding of the social, economic, and cultural realities within each locality. This firsthand knowledge allows ENLF to tailor its interventions, ensuring that projects and programmes are relevant, targeted, and responsive to the specific needs of the community. By relaying these insights back to the leadership team, Field workers enable the Foundation to adapt its strategies in real-time, enhancing the likelihood of successful implementation. Their continuous engagement on the ground not only strengthens ENLF's proximity to the people but also ensures that the communities feel heard and valued. This dynamic feedback loop is essential to fostering trust and collaboration, both key ingredients for the long-term success of ENLF's initiatives.

Positive Changes

Thanks to the dedicated efforts of ENLF's field workers and project officers supported by the wider leadership team, the communities that were once hesitant and disengaged are now actively participating in the Foundation's programmes. Initially, there was minimal involvement from the targeted communities, but over time, field workers have successfully built relationships of trust and understanding. Today, the CBOs play a critical role in community transformation, with children participating in workshops and activities in high numbers. The deep bond between field workers and the children has been instrumental in this transformation. For many children, the CBOs have become a natural extension of their daily lives—after school, their first stop is the local CBO.



The introduction of an afterschool snack (*goûter*) has been an effective way to engage children, drawing them into the space where they can participate in educational and recreational activities. As a result, not only are children showing increased involvement, but they are also seeking out the support of psychologists and project officers on their own initiative. This heightened level of engagement is a testament to the sense of safety and belonging that the field workers have cultivated within the community. By empowering children to take ownership of their participation, ENLF is fostering a strong sense of community development and solidarity. The children's enthusiasm and self-driven involvement have strengthened the social fabric of the community, contributing to its overall growth and cohesion.

Challenges faced by the Leadership Team

Despite the positive strides made by ENLF, the leadership team continues to face significant challenges that hinder the full realisation of their vision. One of the most pressing issues is the lack of parental participation in the programmes and initiatives designed to benefit their children and families. While children are increasingly engaged in CBO activities, the involvement of their parents remains minimal, in many areas. This disengagement limits the long-term impact of ENLF's work, as parental support is crucial to reinforcing the lessons learned and the values promoted through the Foundation's initiatives. Without active parental involvement, children may struggle to maintain the progress they make through the programmes, as they lack the necessary encouragement and reinforcement at home.

Another challenge is the lack of systematic monitoring of post-project implementation. While ENLF has implemented numerous successful programmes, ensuring the sustainability of these initiatives after the initial rollout is a complex task. Once a project has been completed, consistent follow-up and monitoring are essential to measure its ongoing impact and

address any emerging issues. However, limited resources and manpower make it difficult to maintain this level of oversight, potentially leading to stagnation or regression in community progress once the Foundation steps back. This gap in monitoring also hampers ENLF's ability to make informed adjustments or improvements to its strategies in real-time.

Drug use within vulnerable communities is another major obstacle that the leadership team grapples with. Substance abuse, particularly among the youth, threatens to undo the positive changes brought about by the Foundation's efforts following many years of presence on the field. The prevalence of drug use not only disrupts the lives of individuals but also weakens family structures, undermining the overall stability of the community. Addressing this issue requires more than just intervention programmes; it demands a holistic approach that tackles the root causes of drug abuse, such as poverty, lack of education, and emotional distress.

Additionally, the sense of entitlement to goods and services within certain communities poses a challenge to ENLF's empowerment-driven approach. Many community members, having been recipients of charity and aid in the past, may have developed a dependency on external support. This mindset runs counter to ENLF's mission of promoting autonomy and self-reliance. The Foundation's goal is not to create a culture of dependency but to equip communities with the tools and skills needed to stand on their own. Convincing community members that true empowerment lies in their ability to contribute and lead, rather than simply receiving, is an ongoing struggle.

Finally, dysfunctional family units add another layer of complexity to the challenges faced by the leadership team. In many cases, families within vulnerable communities are fractured by issues such as domestic violence, financial instability, and emotional neglect. These broken family structures make it difficult for ENLF to implement long-term, sustainable change, as the instability at home can counteract the progress made through the Foundation's initiatives. Children from such backgrounds, despite benefitting from ENLF's programmes, often return to environments that are not conducive to growth and learning, making it harder to sustain the positive impacts of the Foundation's work.

These challenges underscore the complexity of ENLF's mission. While the leadership team remains committed to its vision of fostering autonomous, resilient communities, they recognise that addressing these deep-rooted issues requires continuous effort, adaptation, and collaboration with local stakeholders.

Recommendations

- To strengthen the effectiveness of ENLF's programmes and address the ongoing challenges faced by communities, several key recommendations have emerged from the leadership team, including field workers and project officers.
- Firstly, continuous professional development for project officers is essential. Given the complex issues they encounter as previously mentioned, additional training would better equip them to handle these challenges. Project officers have expressed the need for further development in areas such as social work, family counseling, and community engagement, which would enhance their ability to provide more comprehensive support to beneficiaries.
- In addition, project officers have identified the need for training in Monitoring and Evaluation (M&E). This would allow them to gain deeper insights into the progress and impact of their work. By understanding different types of evaluation methods, they can assess the effectiveness of the programmes they oversee, identify areas for improvement, and ensure that the goals of each project align with the overall mission of ENLF.
- Another key recommendation is fostering increased synergy among NGOs operating in the same regions. Project officers believe that enhanced collaboration with other organisations would lead to a more cohesive approach, ensuring greater reach and impact in vulnerable communities. By working together, NGOs can pool resources and knowledge, minimising duplication of efforts and maximising the positive outcomes for beneficiaries.
- Finally, project officers have suggested that an independent consultant assess ENLF's impact. Given the day-to-day demands of their work, it can be challenging for them to fully grasp the long-term effects of their interventions. An external consultant could provide an unbiased and comprehensive evaluation of the Foundation's overall impact, offering valuable insights and recommendations to further enhance ENLF's programmes. This external assessment would help the Foundation refine its strategies and ensure it continues to meet the ever evolving needs of the communities it serves.



THE BIGGER PICTURE AND FINAL REFLECTIONS

Throughout this impact assessment report, our research team has provided numerous recommendations. These encompass areas of improvement specific to each region, insights shared by stakeholders, and findings derived from our own observations and analysis. In this concluding section, we wish to offer some “*pistes de réflexion*”—pathways for further reflection and action—to guide future initiatives and strategies as the Foundation marks its 15th year anniversary.

Strategic Reflections for the Future of the Foundation

In evaluating the current relevance of the Foundation’s intervention pillars during the impact assessment exercise, the research team concludes that the community-centric approach the Foundation has championed for many years is not only effective but continues to yield slow yet steady and meaningful results over the long term. From shifts in mindsets to tangible socio-economic and personal growth, the positive impact is unmistakable. This approach tackles fundamental socio-economic challenges and inequalities, aligns with multiple Sustainable Development Goals (SDGs), and meets both funder expectations and the Foundation’s vision for transformative change. Ultimately, it holds the potential to benefit not just vulnerable communities but also advance the broader aspirations of ENL Group.

It is also our opinion that literacy and education, as well as women empowerment, should remain core components and/or pillars of the Foundation’s approach. Literacy and education are fundamental to breaking the cycle of poverty and fostering socio-economic development. As highlighted by the United Nations Educational, Scientific and Cultural Organisation (UNESCO), education serves as a powerful catalyst for development and is among the most effective tools for reducing poverty while enhancing health, promoting gender equality, and fostering peace and stability. Women empowerment, on the other hand, is crucial for achieving gender equality and ensuring that women have equal access to resources and opportunities.

In addition, Community-Based Organisations have played a critical role in this approach. They should continue to be supported, for instance, in areas such as leadership development, project management, fundraising, strategies for pioneering a volunteer base and rallying other community members, and designing a media kit for enhanced visibility. CBOs are often deeply embedded within the communities they serve, allowing them to effectively address local needs and mobilise community resources. Their participation ensures that interventions are culturally relevant and sustainable, reinforcing the foundation’s commitment to long-term, community-driven impact.

Lastly, former CEO Hector Espitalier-Noël shared his visionary approach on community development 15 years ago. Now that he has handed over the reins to newly appointed CEO Gilbert Espitalier-Noël and following the recent merger, there is a strategic decision at hand regarding the vision for the Foundation for the next 10 to 15 years.

The many stakeholders we interviewed and met for this research systematically used the term “ENL” when referring to the Foundation. This indicates that the Foundation today is somewhat the mirror of the wider group and is a critical and integral part of it. This is not negligible, nor is the impact the Foundation has had on people’s lives over the years. The Foundation’s work has become synonymous with the ENL Group’s identity, reflecting its values and commitment to community development.

With the recent merger, ensuring continuity and a smooth transition, at least for the coming year, would offer the new team, including top management leaders, eye-opening opportunities to better understand field realities. This period of continuity would allow the new leadership to fully grasp the impact the Foundation has had over the years. It would also provide a valuable window to adapt the Foundation’s strategic approach if necessary, bringing their expertise to the table to enhance and expand the Foundation’s initiatives.

By maintaining a steady course during this transition, the new team can build on the Foundation’s established successes while exploring innovative ways to address emerging challenges. This approach will ensure that the Foundation continues to be a vital and effective component of the ENL Group’s broader mission in fostering sustainable development.





The Important Role Played by Field Staff in Supporting the Foundation's Wider Ambitions

Field workers and project officers are the lifeblood of ENL Foundation's proximity-based approach, acting as the crucial bridge between the Foundation and the communities it serves. As the eyes and ears of ENLF, they play a pivotal role in understanding the unique dynamics, needs, and challenges faced by each community. Recognising the role they play is critical to sustaining the Foundation's vision. There is a pressing need for more recognition of their efforts. Increased visibility and acknowledgment would not only motivate project officers and field workers but also enhance the reputation of the profession, attracting more qualified individuals to the field - many of which could come from the pool of past and existing beneficiaries of the Foundation.

This recognition aligns with ENL's wider Smart City ambitions for Moka. By integrating the Foundation as a key driver of change in the sustainable and integrated development of Moka Smart City, the Foundation can further its impact. After all, the transformation of Moka into a Smart City is not just about infrastructure but also about fostering a community where social development and sustainability are at the forefront. Field workers and project officers supported by the Foundation's community development specialist, are essential in this transformation, ensuring that the community's voice is heard and their needs are met.

There are numerous assets and resources within the broader ENL Group that the ENLF has yet to utilise. Community assets, when combined with other organisational assets, have the potential to enhance community-based projects. For instance, an asset mapping of personnel expertise, space, and infrastructural facilities can assist beneficiaries in addressing some of the spatial challenges they encounter, building networks and connections, and providing relevant materials and equipment. In terms of smooth and optimal management of resources, it would be equally relevant to recruit island-wide project coordinators who can be contracted for effective monitoring. Given that ENLF staff are focused on the day-to-day running of projects, having dedicated coordinators would

ensure that projects are monitored effectively and resources are managed efficiently. This approach would allow for better oversight and coordination, ensuring that the Foundation's initiatives are implemented successfully and sustainably across the island.

Building Capacity for Effective CSR and Sustainability

The professionalisation of the Foundation's staff is paramount to ensuring the long-term success and sustainability of our initiatives. While many individuals in Mauritius have gained valuable experience in social work and programme management through hands-on learning since the implementation of the CSR Levy Law, it is now crucial to provide formal training in the principles of Corporate Social Responsibility (CSR) and sustainability. This will not only enhance their skills but also empower them to execute their roles more effectively.

To achieve this, we recommend that the Foundation's staff engage in internationally recognised training programmes and associations. For instance, the Global Reporting Initiative (GRI) offers comprehensive training on sustainability reporting. Additionally, the Project Management Institute (PMI) offers certifications such as the Project Management Professional (PMP) that can significantly enhance the staff's programme management capabilities.

Providing such training is essential to support the Foundation's dedicated team in their work. It will equip them with the necessary knowledge and skills to navigate the complexities of CSR and sustainability in a global manner, ultimately leading to more impactful and efficient programmes locally. Beyond training, it is equally important to establish robust end-to-end programme management resources. This includes mechanisms for continuous monitoring and evaluation, data collection and analysis, and regular impact assessments. Moreover, ensuring that projects have an exit/sustainability plan is important. The Foundation could also look at devising a "Best Practices Guide" to sustain the legacy of individuals and projects which have led to significant strides as part of its CSR efforts. Tools such as the

Logical Framework Approach (LFA) and Results-Based Management (RBM) can be instrumental in this regard, ensuring that programmes are not only well-managed but also deliver measurable outcomes over time.

Furthermore, securing sustainable funding is critical to the Foundation's success. To this end, ENLF should focus on creating and strengthening a robust network of representatives from programme leads, high-ranking/senior officials from embassies, and international funding agencies. This network will serve multiple purposes: it will showcase the excellent work being done by the Foundation, reinforce its position as a strategic partner, and increase awareness of funding opportunities. By fostering these relationships, the Foundation can ensure a steady flow of resources, enabling it to continue its vital work in community development and empowerment.

Gender and Socio-Economic Advancement: The place of Men from Vulnerable Communities

It has been observed that a significant majority of beneficiaries are women and children. This trend is not unique to our context but reflects a broader reality in many community development initiatives worldwide. Women and children are often prioritised because they are disproportionately impacted by poverty and socio-economic inequalities. Women, in particular, are recognised as key agents of change; their empowerment is linked to a range of social and economic benefits, including enhanced health, education, and economic outcomes for their families and communities.

However, it is crucial to acknowledge the importance of including men, particularly vulnerable men, in community development efforts to maximise social impact. Research demonstrates that engaging men in gender equality initiatives can lead to more sustainable and inclusive outcomes. Studies have shown that men play a significant role in the economic and social development of women, making their involvement essential for reducing gender disparities and fostering equitable development. Excluding men from the design and implementation of gender-oriented policies may limit the effectiveness of these initiatives and potentially exacerbate existing inequalities. As the Foundation advances its community development mission, it is vital to create spaces and opportunities that also empower vulnerable men.

Intersectionality and Addressing Historical Complexities in a Post-Colonial Era

Mauritius is often seen as a regional example of economic success and development. However, the impact of its history, diverse ethno-demography, and multifaceted identities, along with inequalities in power relationships between different ethnic groups over time, continues to linger. Most of the beneficiaries we met during this research were primarily of African descent and women, leading us to believe that this group remains largely underserved and underprivileged. This is not necessarily due to a lack of desire to escape the cycle of poverty but rather because of transgenerational heritage and other factors linked to ethnicity, discrimination, accrued economic imbalance and inequalities.

The complexity of intersectionality, which considers how various forms of social stratification, such as race, gender, and class, intersect and influence individual experiences, is crucial in understanding these dynamics. Historical facts like slavery continue to influence and affect people in today's world, including in Mauritius. The legacy of slavery and indentured labour has left deep scars on the socio-economic fabric of Mauritius, contributing to persistent inequalities. The Truth and Justice Commission of Mauritius highlighted the long-term impacts of these historical injustices, recommending measures to address the socio-economic disparities faced by descendants of enslaved people and indentured labourers.

In the same breath, we must acknowledge the hidden face of poverty. Despite Mauritius being a middle-income to high-income earning country, many people struggle with poverty that is more hidden than expected. The polarisation and socio-economic disparities are significant, with many individuals living in conditions that do not visibly reflect their vulnerability. There are both overt and subtle indicators of vulnerability, including trauma, language barriers, mental health issues, and socio-economic challenges. It is therefore important to identify individuals who may not openly express their needs due to stigma, pride, or shame, as these individuals are often those who require the most support. This hidden poverty reinforces the research team's opinion that it is critical to have non-profit organisations like ENL Foundation working to alleviate these conditions.

The Truth and Justice Commission emphasised the need for a more inclusive account of Mauritian history and culture, better protections of Mauritian heritage, and empowerment of marginalised communities. By addressing these historical complexities and recognising the hidden face of poverty, we can better understand the importance of inclusive and equitable development. Foundations like ENL play a critical role in this process, working to right historical wrongs and promote education and empowerment for all.

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Annex 1

Lists of interview questions addressed to ENL Foundation's stakeholders and beneficiaries

Beneficiaries

1. Participants were invited to introduce themselves and say a few words about projects they benefitted from.
2. What impact has this project had on their life?
3. What are some of the issues that the project addressed in your region? Are there other issues that are yet to be/ need to be tackled?
4. What are some of the challenges that you face in your day-to-day life?
5. How was the overall project in terms of delivery, logistics, communications, timings, and support you received? Is there anything that can be improved? Do you get opportunities to provide feedback?
6. What is your relationship like with ENLF staff and service providers?
7. What are your hopes and ambitions for your region? What changes would you like to see in the area?
8. What new projects would you like to see and why?

Project Officers and Field Workers

1. Can you share your views on the socio-economic situation in Mauritius?
2. Having worked in this field for a number of years, what is your assessment of the impact of the projects you have worked on so far? (the good and bad sides)
3. What changes have you observed in the communities you have worked with throughout the years?
4. Can you tell us about a few 'success stories' you have witnessed over the years?
5. What would you say are the biggest challenges you have faced along the way?
6. Are the resources you are provided with sufficient? If not, which gaps have you identified and what would you recommend should be done about it? What more needs to be done in your opinion?
7. How did COVID-19 impact your work and the communities you serve?
8. What are your views on CSR approaches/ community development in Mauritius?
9. What areas of intervention require more focus and investment, in your opinion? Why?

ENL Funders and Partners

1. As a partner/ funder, can you tell us about the rationale for working/ funding a project led by ENLF? What drove your decision? What were the main issues that you hoped to tackle by working with ENLF?
2. Please describe the project or activity on which you collaborated with ENL.
3. How would you describe the project implementation phase while working with ENL?
4. Were you provided with regular updates from ENLF about the project progress?
5. What are your views on their monitoring and evaluation processes?
6. Were there any notable intended and/or unintended positive consequences from the project that you would like to share?
7. Were there any challenges or unintended negative consequences from the project that you would like to share?
8. Based on your experience, what recommendations do you have for improving the impact and effectiveness of the organisation's initiatives in the future?
9. Is ENLF an organisation you would like to partner up with or fund in the future? Please list a few reasons for your answers.
10. Participants were asked for their views about exit strategies and sustainability aspects.

ENL & Rogers

1. Please provide us with a brief overview of your current work at ENL/Rogers.
2. Can you tell us if and how you have been involved with ENL Foundation specifically?
3. In your opinion, what are some of the biggest challenges facing vulnerable communities based in the areas that ENL operates in?
4. Is there a project in particular that has left a strong impression on you? Why?
5. What are some of the challenges ENLF, its staff and the communities around them faced during COVID-19 and how did you, as an organisation, address these?
6. According to you, how are local communities empowered through ENL Foundation's initiatives?
7. In what words would you describe ENL Group's vision towards sustainability, community empowerment and development?
8. In what ways do you incorporate human-centred approaches within your work at ENL/Rogers?
9. How can greater social impact be achieved in your opinion?

Community Leaders and Service Providers

1. Please tell us briefly who you are and your areas of expertise.
2. How long have you been working in this sector?
3. When did you provide your services to ENLF and in what capacity?
4. Can you tell us a bit more about the programme you ran? (Your perceptions, challenges you faced, the pros and cons, etc.)
5. Describe changes you observed in the community and in beneficiaries following the implementation of the project. Any particular examples of success stories? Any negative impact?
6. How did you enjoy working with ENLF? What issues did you encounter along the way?
7. As an external person, what do you think ENLF should do differently or consolidate in terms of programme management, needs analysis, global approach to comm development or on any other issues?

ENLF Core Team

General Questions

1. Please provide us with a brief overview of your current/former work at ENL Foundation

Specific Questions on Corporate Social Responsibility

1. What is your approach to CSR?
2. What factors/criteria do you consider when you mount a CSR Project? What is the rationale behind your choice of CSR projects?
3. What aspect of CSR is most important for you?
4. What was the rationale behind the pillars of intervention of ENL?
5. Do you consider that CSR is closely linked to social impact?
6. How do you evaluate your CSR projects? How effective are they? What use do you make of it?
7. Can you share any success stories or notable achievements from your CSR initiatives?
8. What have been some of the challenges you faced in the
9. Project conception/Development phase
10. Project implementation phase
11. Project Monitoring phase
12. What are some lessons learnt from both successful and less successful projects?
13. What are some of the best practices that you would recommend be used by CSR teams?
14. In what ways would you say that your CSR initiatives are aligned with SDGs?
15. What are some of the challenges you faced during COVID-19 as a CSR department and how did you address these?

Specific Questions on Community Empowerment

1. How does the ENL Foundation identify and prioritise the needs of the communities it serves in Mauritius? Can you describe the process and criteria used to align CSR initiatives with these community needs?
2. In what ways do the ENL Foundation's initiatives empower local communities? Can you provide specific examples of how these projects have built capacity and fostered self-reliance among community members?
3. Can you share examples of (1) key achievements or (2) areas for improvement based on these evaluations?
4. How far do you think that the projects align with community needs?

Former Head of CSR

1. You have led ENL's CSR initiatives for nearly two decades. Can you provide us with an overview of the grassroots level changes that you have observed over time?
2. What are your views on CSR community development as done by ENLF? What are the good things we can take from it?
3. What are your views on Monitoring and evaluation?
4. What would an ideal world/ society look like? And how do your initiatives fuel this vision?

CSR Coordinator and Community Development Specialist

1. You have been a volunteer and have been involved with community development for many years now. What is your assessment of the progress that has been achieved over the years?
2. What are the challenges that remain and how can CSR initiatives address these?

Annex 2

List of documents reviewed as part of the IA Exercise

Accompagnement Scolaire - Project Reports

Aprann - Project Report and Presentations and Mid-term Evaluation Report (November 2021)

Backyard Gardening - Project Presentation

Baz'Art Kreasion - Project Presentation, Logical Framework, Grant Application and Project Closure Report

Cap 23 Impact driven Report

CFLI - Project Application, Interim Progress Report and End of Project Report

ENL Annual Report 2020

Green Spirit - Project Presentation

L'Escalier Nou Tou Ensam (Programme de Développement Communautaire) - Report Summary 2022-2023

La Ferme Communautaire - Project Presentations

La Ferme Nou Leritaz – Project Presentation

Leave No One Behind - Concept Note, Full Application, Logical Framework, Project Evaluation Report August 2022, Annual Report 2019 and Final Narrative Report

NSIF Programme Grant Activities Report (1 July 2021-15 July 2022)

NSIF Programme Information Document 2023-2024

OIF – *Femmes Entrepreneures de Demain* - Project Application, Logical Framework, Project Presentation, Project Update and Project Report

Poule Pondeuse - Project Presentation

Réalise Ton Rêve - Project Report

Retrospective ENLF (2009-2024) - A timeline showcasing the evolution of ENLF's CSR approach over the last 15 years

Social Leadership Programme - Project Presentation

Stepping up - Project Proposal and Final Narrative Report

Zanfan Sourir - Project Presentation

